# SERVICE QUALITY EXPECTATIONS AND PERCEPTIONS OF TOURISTS: A STUDY ON HOTELS OF ARUSHA, KILIMANJARO AND MANYARA REGIONS

*Submitted in partial fulfillment of the requirements for the degree of*

## DOCTOR OF PHILOSOPHY
## IN
## MANAGEMENT

*By*

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### Admission No 13GSOB301019

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# DECLARATION

I hereby declare that the thesis entitled *"SERVICE QUALITY EXPECTATIONS AND PERCEPTIONS OF TOURISTS: A STUDY ON THE HOTELS OF ARUSHA, KILIMANJARO AND MANYARA REGIONS"* submitted by me, for the award of the degree of *Doctor of Philosophy* to Galgotias University is a record of bonafide work carried out by me under the main supervision of Prof. (Dr.) M P Sharma and co-supervisor Prof. (Dr.) Sadananda Prusty.

I further declare that the work reported in this thesis has not been submitted and will not be submitted, either in part or in full, for the award of any other degree or diploma in this institute or any other institute or university.

Place   : GREATER NOIDA

Date:                                                          Signature of the Candidate

# CERTIFICATE

This is to certify that the thesis entitled "**SERVICE QUALITY EXPECTATIONS AND PERCEPTIONS OF TOURISTS: A STUDY ON THE HOTELS OF ARUSHA, KILIMANJARO AND MANYARA REGIONS"** submitted by Hellen Emmanuel Meshack (School of Business) Galgotias University, for the award of the degree of Doctor of Philosophy**,** is a record of bonafide work carried out by him/her under my supervision, as per the Galgotias University code of academic and research ethics. This report's contents have not been and will not be submitted for the granting of any other degree or diploma at this institute or any other institute or university, in part or in whole. The thesis complies with the University's rules and regulations, and, in my opinion, satisfies the essential standards for submission.

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# ABSTRACT

Service quality in tourism industry has globally grown mainly due to the rise in consumers' high demand and vigorous competition. Tourism industry contributes about 13% towards Tanzania's GDP and provides employment to approximately 1.5 million individuals direct and indirect into the sector. Tanzania's Northern Circuit is considered as an important tourists' destination and remains competitive centre of attraction due to hosting the world's largest complete volcanic crater, Africa's highest density of big game, and Africa's highest mountain, Mount Kilimanjaro. This study primarily sought to analyze the expectations and perceptions of the three and four-star hotels in Arusha, Kilimanjaro and Manyara Regions which are of the Northern circuit. The study focussed on service quality within the hotel industry. Stakeholders in the hotel industry such as tourists, managers, employees, and Hotels Association of Tanzania (HAT) were interviewed. The study used mixed approach methods and the pragmatic case study method was used to discuss the findings. The study found out that all respondents had different expectations in regard to service quality. SERVQUAL tool was used as it has been proved to be realistic and good in measuring service quality. Tourists' expectations for service quality were not reached, according to the findings. There was a substantial difference in hotel service overall customer satisfaction; similarly, there was a significant difference in guests' and managers' perceptions of service quality. The poorly performed services identified during the semi-structured interview require improvements to improve service quality standards. The security concerns were highlighted in the literature as this is presently becoming a prerequisite requirement to destinations around the globe. The study offers a wider exploration and understanding of the current factors that are assumed by customers to be significant to their complete experience and satisfaction.

# ACKNOWLEDGEMENTS

# DEDICATION

*Thomas A. Edison said….There is no substitute for hard work.*

*Dedicated*
*to*
*My beloved mother (late) and father,*
*Brother and sisters*
*and to my beloved husband James*
*and my beloved daughter Ivy.*

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- Meshack, H. E. and Prusty, S. (2021). Service Quality, Satisfaction and Loyalty of Customers in Hotels: the Case of Northern Tanzania. *African Journal of Hospitality, Tourism and Leisure,* 10(4), pp.1430-1451.

- Meshack, H. E. and Prusty, S. (2020). Terrorism and Tourism in the hotel industry in Tanzania. A case of northern regions. *Int. J. Qualitative Research in Services,* 4(1) pp.1-19.

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- Meshack, H. E., and Agarwal, V. (2016). The Impact of Cholera Infectious on Tourism Sector in Tanzania. The Case of Arusha Region. *ZENITH International Journal of Multidisciplinary Research,* 6 (3), MARCH, pp. 22-38.

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# LIST OF ABBREVIATIONS

| | | |
|---|---|---|
| BC | : | Before Christ |
| BOT | : | Bank of Tanzania |
| HAT | : | Hotels Association of Tanzania |
| HESLB | : | Higher Education Students' Loans Board |
| HOLSAT | : | Holiday Satisfaction |
| IAA | : | Institute of Accountancy Arusha |
| IMF | : | International Monetary Fund |
| MOEVT | : | Ministry of Education and Vocational Training |
| MNRT | : | Ministry of Natural Resources and Tourism |
| NBS | : | National Bureau of Statistics |
| NCCA | : | Ngorongoro Conservation Area Authority |
| OBG | : | Oxford Business Group |
| PZB | : | Parasuraman Zeithaml Berry model |
| SAPs | : | Structural Adjustment Programmes |
| SERVPERF | : | Performance-based Service Quality Model |
| SERVQUAL | : | Service Quality Model |
| TANAPA | : | Tanzania National Parks |
| TTB | : | Tanzania Tourist Board |
| TTC | : | Tanzania Tourist Corporation |
| TTSS | : | Tanzania Tourism Sector Survey |
| UNWTO | : | United Nation World Tourism Organization |
| URT | : | United Republic of Tanzania |
| VAT | : | Value Added Tax |
| WEF | : | World Economic Forum |
| WTTC | : | World Travel and Tourism Council |
| ZCT | : | Zanzibar Commission for Tourism |

# LIST OF APPENDICES

# CHAPTER 1

# INTRODUCTION

## 1.1    RESEARCH BACKGROUND

This world is experiencing a significant increase in tourists and travellers raising the importance of the hospitality industry in catering for the tourists and travellers (Kyara, Rahman and Khanan, 2021, Holjevac, 2003). Hospitality and tourism industry is influenced by economic, technological, political factors etc. Interest in studies are heavily in this booming and lucrative industry has also grown.  Taking nature of travel and tourism, the hotel industry is undeniably a significant player and therefore its role cannot be underestimated (Holjevac, 2003; Gummesson, 1991). Regardless of the challenges experienced today across the globe, the hotel industry has a positive future in the tourism industry (Gummesson, 1991; Holjevac, 2003). Tourists require hotels which offer high quality services.

Historically, the motive behind travelling was either health or religious. In the early 1950s, the western societies observed a speedy increase in the travel demand. This resulted from the changing economic and social circumstances triggering the host destinations to improve their physical and cultural characteristics.  Almost all countries around the globe have experienced extensive transformation in economic and social activities in the last three decades. Service industries emerged as lucrative and influenced spending rate and became one of the most momentous to these transformations. The emergence and rise of hospitality and tourism industries were not left behind in the growth of service sector trend in the global services (Edward, 2005). In turn, they have accelerated a demand for accommodation, transport, attractions, infrastructure and supporting facilities.

Countries around the globe have been aggressively promoting tourism so as to fuel their economies and attract a great number of international tourists. Countries are competing in selling their products and services to potential people all over the world. Tourism creates economic and non-economic benefits to people when tourists visit and stay at a destination.  Regardless of tourism improving the economy in a country, it is as well a catalyst for the social, political, cultural and physical environment (United Nations, 2003).

Each factor contributes to growth, development and encourages conservation of historical and natural resources of a country (Archer and Cooper, 1994).

## 1.2 RESEARCH PROBLEM

The following subject area will present and discuss research problem, the researcher's motivation in this study, problem statement and study justification. It ends with a chapter summary.

### 1.2.1 Introduction

The hotel industry is highly competitive and each player needs to differentiate its service packages and quality standards provision from those of its competitors (Anderson, Fornell and Lehmann, 1994). Hotel managers, therefore, are highly indebted to understand and satisfy customers' needs and wants as a step in achieving and delivering high service quality etiquette (Nadiri and Hussain, 2005). Taking into account efforts made by researchers on hotel industry studies, it is unfathomable that poor quality services persist in Tanzania. Notably, there exist substantial studies in most parts of the world, especially the developed and the emerging markets but few studies in Tanzania. Hence, there is inadequate Literature. (Tseng, 2009; Hsieh *et al*. 2007)

### 1.2.2 Problems motivating the study

Tanzania tourism is still at its infant stage and hence limited studies have been conducted in tourism. Most of the studies conducted are linked to economic aspect like poverty reduction, poverty eradication etc. Tourism is a potential industry and contributes about 13% of Tanzania GDP (MNRT, 2016). Tourism employs about 12 to 16% of the Tanzanians and Non-Tanzanians. The problems motivating this study are:

a)  Tanzania had envisaged achieving a target of 1 million range of tourists by 2010, but that figure was achieved four years later i.e. 2014 (MNRT, 2015). The figure was projected in the Tanzania National Tourism Policy of 1999. According to TTSS (2019), Tanzania received 1,527,230 tourists. Moreover, Tanzania is facing a fierce competition from other neighbouring and regional countries like Kenya, Rwanda and South Africa as highlighted in Figure 1.1.

**Figure 1. 1 The Overall Index from 2007-2019**



The Global Competive Overall Index from 2007-2019

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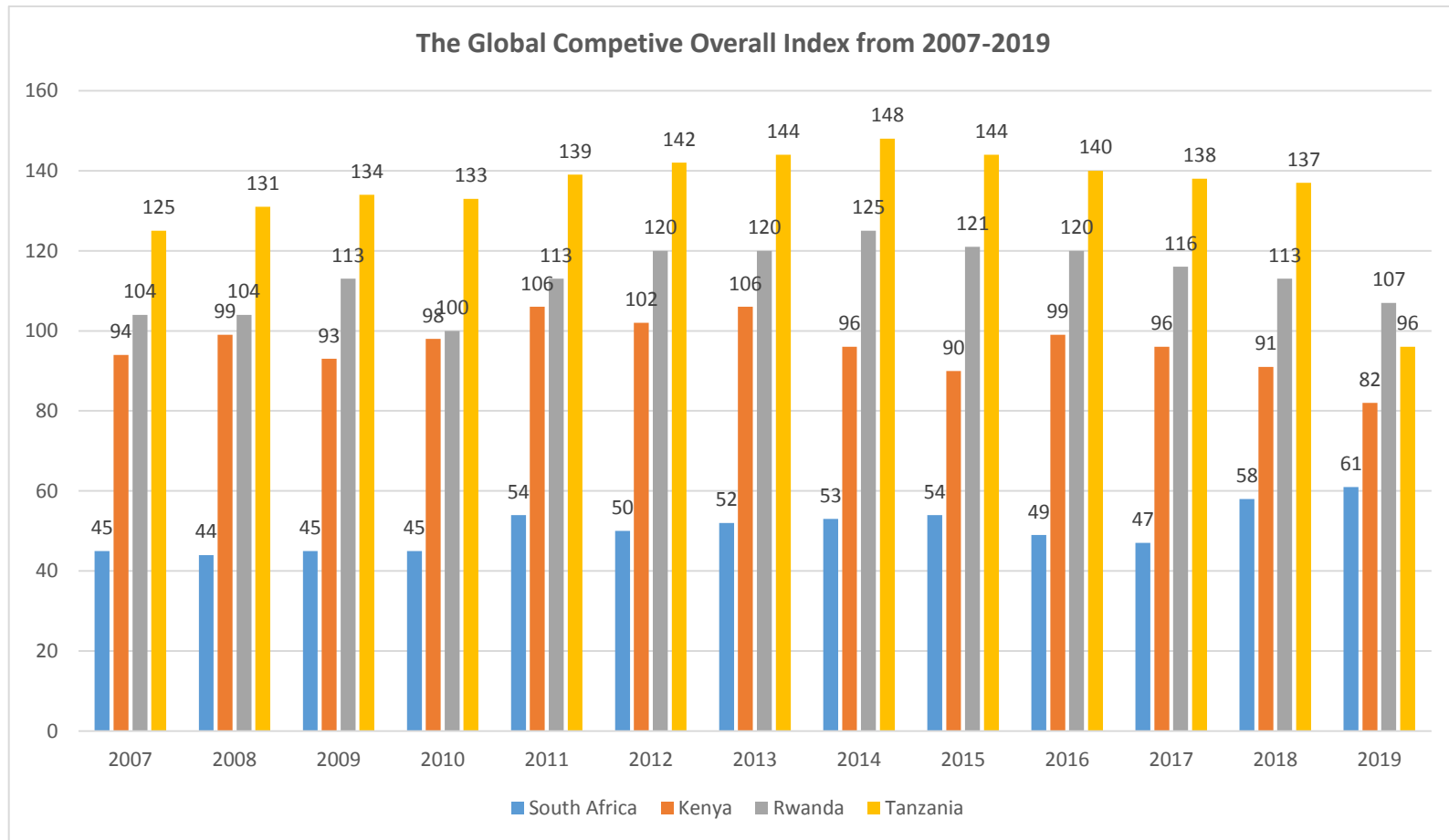
1. The overall index data from 2006-2007 to 2018-2019 is based on researcher's study from The Travel & Tourism Competitive Reports of the mentioned years

b)  TTSS reports indicate visitors are concerned with the state of the infrastructure etc. as presented below:

**Figure 1. 2 Areas that need improvement**
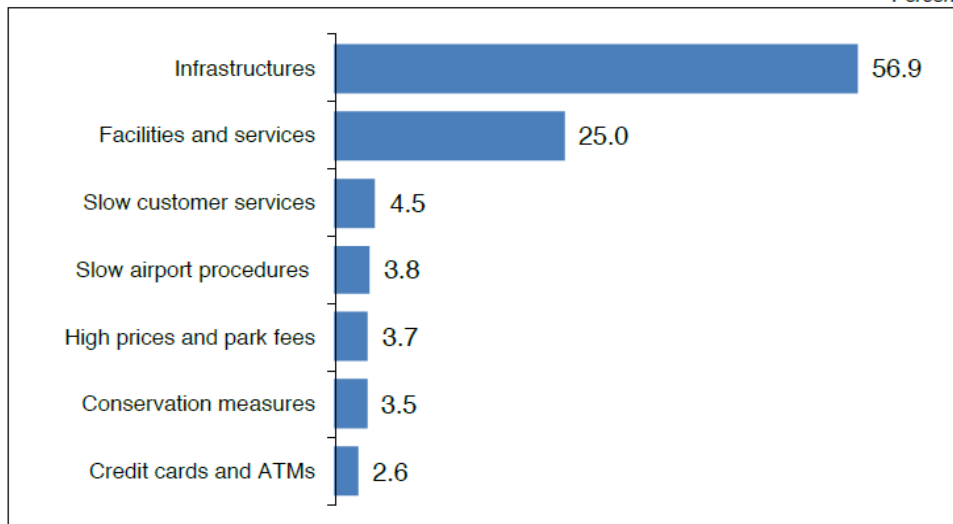


Source: Adapted from TTSS (2019). The 2019 International Visitors' Exit Survey Report

c)  Tanzania hotel business is suffering from inadequacy of financial resources, lack of qualified personnel, marketing strategy, hotel management skills, technology, and capital education (Tibaijuka, 2014). Tanzania can learn from its competitors like Rwanda, Kenya, and South Africa. The named countries are faring ahead as indicated in the overall index reports of 2007 to 2019 consecutively (see Figure 1.1)[2]. The hotel service quality signifies that there are deficiencies in the hotel operations and likewise has not had the devotion from hotel operators.

### 1.2.3   Statement of the Problem

Customers mounting demand has deepened, and hence, the rising importance of quality and competition have an impact on hotel operations. Quality improvement of hotel services provided to customers is likely to turn into a focus in augmenting the attractiveness and competitiveness of the destinations. In the presence of growing competition across the globe, be it regional or local, the destinations are therefore expected to position themselves as quality hub destinations. Hospitality and tourism are the industries that have experienced tremendous problems in regard to fierce competition and unstable environment of their service quality, products and operations (Ingram, 1995).

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[2]  The statistics provided by WTTC on tourism's contribution to Rwanda, Kenya and South Africa

As Tanzania is working at placing itself in the world map of tourism hub, hotel services quality is cardinal, as this becomes a key aspect for tourists to choose a destination. Additionally, if service quality is positively exploited, it may be used to build and sustain competitive advantage in the hotel industry. Tourists want hotels which guarantee and offer the best services at the right time (value for money). To date, no study has been carried out in the three regions which are the focal point of tourism in the country. This study aims at investigating how the Northern hotels of Arusha, Manyara and Kilimanjaro regions classified at three- and four-stars levels accentuate service quality expectations and perceptions of tourists.

### 1.2.4 Study Focus and Justification

This empirical study intends to develop a method for predicting service quality in hotels that cater to visitors in the Arusha, Kilimanjaro, and Manyara areas of Tanzania, popularly known as the Northern Circuit of tourism. Tanzania's tourist business is still in its infancy, but it has a lot of room to develop. Only a few studies of the country's industry have been conducted. Another issue is the lack of a suitable tool for forecasting and assessing grade of service in the hotel business. A motivation for this study sprouted due to the gaps highlighted. Nearly all studies on service quality are undertaken from the perspective and setting of western countries. Considering the historical nature of United Republic of Tanzania (URT) from a political to an economic standpoint, empirical research, particularly connected to service quality and customer retention estimation, are in low supply.

Tanzania has a distinct history when compared to other African countries. URT possesses potential to become a prominent tourist destination across the world. This is due to its natural resources, cultural significance, and historic significance (Wade, Mwasaga, and Eagles, 2001). Tanzania has a distinct national style that incorporates German, Arab, British, and African influences, distinguishing it from other African nations. Tanzania has a dynamic historical and cultural heritage, coral reefs, tropical beaches, national parks and game reserves (largest wildlife sanctuaries, natural wonders, eye-catching landscapes, uniquely rich architecture, and small deserted islands adjacent to the coast), and national parks and game reserves (largest wildlife sanctuaries, natural wonder (Wade, *et al*. 2001).

Service quality is a critical pillar within any service sector (Tsang and Qu, 2000). When a provider's service quality meets or surpasses expectations and perceptions of clients, they will most likely stay with the company and become good ambassadors (Nadiri and Hussein, 2005). It may drive further transactions, ensuring the business's existence or survival, as well as its presence in the market (Mei, Dean and White, 1999). There is competition in the hotel sector. If a hotel can attract and satisfy potential clients, it becomes competitive. With the exception of the Zanzibar Islands, the northern areas of Tanzania face competition and host a substantial number of visitors compared to other parts of the nation.

The Tanzania hotel and tourism industry bear a long history and has gone through multiple challenges. The value of this study is thus justifiable because:

a)   The study is expected to advance interest among scholars and stimulate further studies in service quality of hotels not only on the Northern regions of Tanzania but extending into other parts of the country which are yet to be explored. By exploring other regions they will be enriching the body of knowledge in the same industry.

b)   The study gives a basic context of the necessity of service quality emphasis and enhancement in the provision of services offered in hotels. Likewise, the study uncovers service quality dynamics and challenges concern encountered by hotels.

c)   The fifth government agenda has been working at attracting and opening up new tourism circuits in the country. It will enrich this agenda and be beneficial to practitioners as they suggest ways to improve and add value to service quality.

d)   It will provide solutions to some of the service quality doubts.

e)   The study might also become a catalyst to hotel operators to adequately pay attention to the kind and standards of services they offer and improve where gaps were highlighted.

## 1.3    THE RESEARCH AIMS AND OBJECTIVES

### 1.3.1 Aims of the Study

Taking the three regions of the Northern Tanzania as the prime concentration, the study is therefore steered by the following factors: -

a)  The absence of study including the three regions and the two types of star level of hotels makes it relevant that it is the right for the study to take place.

b)  Service quality is the pillar of tourism and hotel industry.

c)  The study will examine tourists' expectations and perceptions; likewise will determine if hotel employees are customer-service oriented.

### 1.3.2 The Research Objectives

The objectives include:-

i)  Explore tourists' views on the effectiveness of service quality among selected hotels in Arusha, Kilimanjaro and Manyara Regions.

ii)  Determine the perceptions of tourists in the five dimensions (*tangibility, reliability, responsiveness, assurance, and empathy*) of hotel service quality of the three regions

iii)  Establish if a significant difference exists between the expectations and perception of tourists toward various aspects of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

iv)  Assess gaps between the views of tourists and management on quality of service.

### 1.3.3 Filling the Research Void

The SERVQUAL instrument was created by Parasuraman et al. (1991). Some of the scientists that have used SERVQUAL in hotel research are Juwaheer (2004), Markovi, Nadiri and Hussain (2005), Olorunniwo *et al.* (2006) and Wang *et al.* (2006). The study is supposed to provide a reliable method for calculating the difference in scores when it comes to conceiving and evaluating quality expectations and perception. However, the model has not been improved sufficiently to synchronize client retention projections. Similarly, the model does not take into account hotel staff perception of what clients anticipate across the service delivery chain or in the hotel environment. In the research, the 22 SERVQUAL questions were utilized and adjusted to match the goal. The reliability coefficient scores for the views less expectations were surveyed on the five elements of tangibility, reliability, responsiveness, assurance and empathy. SERVQUAL becomes an ideal diagnostic tool to apply in assessing the strengths and weakness of service quality in wide regions. The narrative qualitative approach was used to investigate the third section of the questionnaire. The research looked at how customers' expectations are linked with

hotel management and workers' vision and knowledge, in addition to evaluating visitors' expectations and views of hotels.

## 1.4    STRUCTURE OF THE STUDY

In its totality, it has seven chapters.

### Chapter One: Introduction

The chapter provides tourism background, particularly, with regard to the hotel industry while stating the problems and justifying this study. It then discusses the aims, objectives and the study void.

### Chapter Two: Literature Review

It entails a thorough grasp of service quality vis-à-vis existing research and the five SERVQUAL dimensions. The validity of SERVQUAL is demonstrated. The essence of assessment and optimization of service quality in tourism, hospitality, and hotel industries is emphasized. Service quality models are presented and discussed.

### Chapter Three: Tourism development in Tanzania: Arusha, Kilimanjaro and Manyara Regions.

Chapter three presents the history of tourism in Tanzania, its development and stages have gone through to date. SWOT analysis of tourism industry is also presented in a form of a table. Due to the rising concern for safety and security in the world today, this subsection will debate why countries need to take good care of their destinations. Taking care, in the long run, will make a destination attractive.  Tourism and terrorism will be discussed. Terrorism has become and is becoming a great threat to the hospitality and tourism industry. Therefore due to its urgency terrorism will be presented as an independent subsection. The chapter discusses the strengths of the three regions of Arusha, Manyara, and Kilimanjaro and why they are the focus of the study.

### Chapter Four: Conceptual structure and Hypotheses

Chapter four will provide concepts of this study. The conceptual framework is presented and the study hypotheses are provided and tested.

**Chapter Five: Research Methodology**

It explores the research design plan, methodology, and its justification. The study sample size and its distribution for the hotel bed capacity will be thoroughly explained. The chapter will then examine how data collection methods, both primary and secondary were chosen and their suitability to the study. Due to the nature and level of study reliability and validity of the study will be explained. It ends with the perusal of ethical consideration.

**Chapter Six:  Data Analysis**

It analyses the data collected, the response rate of respondents plus methodologies for data analysis. First, the qualitative data analysis is provided in length, and thereafter the quantitative part and scrutinizing the data.

**Chapter Seven: Conclusion and Recommendations**

The last chapter introduces the chapter and thereafter summarizes the findings. This chapter discusses the theoretical research implications and practical research implications. Under these three aspects will be discussed i.e., the managerial, employee and government implications. The contribution of this study is explored as well as the limitations of the study and recommendations for policy improvement in Tanzania.

## 1.5    CHAPTER SUMMARY

Summarily, this chapter discussed the background, the difficulties and gaps in this research. It also explained why the study was being conducted. The statement of the problem was presented in detail and justification of the study was neatly offered. The aims and objectives are listed and the final part presented the organization of the study from chapter one to seven. Each chapter was presented systematically.

# CHAPTER 2
# LITERATURE REVIEW

## 2.1 INTRODUCTION

Chapter two's main emphasis is evaluation of scholarly presentations on service quality. There was a thorough study of the current literature on quality of services, and its gaps. The structure of this study was created based on gaps revealed during the previous literature evaluation. The SERVQUAL model, according to Parasuraman et al. (1985, 1988), supersedes other instruments in measuring service quality. Customer's service demands are met by altering SERVQUAL to anticipate consumer perceptions in connection to expectations. The SERVQUAL model's application, usage in service quality assesssment, and its validity at assessing service quality as a measuring instrument are discussed in Chapter 2. The content is then narrowed down to the hotel industry's service quality and consumers' views and managements' reviewed.

## 2.2    DEFINING SERVICES, CHARACTERISTICS OF SERVICES AND SERVICE QUALITY

The literature below discussed each item in relations to its importance to *Service Quality Expectations and Perceptions of Tourists*.

### 2.2.1 Services Defined

It is vitally essential to define services due to diversity of its presentation to consumers (Lovelock, Patterson and Wirts, 2011). Different scholars or researchers defined and categorised the following industries as services:- Transport and distribution, Telecommunications, Hospitality or Restaurants and cuisine, tourist Information technology, waste disposal, mass media, healthcare/hospitals/pharmacies Banking, insurance, financial services, and legal services are all examples of services provided by the banking industry. Services related to marketing R&D Administration, consulting, and gambling are all terms used to describe the government, administration, and consulting/Entertainment, Real estate, Retail sales/Franchising and Education (Parasuraman, Zeithaml and Berry, 1988, 1985 and 1993; Rathmell, 1966). Goods are manufactured and customers see and touch the finished goods before them which provide benefits to them after the whole production process has been completed. Whereas services are not produced prior to the customer request encounter, and cannot be stored for display

or later use as the finished goods. The literature available has defined service in different set-ups depending on where it is being provided to or at.

According to the definition by Grönroos (1990)

> *"A service is a more or less intangible activity or combination of activities that are provided as solutions to client difficulties and typically, but not always, occur through interactions between the customer and service workers and/or physical resources, things, and/or systems of the service provider."* (Grönroos,1990: page 419)[3].

While Kotler et al. posited that;

> *"Any action or benefit provided by one party to another that is mostly intangible and does not result in the acquisition of property."* (2008, page 597)

Both definitions indicate that services are not produced in the absence of a customer requests. A request has to be made for it to be produced.

To have a thorough and deep understanding on the concept of service, different studies have been conducted by different scholars in that area to develop service models which would cater for customers (Ghobadian, Speller, and Jones, 1994)[4]. Today the world service industry is subjected to tremendous competition from every angle. A need to carry or study quality of service is of great importance and value addition to the industry. In order to understand the above, the literature on characteristics of services is discussed hereafter.

**2.2.2 Service Characteristics**

A number of researchers have defined service, as bearing opposite characteristics to goods. Services pose a dynamic formality due to its nature of provision and availability compared to goods. It has been well established that services are different from goods (Parasuraman, 1986). Service generic characteristics are measured to be intangible, perishable, heterogenic, lack ownership and inseparable. Service was broadly defined by

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[3] Grönroos,1990: page 419
[4] Ghobadian, Speller, and Jones, 1994

Grönroos that "As a human-intensive as "*deed or performance*" and carries unique characteristic of being "*ephemeral-transitional and perishable*" (Grönroos, 1979). Furthermore, after further studies, Grönroos defined that:

> *"A service is a more or less intangible activity or set of activities*
> *that are provided as solutions to customer issues and are generally,*
> *but not always, carried out through interactions between customers*
> *and service staff, as well as physical resources, items, and/or*
> *systems of the service provider."*(Grönroos, 1990: page 27).

Similarly, early service industry pioneers characterized it with intangibility and perishability (Sasser, Olsen and Wyckoff, 1978; Zeithaml and Bitner, 2003). Organizations that offer services and commit to service excellence, enhance it as a key pillar for their competitive strategy (Khan and Matlay, 2009). Services are neither stored, nor measured, neither touched nor felt and remain ungraded before and during the selling process.

i)  Therefore *intangibility* is a key characteristic. Furthermore, services are evaluated differently by customers. What one defines as a perfect service quality, others might judge as less quality or no service quality delivered at all (Hoffman and Bateson, 1997). Grönroos (1982), made reference to the conceptual continuum between goods and services. Hotel services are perceived to carry intangible offerings. Although hotel provision such as food and drinks offer tangible benefits, yet relaxation, entertainment, hotel employees' politeness, efficiency, and dedication are intangible offerings in nature. Hotels tend to tangibilize through advertisements by using videos, billboards, brochures, websites etc.

ii) During service delivery, production and consumption are instantly coordinated. The interaction of the producer and consumer is *inseparable* and takes place in the presence of both sides, during the process of service delivery (Hoffman and Bateson, 1997). Standardization is very difficult, due to a high level of consumer involvement (Carmen and Langeard, 1980; Grönroos, 1978). Besides this, each customer is different from the other, and that these differences create different requirements and expectations like dislikes and likes.

iii) Services are *perishable*. A service provided to a customer expires immediately after has been performed (Smith, 1776). Services cannot be stored as they are not assets;

cannot be resold as a provision in whatever circumstances will vary, services cannot be returned as they are unseen and therefore not touchable items (Ziethaml, 1981).

iv)    Services carry *heterogeneous* context performance (Hoffman and Bateson, 1997). Customers are different and make a process of service delivery and its requirements different and dynamic (Smith, 1779). Standardizing services consequently becomes challenging and impracticable. The uniqueness posed by every customer makes service provision and performance to heighten regardless of the designed processes (Palmer, 1994). From the service providers' side, every service performed is unique (Booms and Bitner, 1981; Hoffman and Bateson, 1997). In hotels, service encounters are viewed when customers and employee of hotels interact. It is at this moment when service performance is viewed.

v)    It is a fact that services *lack ownership*, as they cannot be carried away like goods, thus are hired for a period of time. The ownership is only limited to memories and feelings one enjoyed for example during a stay at a hotel (Seaton and Bennett, 1996). In order for customers to prove that the services provided were of high-quality employees in hotels need to continue providing continuous and consistent excellent services. As customers cannot take the hotels with them to their homes. Customers' perceptions of service are important to hotels, according to Mohsin and Lockyer (2010), because workers' primary obligation is to provide high-quality service to customers (Nadiri and Hussain, 2005; Su, 2004; Tsang and Qu, 2000; Rao and Sahu, 2013, Kalotra, and Sharma, 2017; Ali, Gardi, Othman, and Anwar, 2021). There is no one model in the literature that has been agreed upon by many investigations. Previous research on assessing customers' satisfaction with service quality have consistently produced disparate models in terms of service quality parameters.

### 2.2.3 Quality of service

Over the past fourty years, there is a strong focus on availing optimal service to clients. As early as in 1976. Anderson, Cox, and Fulcher (1976) pinpointed the necessity of selecting while acquiring and maintaining consumers in their work. A chronology of some of the service quality studies is highlighted below.

**Table 2. 1 Service Quality studies Timeline**

| YEAR | RESEARCHERS | RESEARCH MATTER |
|---|---|---|
| 1976 | Anderson, E. W., Cox, E. P. and Fulcher, D. G. | The importance of choosing as a priority for acquiring and maintaining clients has been recognized. |
| 1982 | Churchill, G. A., and Suprenant, C. | Satisfaction with service is comparable to attitude. |
| 1982 | Grönroos, C. | Suggested that satisfaction is linked to attitude, and that processes and outcomes matters in establishing the quality level of a service. |
| 1983 | Lewis, R. C., and Booms, C.H. | A broad, detailed investigation of some particular product or service, as well as the relevance of methods and results in defining service quality, is examined when comparing service quality and attitude. |
| 1984 | Grönroos, C. | A general, thorough investigation of some specific product or service, as well as the relevance of methods and results in defining service quality, is examined when comparing service quality and attitude. |
| 1985 | Holbrook, M. B., and Corfman, K. P. | Quality of service is influenced by expectations, results, and image. A global value evaluation was used to determine perceived quality. |
| 1985 | Maynes, E. S. | The amount to which a product meets an individual's desires is defined as service quality. |
| 1985 | Parasuraman et al | SERVQUAL (tangibles, dependability, responsiveness, credibility, courtesy, security, communication, competence, knowledge of the client, and access) is a set of 10 service quality indicators. Q=P-E |
| 1988 | Parasuraman, et al. | SERVQUAL's ten service quality determinates were reduced to five after extensive factor analysis and testing (tangibles, responsiveness, dependability, assurance, and empathy). |
| 1988 | Zeithaml, V.A., Parasuraman, A. and Berry, L.L. | • Found that businesses struggle for consistency of service quality and what it entails • Through focus groups, it was discovered that excellent service quality is defined as satisfying client expectations. |
| 1989 | Babakus, E. and Mangold, G. W. | SERVQUAL's scales have raised severe concerns concerning reliability and discriminant validity. |

| YEAR | RESEARCHERS | RESEARCH MATTER |
|---|---|---|
| 1990 | Bitner, M. J. | According to study, service quality is linked to attitude. |
| 1991 | Bolton, R. N. and Drew, J. H. | Incorporation of value into quality evaluation. |
| 1992 | Cronin, J. J., and Taylor, S. A. | It was shown that customer ratings of services given are more closely aligned with opinions of service quality. |
| 1992 | Howcroft, B. | Comparing expectations and actual service delivery, the researcher established consumer preferences for service quality. |
| 1993 | Teas, K. R. | SERVQUAL expectations were found to be incorrectly interpreted. |
| 1993 | Brown, T. J., Churchill, G. A., and Peter, J. P. | Whether five core factors cover all possible drivers of service quality has been questioned. |
| 1993 | Parasuraman, et al. | The researcher disagrees with Brown, *et al.* Disconfirmation is genuine, according to research, since it helps service providers to identify holes in their services. |
| 1994 | Cronin, J. J., and Taylor, S. A. | SERVPERF was invented as a result of a defect in SERVQUAL; it has a greater persuasion on purchase intent compared to service quality. |
| 1994 | Taylor, S. A., and Baker, T. L. | To determine total service quality, all employed multi-item measures with variables as antecedents. |
| 1996 | Dabholkar, P., Thorpe, D. I. and Rentz, J. O. Spreng, R. A., and Mackoy, R. D. | To determine total service quality, all employed multi-item measures with variables as antecedents. |
| 1996 | Buttle, F. | SERVQUAL's face and concept validity were questioned. |
| 2000 | Dabholkar, P., Shepherd, D. and Thorpe, D. I. | The advantages of found perceptions and measured disconfirmation outweigh the disadvantages of calculated disconfirmation. |
| 2000 | Bahia, K. and Nantel, J. | Developed a measuring technique that modifies SERVQUAL to look at various service contexts on a 6-dimensional scale known as BSQ. Researchers acknowledged that the BSQ has flaws. |
| 2000 | Beckett, A., Hewer, P., and Howcroft, B. | To measure the influence of electronic-based delivery methods on service/service quality, a consumer behavior matrix was developed. |
| 2000 | Oppewal, H. and Vriens, M. | To circumvent the SERVQUAL measurement difficulties, we used integrated conjoint trials to evaluate perceived service quality. |
| 2001 | Newman, K. | Accepted SERVQUAL, but questioned the sample's content and insensitivity to the |

| YEAR | RESEARCHERS | RESEARCH MATTER |
|---|---|---|
| | | consumer. |
| 2001 | Sureshchandar, G. S., Rajendran, C. and Kamalanabhan, T. | Emphasizes core services and systemized delivery of service. Social responsibility aspect was placed on SERVQUAL scale factors. |
| 2014 | Kariru, A. N., and Aloo, C. | The fifth gap in the SERVQUAL paradigm is perception, or consumers' expectations less their perceptions of service quality. |
| 2016 | Tessera, F, A., Hussain, I. A. and Ahmad, N. | The SERVQUAL Model, which covers five dimensions: tangibility, dependability, responsiveness, assurance, and empathy, was used to measure service quality. |
| 2017 | Kalotra, A. K. and Sharma N. | A Study of Delhi on Measuring Service Quality using SERVQUAL in the Hospitality Industry. The research looked at every facet of the situation. Customers were more interested in services that were backed by technology, according to the survey. |
| 2019 | Njau, F. W., Mutungi, M. M. and Mutinda, R | An Integrated SERVQUAL and Gap Model was used to assess customer satisfaction. Customer satisfaction was shown to be unaffected by some of the criteria, creating a gap between service performance and customer pleasure. This portrayed offered service had fallen short of the customer's expectations. |
| 2020 | Nayna, N., Sajnani, A. and Shandliya, Kr. | Service standards demands challenge the service providers to comprehend and successfully manage their services. Hence, evaluate the standard of the services offered and to pay close attention to the features and dimensions that increase standards of quality and provide a competitive advantage for the organization. |
| 2021 | Ali, B., Gardi, B., Othman, B. J. and Anwar, K. (2021). | In hotels, tangible, responsiveness, certainty, and empathy were found to be good indicators of customer happiness. |

According to previous study, service quality is a never-ending process that must be maintained throughout a company's lifespan. Customers who are pleased with a business have a favorable impression of it (Yoo and Park, 2007; Mei, Dean and White, 1999; Babakus and Boller 1992; Cronin and Taylor 1992; and Parasuraman et al. 1988). Greenrooms (1982), averred that customers have a set of performance expectations from a service provider and Lehtinen & Lehtinen (1982) studies corroborated that view. . According to Parasuraman *et al.* research, service quality results from expectations

performance gap (1985). Therefore, service providers or employees become major players or heart of service quality (Kusluvan and Kusluvan, 2010). Currently, service organizations are held in a competitive environment, and thus striking interest in service quality is no longer an optional idea left unattended (Ghobadian *et al*. 1994).

Today organizations are entangled in a competitive environment. Putting interest in service quality is no longer an optional idea, plan or value (Njau, Mutungi, and Mutinda, 2019; Ghobadian *et al*. 1994). Businesses or organizations that successfully establish and maintain service quality are likely to grow and flourish. Service organizations are compelled to strive for every possible competitive advantage, in order to differentiate themselves from others or existing service organization of the same nature (Mei *et al*. 1999). Understanding the significance of the service quality as well as ways in which it is practised and attained is mandatory.

*"The size and direction of the gap between consumers' expectations and perceptions of service," according to the definition of service quality (Parasuraman et al. 1985; page 41).*

According to research by Zeithaml (2000), Anderson and Fonell (1994), and Koska (1990), businesses must be conscious of service quality and please their consumers. Carman (1990), Cronin and Taylor (1992), Teas (1993; 1994), Grönroos (1984), Brown and Swartz (1989) also developed service quality knowledge. If customers are delighted, organizations become profitable and business flourish and proposer (Torres and Kline, 2013). Garcia and Tugores (2006) went further by stating that if customers' expectations are met, then is referred to be service quality.

It is widely understood that customers have expectations. Therefore organizations need to understand this expectation and serve the same while standing to their standards and operating principles, and managing the two. When attempting to compare service quality to product quality, a significant barrier is encountered. Before reaching the market, manufactured goods are scrutinized. Service quality, according to Wycoff (1992), is defined as the degree of perfection in fulfilling client satisfaction. The challenge is that products are tangible and have features like design, height, and weight.

Furthermore, items go through a series of steps in the development process (Griffin, 1997). Customers vary, and as a result of the differences they have seen and witnessed, their

opinions on service quality are personal (Norman, 1991; Anderson and Fornell, 1994). As service quality became more and more of a focus and concern for many, a need to comprehend the notion of service management arose. The discussion about service quality dates back to the late 1970s. Those who did extensive investigation came up with two schools. Nordic was the first to suggest a school in the 1980s (Gummersson, 1979; Grönroos, 1982). After that, there are the North American countries that are contending for viewpoints (Parasuraman, Zeithaml, and Berry, 1985; Berry, Parasuraman, Zeithaml, 1988).

During the data gathering procedure that each school used, differences between the two schools were obvious (William & Buswell, 2003). The Nordic school uses an overarching category phrase to describe service quality, while the American school uses a descriptive one (Brady and Cronin, 2001). The five dimensions of reliability (assurance (employees' knowledge and courtesy, as well as their ability to gain trust and confidence), tangibility (physical facilities, equipment, and personal appearance), empathy (providing individualized attention to customers), and responsiveness (willingness to help customers and provide prompt service) are explained by the Nordic school (Grönroos, 1984). They are explained by the American School (Bhat and Malik, 2007; Parasuraman et al. 1985).

Despite the fact that both schools stress the supremacy of service quality, none has completely realized the concept since the literature is far from being agreed upon, and many other perspectives must be evaluated (Scheneider and White, 2004). For the first time, Parasuraman et al. (1985) developed the PZB model, which defined service quality (Zeithaml et al. 1990). The researchers discovered that "Satisfaction with services is linked to meeting expectations," since "excellence necessitates a comparison of expectations with performance." Following a series of interviews with CEOs, the researchers were able to construct GAP theory, which revealed five gaps. The value chain then extended to customer service delivery due to the discrepancies in executives' views on service quality provided. Furthermore, the SERVQUAL approach was developed by the researchers and has been used to a variety of service businesses. In general, there should be a feeling of trust between a provider and a consumer throughout service contacts (Czepiel, 1990; Bitner, Booms and Tetreault, 1990; Surprenant and Solomon, 1987).

According to Gounaris (2005) and Gounaris and Venetis (2002) research, when the perceived quality of a service is higher, the degree of trust between the client and the provider increases. Building relationship and satisfaction are contributed by aspects like physical features of a place, the safety and quality of facilities delivered, reachability and clients understanding and exposure (Ban and Tomescu, 2005). It is the coping and balancing between the two sides while satisfying the client and accomplishing objectives. The same was earlier emphasized by studies of Morris, Brunyee and Page (1998); Håkansson and Snehota (1998); Håkansson Henjesand, and Waluszewski, 2004). In addition, a series of parameters, which are evaluated by clients on service quality varies from person to person and they are:

> "*receptivity; competency; accessibility; comprehension; client knowledge; physical characteristics; amenities*" (Rondelli and Cojocariu, page 57 2004).

Regardless of the numerous research concentrating on service delivery, simply measuring service quality at the delivery point is insufficient. Management procedures must be synchronized and taken into account. Management practices are valuable and assist in maintaining high quality services enhancing the organization's longevity (Lagrosen & Lagrosen, 2010; Kandampully and Menguc, 2000[5]; Warrack and Sinha, 1999). Management role is central at each level due to the growing competition in the market. Managing service quality and overall operations not only is vital but also builds a solid business performance, customer satisfaction, and profitability (Talib, Rahman, and Qureshi, 2012; Flynn, Schroeder and Sakakibara, 1994).

## 2.2.4 Service Quality Models

Many academics have been obsessed with figuring out how to improve service quality. Some have developed models, whereas others have modified or improved based on what was developed earlier by other scholars (Ladhari, 2008). Advances in communication and technology, as well as competition, have prompted academics to delve further into the elements that determine service quality and how to enhance it. The advent of technology, as well as its fast evolution, has forced the evolution of models throughout time (Seth et al. 2005).

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[5]  Kandampully and Menguc, 2000

A useful contribution was evaluated on several of the 19 service quality models (Seth et al. 2005). These models were thoroughly examined by comparing the differences between the 19 service quality models, which cleared the path for future research and writing in the field. Seth's work is important since it sets the road for understanding and knowing models. In light of the above, certain models will be explored in the following sections, together with their important discoveries and applications. To comprehend consumers' views of service quality, and its performance in connection to an organization's success (Grönroos, 1984), developed a techno-functional quality model.

Quality, according to Grönroos (1984), has two dimensions: physical and technical (figure 1). The GAP model, which proved that expectations and perceptions diverged, as well as a conceptual service quality model that identified five gaps, were established by Parasuraman et al. (1985). (figure 2). Three major problems were uncovered as a result of the 'gaps' observed:

i)      Consumer expectation compared to management perception of what consumer expect;

ii)     Managers' assessment of the company's service quality requirements;

iii)    Service specification vs actual service delivery (Parasuraman et al. 1985).

**Figure 2. 1  Grönroos Service Quality Model**
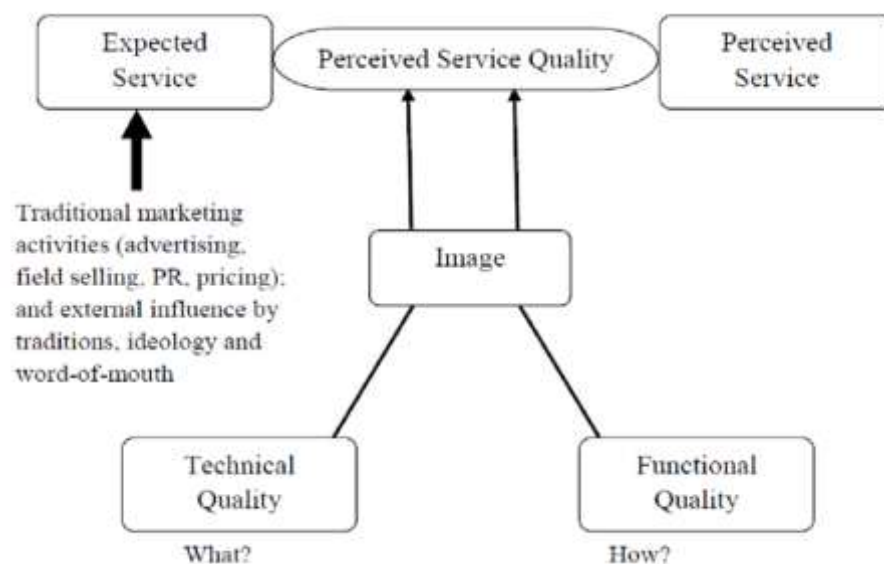


**Source:** Grönroos, C. 1984. "A Service Quality Model and its Marketing Implications". *European Journal of Marketing,* 18(4), pp.36-44.

**Figure 2. 2 GAP Service Quality Model (*Conceptual model of service quality*)[6]**
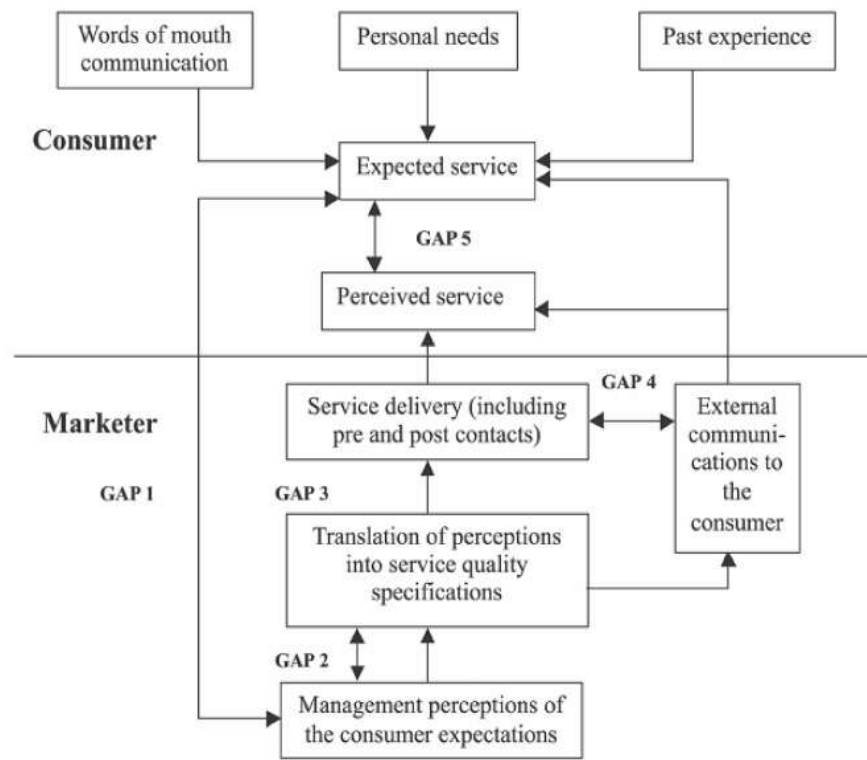


*Source:* Parasuraman, A., Zeithaml, V. A., Berry, L. L. 1985. A conceptual model of service quality and its implications for future research. *Journal of Marketing,* 49(4), pp.41-50.

Using the GAP paradigm, a SERVQUAL measuring instrument was created to evaluate service quality. Haywood-Farmer (1988) established the attribute service quality model, which incorporates three attributes: physical facilities plus processes, human behavior, and professional judgment. Cronin and Taylor (1992) investigated how service quality is defined and assessed, as well as how it influences customer satisfaction and purchase intent. Because of the expansion of technology in manufacturing, IT, and services, scholars and academics are growing more interested in IT.

Berkley and Gupta (1994) presented an IT alignment approach that might help organizations connect their service and information strategies. It shows how technology may improve service quality in fields including banking, courier, manufacturing, and services (Seth et al. 2005). When practitioners are given service quality models, they may use them to emphasize some of the features of a service, making it simpler to assess and evaluate service provided to a customer (s). It also enables people in charge of

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[6] The SERVQUAL model provides expectations and perceptions of services provided to a consumer before and after consumption. The model provides measurements if a consumer is satisfied or not.

supervising and delivering service to adapt in a dynamic market environment (Nadiri and Hussain, 2005; Mohsin and Lockyer, 2010; Kariru and Aloo, 2014; Njau, Mutungi, and Mutinda, 2019). Understanding the various kinds of services aids and adds to the evaluation of service quality. As a result, this viewpoint emphasizes the need of studying service quality via literature. The following part contains an extensive examination of the literature.

### 2.2.5 Service Quality Evaluation

When service models are created, they may serve as a catalyst for academics and practitioners to create metrics that evaluate service quality satisfaction across a variety of services. Churchill and Suprenant, 1982; Atkinson, 1988; Barksky and Labagh, 1992; Heide and Olsson, 1996; Oliver, 1997; Choi and Chu, 2001; Markovi, 2004, Nayna, Sajnani, and Shandliya, 2020; Choi and Chu, 2001; Markovi, 2004, Nayna, Sajnani, and Shandliya, 2020; Markovi, 2004, Nayna, Sajnani, and Shan Parasuraman et al. excellent's literature from 1985 and 1988 was used to investigate the factors of service quality that make up a GAP model. Parasuraman et al. (1985) conducted exploratory research that comprised an in-depth interview and a total of 12 focus group interviews in order to develop the GAP service quality model.

The executive questioned by the marketer showed four gaps: GAPI, GAP2, GAP3, and GAP4. During a focus group interview, the first gap was noticed. This was a consumer fault in the model (Parasuraman et al., 1985). Gap 5 is the most significant divergence between customer expectations and perceptions.

As described by Zeithaml *et al.,* gaps 1 to 4 will be illustrated in figures (1988). The following are the gaps:

**GAP 1:** The Knowledge Gap, which is the discrepancy between what customers anticipate and what management thinks.

The Policy Gap between management attitudes and service quality criteria is **GAP 2.**

The Delivery Gap vs**. GAP 3:** Requirements of service quality vs. gaps in service delivery

**GAP 4:** The Communication Gap - A communication gap exists between service delivery and external communications.

**GAP 5:** The Expected vs. Perceived Service Quality Gap

The gaps and the components that contribute to them are shown in the diagrams below. The differences between service expectations and actual service perceptions that must be addressed are shown in Figure 2.3. The service provider must close gaps 1–4. According to Zeithaml et al., in order to narrow Gap 1, management must understand customers' expectations (1988).

**Figure 2. 3  GAP 1: Consumer view-management view gap – *The Knowledge Gap***
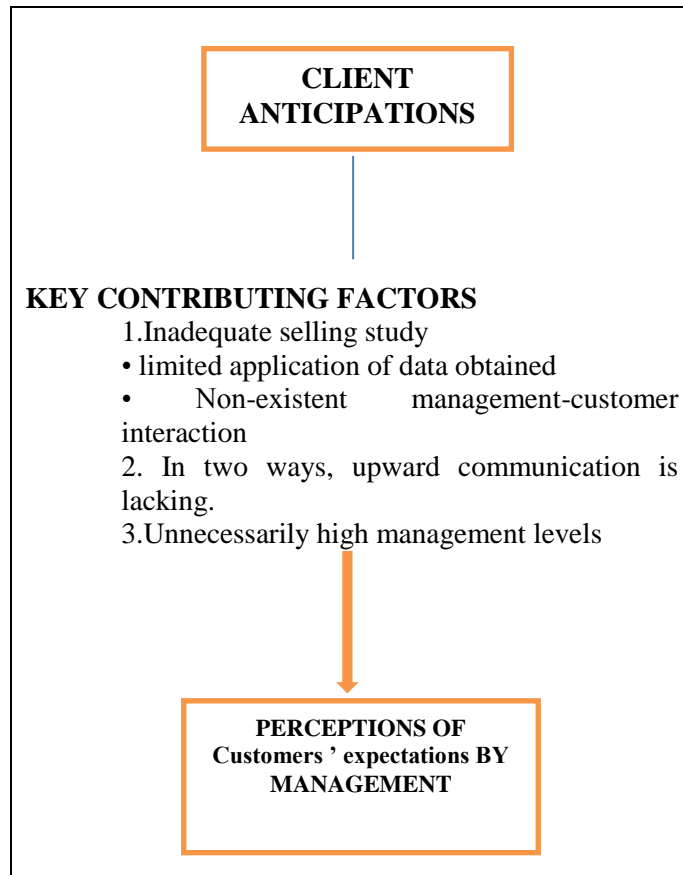


**CLIENT ANTICIPATIONS**

**KEY CONTRIBUTING FACTORS**
1.Inadequate selling study
• limited application of data obtained
• Non-existent management-customer interaction
2. In two ways, upward communication is lacking.
3.Unnecessarily high management levels

**PERCEPTIONS OF Customers ' expectations BY MANAGEMENT**

Source: Adapted from Zeithaml, Parasuraman, and Berry (1988), *Delivering Quality Service,* New York: Free Press.

Gap 2, which is presented in Figure 2.4 and is widened by inadequate management commitment. Infeasibility perceptions, insufficient job calibration, and a lack of mechanisms to set goals. Zeithaml *et al*. (1988) stipulated that the challenge is managers' concentration and focus is rather on the bottom-line objectives than being dedicated to customer service quality provision.

**Figure 2. 4 GAP 2: Management perception-service quality specification gap-**

*The Policy Gap*
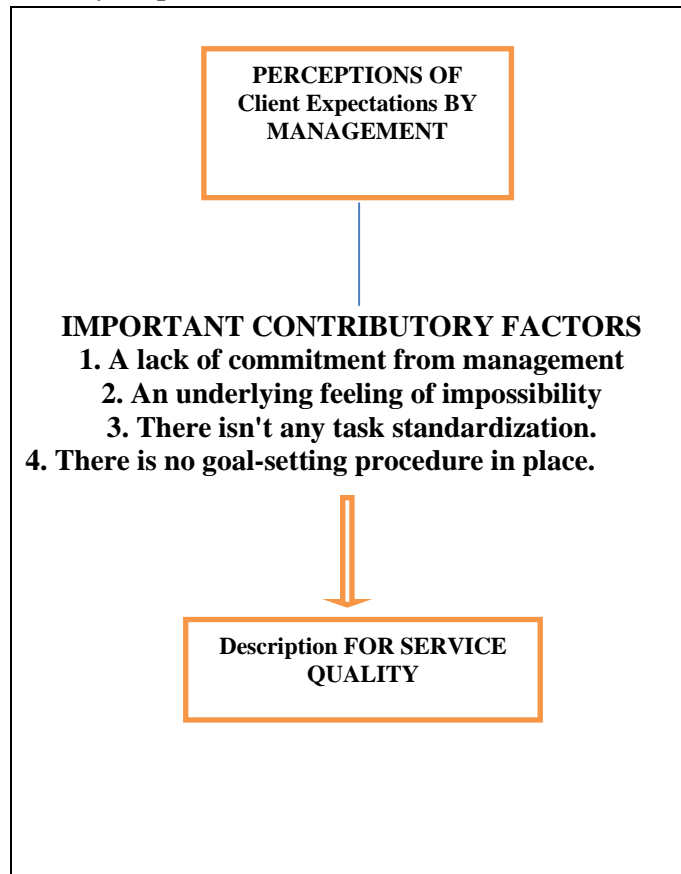


**PERCEPTIONS OF
Client Expectations BY
MANAGEMENT**

**IMPORTANT CONTRIBUTORY FACTORS
1. A lack of commitment from management
2. An underlying feeling of impossibility
3. There isn't any task standardization.
4. There is no goal-setting procedure in place.**

**Description FOR SERVICE
QUALITY**

Source: Adapted from Zeithaml, Parasuraman, and Berry (1988), *Delivering Quality Service,* New York: Free Press.

Position ambiguity, disagreement, incompatible employee-job match, poor- technology-job alignment, inefficient supervisor control mechanisms, absence of perceived control, and a lack of cooperation are ailments enhancing Gap 3. If the aforementioned elements are removed, the likelihood of distortion is reduced. The emphasis of this gap is on employees and service performance. Employee training is a must for service businesses. Nayna's *et al*. literature. (2020). Meshack *et al.* (2017), Mbise, (2012), Zacharia *et al.* (2009), Mohsin *et al.* (2008), Akbaba, (2006), Nadiri and Hussain (2005), Wade, *et al.* (2001), Tsang and Qu (2000), and Mei *et al.* (1999) have all mentioned the existing gaps in the hotels analyzed. Employees who supply services are crucial, according to Zeithaml *et al.* (1988), and clients frequently pay attention to service providers' attitudes. As a result, when clients are looking for a company to provide a service, this becomes one of the deciding considerations.

**Figure 2. 5 GAP 3: Service quality specifications-service delivery gap-*The Delivery Gap***
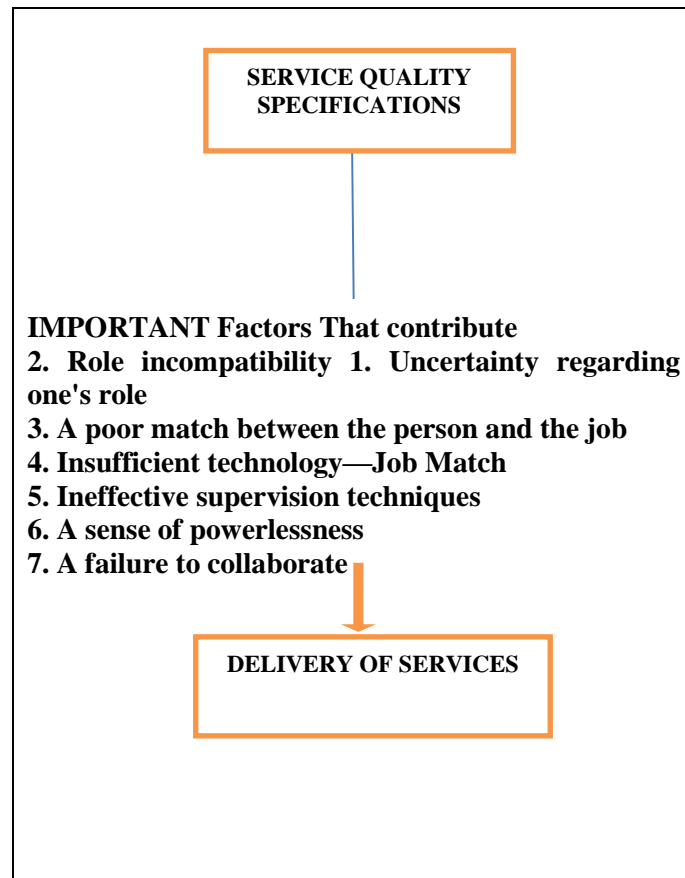


**SERVICE QUALITY SPECIFICATIONS**

**IMPORTANT Factors That contribute**
**2. Role incompatibility 1. Uncertainty regarding one's role**
**3. A poor match between the person and the job**
**4. Insufficient technology—Job Match**
**5. Ineffective supervision techniques**
**6. A sense of powerlessness**
**7. A failure to collaborate**

**DELIVERY OF SERVICES**

Source: Adapted from Zeithaml, Parasuraman, and Berry (1988), *Delivering Quality Service,* New York: Free Press.

Inadequate horizontal communication, as illustrated in Figure 2.6, leads to Gap 4. A proclivity for overpromising, this gap can be eliminated if gap 3 is well attended to. If employees are well trained, in turn, they will communicate what they really can offer, rather than exaggerating. Over-promising can be through oral or written communications, advertising, and selling. Horizontal communication across the firm need to be well coordinated and monitored by management across functions and departments.

**Figure 2. 6 GAP 4: Service delivery-external communications gap -*The Communication Gap***
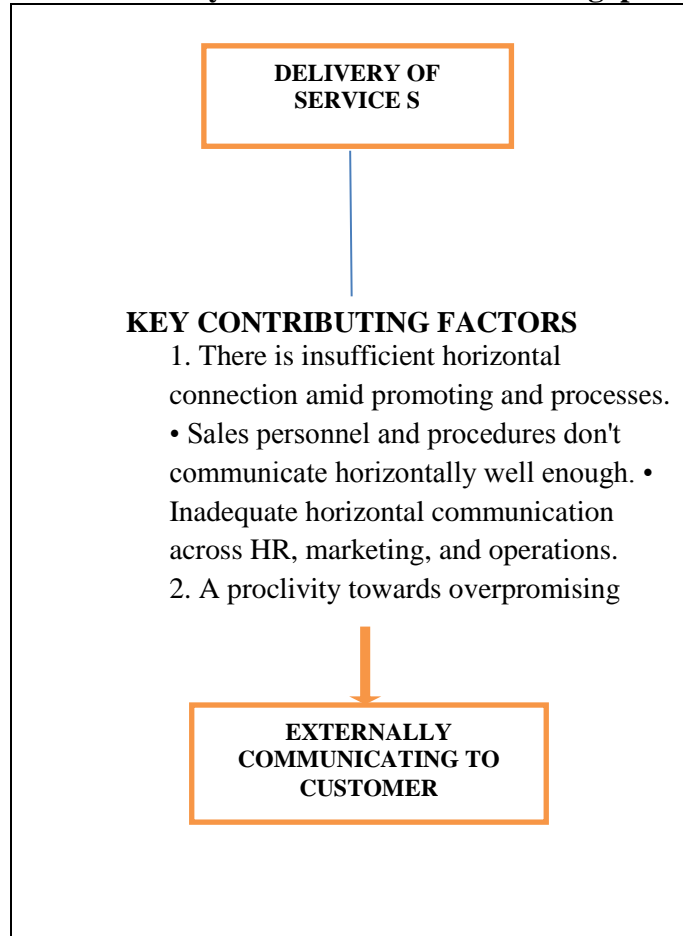
```
          ┌─────────────────────┐
          │     DELIVERY OF     │
          │      SERVICE S      │
          └──────────┬──────────┘
                     │
                     │
          KEY CONTRIBUTING FACTORS
             1. There is insufficient horizontal
          connection amid promoting and processes.
          • Sales personnel and procedures don't
          communicate horizontally well enough. •
          Inadequate horizontal communication
          across HR, marketing, and operations.
          2. A proclivity towards overpromising
                     │
                     ▼
          ┌─────────────────────┐
          │     EXTERNALLY      │
          │ COMMUNICATING TO    │
          │      CUSTOMER       │
          └─────────────────────┘
```

Source: Adapted from Zeithaml, Parasuraman, and Berry (1988), *Delivering Quality Service,* New York: Free Press.

## 2.3    EVALUATION OF SERVICE QUALITY USING SERVQUAL

The SERVQUAL model was created with the goal of evaluating customer perceptions and expectations about service quality using the 10 determinants shown below, along with their descriptions.

**Table 2. 2 Determinants of Service Quality**

| |
|---|
| 1. The regularity and dependability from one's output is characterized as reliability. It means that the company gets the job done right the first time. It also means that the company follows through on its commitments. It includes, among other things, billing accuracy, keeping accurate records, and delivering services on schedule. |
| 2. RESPONSIVENESS is a person's willingness or passion to help others. It denotes timeliness in service: -sending a transaction slip as soon as possible; -contacting the consumer; -providing rapid service (e.g. setting up appointments quickly). |
| 3. COMPETENCE is defined as having the necessary abilities and knowledge to complete a job. It includes: -the contact person's expertise and competency; -the knowledge and skill of operational support staff; -the organization's research talents, such as a stock trading firm's research capabilities. |

| |
|---|
| 4. COURTESY is defined as contact staff's decency, respect, thoughtfulness, and friendliness (including security attendants, guest relation, etc.) It entails: - respect for the customer's property (no dirty shoes on the carpet, for example); - clean and tidy public contact people. |
| 5. ACCESS is the capacity of a person to be approachable and accessible. It means: -the service is readily available by phone (lines are not busy, and you are not put on hold); -the service wait time (for example, at a bank) is not exorbitant; -convenient operation hours; and a convenient location of the service facility. |
| 6. CONTACTING CUSTOMERS necessitates keeping them informed and listening to them in their own language. It might signal that the company's vocabulary has to be adjusted for various types of customers, such as upping the degree of complexity for a smart client while speaking simply and clearly with a beginner. It entails: - explaining the service; - describing how much the service will cost; describing the service/cost trade-offs; ensuring the customer that an issue will be resolved. |
| 7. TRUSTWORTHYNESS, BELIEVABILITY, AND HONESTY are all aspects of CREDIBILITY. It necessitates acting humbly to the customer. The -company name, -company reputation, personal traits of the contact person, and the degree of hard sell utilized in customer encounters all impact credibility. |
| 8. SECURITY is the lack of danger, risk, or uncertainty. It entails both Physical security and financial security. |
| 9. UNDERSTANDING/KNOWING THE CUSTOMER necessitates making an effort to understand the customer's demands. It entails: -understanding the customer's specific needs; -providing individualized service; and -recognizing returning clients. |
| 10. TANGIBLES ARE THINGS THAT CAN BE FELT. Physical evidence of service is one of the tangibles: -physical facilities; -personal appearance; -service tools or equipment; -physical representations of the service, such as a credit card or bank statement; -other clients in the service facility |

**Source:** *Source:* Parasuraman, A., Zeithaml, V. A., Berry, L. L. 1985. A conceptual model of service quality and its implications for future research. *Journal of Marketing,* 49(4), pp.41-50.

Following that, the 10 quality of service determinants (given in table 2.2) were distilled into five fundamental dimensions: dependability, assurance, tangibility, empathy, and responsiveness (Parasuraman *et al*. 1985, 1988 and 1994). With explanation for each item, he proposed five determinants: responsiveness, empathy, tangibles, dependability, assurance. They are presented in chart 2.7 in percentage.

**Figure 2. 7 The 5 Service Dimensions in their percentage**
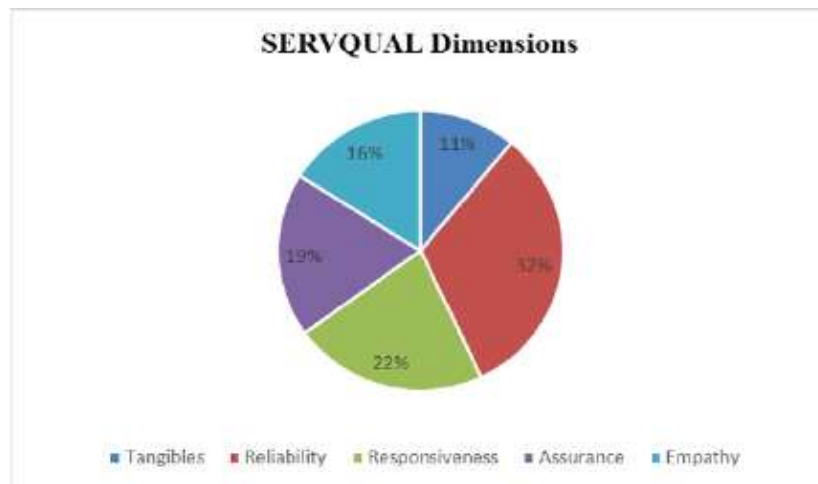


Source: Adapted from Service Performance. (2008).

### 2.3.1  Tangibles

Tangibles comprise of characteristics relating to the physical appearance of items and service providers. Physical items like equipment, buildings, uniforms, and employees. The appearance matters and communicates a lot to the customer. Providers need be careful at everything looking sharp in their firms. The failure might result in a lack of dependability and response. Bitner's (1992) conceptual framework looked at the influence of physical environments. Employees and consumers are equally affected by looks. The research also demonstrated that physical appearance has the potential to affect consumer satisfaction (Bitner, 1992). The validation of the physical appearance was justified by the study of Berry and Clark (1991) on quality assessment by customers.  Zeithaml *et al*. (1988) however did not modify tangibles from the original dimensions, as they did to the other four, thereafter in other studies possibly due to its least importance.

### 2.3.2 Reliability

The capacity of service providers to deliver services as promised is referred to as reliability in service quality. When it comes to serving customers, customers want personnel to be precise. According to Garvin, customers evaluate providers' reliability (1987). According to Parasuraman et al. (1988), the most essential component in service quality is dependability, since customers are always striving for the best. Parasuraman *et al.* (1991) and Carman (1991) all emphasized the importance of positive language. When engaging with clients, service providers should carefully analyze and consider the words

they use. Negative interpretations should be addressed immediately, as it may lead customers to question the providers' dependability.

### 2.3.3 Adaptability

The capacity and desire of service providers to respond promptly and instantaneously to clients is referred to as responsiveness in service quality. Telling the consumer the exact time the desired service would be completed, promptness, and willingness are all indicators of how responsive service providers are (Parasuraman *et al*. 1991). When contacted by customers, service providers should be less busy and cooperative.

### 2.3.4 Confidence

Service quality assurance requires that service providers are well-informed and pleasant. Service providers are supposed to be confident in their abilities and know what they're doing. Whatever level of training an individual has, the ability to portray a high level of expertise and confidence in front of a customer's eyes is what matters (Parasuraman et al. 1991). If the service provider fails to exhibit these attributes, the service provider will get a lower rating. Employees who can establish confidence and trust in the customers they serve provide assurance (Parasuraman *et al.* 1991). In the original ten elements of service quality assessment competency, competence, politeness, credibility, and security were simplified and replaced with assurance (Zeithaml *et al*. 1988).

### 2.3.5 Compassion

Empathy is described as a company's care for and personalized treatment of its customers. According to Parasuraman *et al* (1991) study, customers valued and appreciated customized attention and convenient operating hours. Despite service criteria being met, customers may not feel service providers were concerned throughout the service providing process. As a consequence, the workers' level of empathy may be poor. This underlines the need of employee training to educate them how to interact with customers. Employees who are already aware of their role in customers' service quality assessments benefit from training. In the original ten aspects of service quality assessment access, communication and comprehension were streamlined and replaced with empathy (Zeithaml *et al.* 1988).

## 2.4 SERVQUAL'S VALIDITY IN MEASURING SERVICE QUALITY

The SERVQUAL model is the most widely used, and it has been used dynamically to measure customer satisfaction with various services by many managers and scholars from many countries (Ali, *et al.* 2021; Nayna, *et al.* 2020, Njau *et. al* 2019; 2014; Badri *et al.* 2005; Nadiri and Hussain 2005 ; Alexandris *et al.* 2002; Bahia and Nantel, 2000; Dabholkar *et al.* 1996; Mentzer *et al.* 2001; Chang and Chen, 1998; Gummersson, 1998, Seth and Deshmukh, 2005; Ingram and Daskalais, 1999). However, both philosophically and practically, the SERVQUAL paradigm has been questioned. The SERVQUAL five-structure proposed by Parasuraman et al. has been proved to be invalid in a number of research (1988 and 1991). The five dimensions aren't all that important, and there's a lot of cross-correlation among them (Grzinic, 2007). The SERVQUAL model's validity and reliability have been thoroughly verified in earlier research (Babakus and Boller, 1992; Bolton and Drew, 1991; Cronin and Taylor, 1992, 1994).

Parasuraman *et al.* (1993) feel that using the five-factor framework of service quality is a significantly more effective technique, both conceptually and practically. Because it uses a much more accurate approach of assessing service quality than earlier models. On a theoretical level, critics said that such aspects could not be universalized, despite the tool's focus on the service quality process (O'Neil and Palmer, 2003; Reeves and Bednar, 1994; Donthu and Yoo, 1998). Customers do not always think same when it comes to expectations and impressions, according to Qin and Prybutok (2009). According to Grzinic (2007), the variability at each operational dimension could not be contained at each dimension. Aside from that, each customer's moment of truth differs. As a result, SERVQUAL provides a restricted assessment of service quality in this situation. Other criticisms of SERVQUAL were found during the usage of the gap score, which was shown to be poor predictive, and other dimensions were found to be converging (Qin and Prybutok, 2009).

SERVQUAL model must be updated to meet the properties of a certain service and any other uniqueness that may be discovered in order to overcome the objections. Cronin and Taylor (1992) devised the SERVPERF method to gauge client's view of service performance in response to SERVQUAL's critiques. In response to the preceding criticisms, new approaches were developed. DINESERV was developed as a tool for assessing the quality of restaurant service (Stevens, Knutson and Patton, 1995). This was done in response to SERVQUAL's

complaint. DINESERV was praised as a reliable and straightforward approach for evaluating customer perceptions of restaurant service quality. HOLSAT was created by Tribe and Snaith (1998) with the purpose of determining how satisfied vacationers are. SERVQUAL's prior work was updated by HOLSAT. The model compares a holidaymaker's expectations to the experience of holiday qualities. HOLSAT qualities are not standard, since they differ from one vacation site to the next in order to address restrictions encountered with SERVQUAL in the past (Tribe and Snaith, 1998). Statistical process control may be utilized or implemented to regulate service quality and delivery process in different sectors of service (Mason and Anthony, 2000; Wood, 1994; Mundy *et al.* 1986; Jackson et al. 1998; Dilworth, 2000). Mason and Anthony (2000) argued that statistical process control should be implemented using a realistic technique.

Histograms, Pareto analysis, and control charts may all be used to manage service. They are all crucial since they show a process flow, or the step-by-step approach till a customer is served. Despite the fact that the service quality sector has gotten a lot of attention, with various models being developed and proposed. Other academics and researchers argue that there are some more crucial elements that must be considered. Chowdhary and Prakash (2007), for example, advocated that a charge or price dimension component be incorporated in the SERVQUAL model. Hojat et al. (2012) proposed combining the analytic network method with the balanced scorecard technique. Ramsaram-Fowdar (2006) investigated the usage of technology and discovered that in Mauritius, two quality factors, fundamental "hotel benefits" and "hotel technologies," are critical. Banu's study advised the same thing (2012). The SERVQUAL model has received positive feedback in a number of studies conducted in diverse regions, albeit there is a caveat about relative change depending on the importance of a sector. The sectors will be able to achieve and meet their objectives by adopting the instrument that measure service quality in their operations.

## 2.5 THE VALUE OF QUALITY SERVICE IN TOURISM AND HOSPITALITY
### 2.5.1 Introduction
The international tourism sector expanded significantly between 2009 and 2015, resulting in a rise in travel volume. International visitor visits rose by 4.4 percent from 25.3 million in 1950 to 1,184 million in 2015, compared to 1138 million in 2014. Following the global financial crisis in 2010, 2015 was the 6th year in a row that overseas arrivals increased (UNWTO, 2015). The primary purpose of tourism in the twentieth century was to seek

relaxation. The increase of travelers around the globe has spearheaded to the construction increase of hotels in order to accommodate and entertain the global tourists (Littlejohn, 1997; Mace, 1995; Whitla, 2007; Sharma, 2014). The projected growth of tourism worldwide is indicated in the chart below:

**Figure 2. 8** UNWTO Tourism Towards 2030: Actual trend and forecast 1950-2030
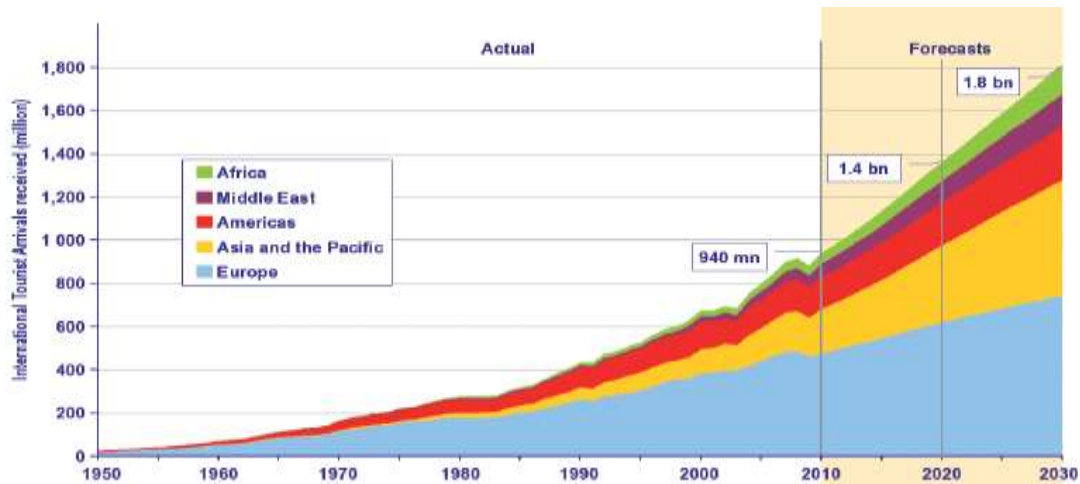


Source: UNWTO Tourism Highlights, 2015 Edition

Based on the above projections and Tourism 2020 vision, East African governments have started encouraging investments in the industries, and even reviewing some of its policies.

## 2.5.2 Industry of Tourism and Hospitality

Hospitality and tourism are remarkable industries; they are among the fastest-growing and most crucial for a country's economic development (Osman and Sentosa, 2013; Holjevac, 2003). Many governments are turning to and investing in these firms because they offer a reliable source of revenue, employment, and foreign currency (Campos and Marodin, 2012; Banu, 2012; Othman, 2010; Hwang and Chang, 2003). In developed economies such as the United States, the United Kingdom, Switzerland, and France, tourism is one of the most significant industries (Banu, 2017). Tourism is not a recent economic phenomenon; it has long been a component of human civilization (Smith, 2004).

Through literature, Guyer and Feuler (1905) defined tourism as a phenomenon unique to modern times that is driven by people's increasing desire for change and relaxation, the desire to appreciate the beauty of nature and art, and the belief that nature brings

happiness to humans, and that facilitates the coming together of nations and communities as a result of advances in commerce and industry, as well as improved communication and transportation tools.

UNTWO definition from 1991, describes leisure industry as:

> *"the actions of people who go to and remain in areas outside of their normal surroundings for less than a year for vacation, business, or other reasons"* (UNWTO, 1997 page 13).

According to Pierce (1995), tourist destinations are viewed from five major areas namely attractions, transport, accommodation, infrastructure and supporting facilities. Pierce further explained that attractions encourage tourist to visit the location, availability of transport services enable them to visit the attractions. While the accommodation and supporting facilities like banks and restaurants cater for their well-being during their stay. Pierce (1995) continued by saying that the infrastructure assures the essential functioning of the above four sectors. Due to its nature, the tourism industry requires to discover and harness contemporary methods of serving the changing and dynamic needs of customers (El-garaihy, 2013; Fache´, 2000; Nadiri and Hussain, 2005; Kandampully, 2000; and Yilmaz, 2009).

Tourism and hospitality industries are the current driving change and transformative in the world of service (Nadiri and Hussain, 2005; Shahin and Dabestani, 2010; Arslanturk and Atan, 2012). They both have multiplier effects into other industries and the growth has led into a stiff competition to offer quality service. It is undeniable that when environmental, social and economic issues are thoroughly addressed, tourism becomes an energizer to the economy. The industry also faces speedy deregulation and is therefore obliged to differentiate its services from competitors so as to achieve competitive advantage (Mei *et al*. 1999).

Tourist bring business, and it is essential to understand and fulfil their desires, emotions and satisfy them in the whole process of service quality delivery and performance (Holjevac, 2003; Bosque and Martin, 2008; Wirtz, Mattila and Tan, 2000 and Yu and Dean, 2001). Tourism being a complex industry with tentacles into numerous other activities, it is therefore important to debate service quality as highlighted previously by

other scholars/researchers. The following part will focus on the importance of service quality in the travel and hospitality industries.

### 2.5.3 Service Quality Impacts in Hotels

Over time, the hotel industry has gotten increasingly competitive. The battle for high-quality service delivery and client satisfaction has been seen as a war for the tourism and hospitality industry's primary players' survival (Sharma, 2014; Theobald, 2005). Researchers and academics are interested in the topic of service quality, consumer pleasure, and its relationship to company profitability (Babakus and Boller, 1992; Brown et al. 1993; Cronin and Taylor, 1992; Peter et al. 1993; Teas, 1993; Mohsin and Lockyer, 2009). Value-based and user-based methodologies, according to Williams and Buswell (2003), are well-suited to explaining service quality in the tourism and hospitality sectors.

According to Parasuraman et al. (1985), service quality is "an elusive and indistinct construct often mistaken for imprecise objectives," and "not easily articulated by consumers." However, Lewis and Booms (1983) stressed the subjective character of service quality, arguing that service quality was measured by "what is acceptable and what is not" When picking a vacation or holiday resort, guests consider the level of service provided (Weiermair and Fuchs, 1999). A site becomes enticing to visitors when tourism goods and services are combined to give a distinctive experience (Buhalis, 2000). According to Mei *et al.* (1999), factors such as ambiguous standards and changeable demand make it difficult to define service quality. The supply structure of the tourism business is very uncertain (Maria *et al.* 2008). The only thing that is constant is the desire for it. Some assessments are subjective, such as friendliness, politeness, and other qualitative qualities (Maria *et al.* 2008; Mei *et al.* 1999).

High-quality service benefits the tourism and hospitality sectors in a variety of ways. Quality service allows you to differentiate yourself from the competition and gain market share (Gale, 2007; Parayani *et al.* 2012). With this knowledge, the hotel industry must always strive to stay ahead of its competitors (Kariru *et al.* 2014). Tourist expectations, service delivery methods, and outcomes all have an impact on the perceived quality of service (Ghobadian, Speller, and Jones, 1994). Because they are a component of the product, employees play a vital role as well. The performance of staff is the cardinal aspect of service quality (Mathe and Slevitch, 2013). Service quality perceptions are formed throughout the production, distribution, and consumption stages (Edvadsson, 2005).

Service professionals have the ability and obligation to acquire new customers by providing good service (Backman and Veldkamp, 1995). As a consequence, managers must make every effort to enhance service quality and ensure that customers are satisfied. When customers are satisfied with the services offered, they become loyal and promote the same to others (Tian-Cole and Cromption, 2003). Milbourn (1998) discovered that the company's financial performance was affected as a consequence of the bad service provided. Customers who are unhappy with your service will seek out another provider instead of complaining to you (Milbourn, 1998). Overall, the hotel sector has evolved into a worldwide enterprise influencing many people.

Good service increases customer happiness, which leads to a desire to return and positive reviews (Nadiri and Hussain, 2005; Ekiz and Katircioglu, 2008; Kashif and Erdogan, 2009). Because of the sensitive nature of the work, management involvement is essential throughout the recruitment process, in-house training, and day-to-day operations (Kandampullly, 2001; Maxwell *et al.* 2004; Nebel and Scheffer, 1992; Harrington and Akehust, 2000). The empirical study on the notion and idea of service quality in tourism and hospitality has shown how they are related and why they are important in the industry's operations. In order to support the above, the next part will discuss how service quality is assessed.

## 2.6  VALIDITY OF SERVQUAL IN TOURISM AND HOSPITALITY APPLICATION

As the service industry is steadily growing, so is its market share and competition. A better way to distinguish whether a service is good or bad and if consumers are satisfied or not is by measuring service quality (Mazumder and Hasan, 2014). A study by Johns and Howard (1998) explained that quality measurements will be effective if one is able to indicate how a service was or was not satisfactory. As quality measurements carry only operational value (Johns and Howard, 1998). According to Lewis (1989), degree of satisfaction may be assessed by defining perceived quality as the difference between expectations and perceptions. A lot of studies on service quality and customer satisfaction were undertaken, according to Johns and Howard (1998).

In these studies, the expectancy-disconfirmation hypothesis was applied. In reality, tourism and hospitality literature has developed in depth since the mid-1990s. The

development of tools and procedures for measuring service quality was highly debated at the time, given the sector's fast growth (Tribe and Snaith, 1998; Mittal and Lassar, 1996; Cronin and Taylor, 1994). The performance-only technique is used by several researchers and writers to assess service quality in the tourism and hospitality industries (Markovi, Horvat, and Raspor, 2004). For example, Mohsin and Lockyer (2010) studied customer perceptions of service quality in India; Gabbie and O'Neil (2006) studied customer perceptions of service quality in Ireland; Akbaba (2006) studied customer perceptions of hotel attributes in Turkey; and Juwaheer (2004) studied customer perceptions of hotel attributes in Mauritius hotels; Choi and Chu (2001) studied traveler perceptions of hotel attributes in Hong Kong hotels; and Poon and Lock-Teng Low (2005) studied customer perceptions of hotel attributes in Malaysia

The SERVQUAL model has been endorsed by a number of academics as a credible conceptual framework for evaluating service quality in the tourism and hospitality sectors. Others, as indicated earlier in the literature, have advocated a modification where it is appropriate or necessary to meet the desired goal. As Baggs and Kleiner (1996) pointed out, customer satisfaction must be correctly assessed. If company processes are improved as a consequence of undertaking effective outcomes measurements, this is noteworthy (Baggs and Kleiner, 1996). As a result of the SERVQUAL model's critics, the model has been used or alternative models have been created to fit the desired purpose. The LODGQUAL model in the hotel business is well-known. Getty and Thompson (1994) developed LODGQUAL instruments based on previous customer views of the SERVQUAL paradigm. LODGSERVE was suggested by Knutson *et al.* (1991) for assessing hotel service quality. Raajpoot (2002) suggested TANGSERV as a tool for monitoring the food service industry.

Thomson and Schofield (2007) employed a structural equations model to predict customer satisfaction in the tourism industry, and factor analysis validated their findings. Hasegawa (2009) analyzed the satisfaction of tourists to Hokkaido using statistical methods. For a better analysis, Hasegawa (2009) built a Bayesian multivariate ordered probit model to define the satisfaction of visiting visitors. In another research, Qu and Ping (1999) employed visitors' satisfied data as explanatory variables for tourists likely to go on a cruise. Kano's two-dimensional quality model for quantitatively assessing customer satisfaction in hotel services was also extensively developed and used (Kano,

1984). At the Taiwan Hot Spring hotel, Lee and Chen (2006) employed the same approach to assess service quality. Changa and Chen (2011) investigated hotel brands developed by customers using the Kano model in combination with the Quality Function Deployment (OFD). The satisfaction notion underpins the HOLSAT paradigm.

The notion aims to solve the difficulties of gauging pleasure in relation to a specific area. Tribe and Snaith (1998) developed the method to gauge tourist satisfaction during their holiday. Apart from determining quality, the problem of workers, middle managers, and management is a key concern in the tourism and hotel business (Njau *et al*, 2019; Mbise, 2014; Juwaheer, 2004; Maxwell *et al.* 2004). Boshoff and Tait shown that customer satisfaction is significantly reliant on customer-worker interaction (1996). Similarly, the most significant depiction is of employees' attitudes and conduct (Mbise, 2014; Chow *et al*. 2002; Ferris *et al.* 1998; Boshoff and Tait, 1996).

Client satisfaction is influenced more by hotel workers than by other factors (Juwaheer, 2004). Service providers must be appropriately trained, since they might become a liability if they are not. It also harms the customer experience, the hotel's reputation, and its long-term profitability. The functioning company culture has an impact on employee behavior (Chow *et al.* 2002; Ferris *et al.* 1998). Employees must be well-trained and, if necessary, participate in specific programs specialized to their industry (Hope, 2004). According to research, there is a link between management approaches and organizational performance (Wong *et al.* 2010; Pfeffer, 1998). It is nOt required to disregard management techniques. Their influence on ensuring that firms give high-quality service is significant (Njau *et al.* 2019; Mbise, 2014; Baker, 2013; Wong *et al.* 2010; Tari *et al.* 2007; Kaynak, 2003).

## 2.7    HOTEL INDUSTRY GROWTH AND DEVELOPMENT

Hotel is a sub-sector of tourism which provides room accommodation, food, and beverages. The services provided are paid for by consumers/tourists (Cooper *et al*. 2005). The history of the hotel industry is traced way back as 3000BC (Chon and Sparrowe, 2000). Although literature by Angelo and Vladmir, (1994) indicated it was not precisely shown when the first hotel was opened, historical archives showed Corinth and Greece had a number of establishments providing food and accommodation by 500BC. Through

literature records, there is an indication that some food and lodging activities were registered in the Middle Ages (Angelo and Vladmir, 1994) when the word hotel was used in London in 1976.

Another evidence is that of the United States of America first hotel which opened in 1794 in New York (Angelo and Vladmir, 1994). Thereafter it is then the commercialization of hotel and restaurants services became serious to date. The hotel industry today is classified accordingly, i.e. to the number of rooms, level of service, star rating and target markets. Different markets are targeted and therefore classified according to the intended guests market to be attracted to and accommodated. Hotels are meant to provide hospitality services (Lillicrap and Cousins, 1990; George, 2001). The services are commonly referred to as accommodation, food, and beverages, reservations, information on hotel services and the like. This goes in line with a provided service in a pleasant manner.

Besides the traditional services, now hotels provide services like entrainment, conferences, meetings, food and room accommodations, likewise other varied depending on the type of need and activity (Abbott and Lewry, 1999; Medlik and Ingram, 2000). Hotels are located in cities, sub-urban, airports, motel resorts, or countryside etc. (Abbot and Lewry, 2002). Nonetheless, economic, social, psychological, physiological, and political factors, transportation, the ease of obtaining supplies, natural attractions, and legal factors (Olal and Korzay, 1993; Medlik, 1997; Kahraman, 1997; Ertugral, 1998) attract customers (Yang and Lee, 1997).

The business world has observed dynamic changes in the hotel industry from its initial introduction up to today (Đorđević and Janković, 2015). Changes in modern technologies, social networks, the internet, large quantities of flow of information etc. have influenced a huge change in the hotel business industry (Đorđević and Janković, 2015). Likewise the customer preferences changing patterns, industrialization, a advancement in transport and air travel, changing laws and regulations and so on (Borkar and Koranne, 2014). Hotel users are changing their habits with increased requirements and demands. For example the use of modern technologies where customers want access to internet connections while in hotel stay (Đorđević and Janković, 2015).

The rise of competition in the hotel industry has made it possible even for new brands to come up to cover all market segments. Where a meeting or conference is held at a hotel, it is expected services such as such facilities and secretarial services will all be availed to the hotel guests/participants (Bardi, 2003). According to Bardi, (2003) determinants of the hotel success or failure are defined by the ability to provide hospitality to customers. The progression of the hospitality bussiness is related to growth of leisure industry activities, likewise, they affect one another (Chon and Sparrowe, 2000). The industry has had a direct economic impact on many countries (Kyara, 2021; Africa Business, 2015).

Hotel industry growth and development cannot be skewed to one side of satisfying customers (external). Employees (internal) is another area of concern, as at the end a combination of factors is to remain in business, make profit and quality of service remain in order to continuously attract more guests/customers. Management of hotels need to be focused on employee selection, training, evaluation, rewarding of employees, leading and motivation (Mbise, 2014). The hotel industry requires employees with three critical skill categories technical, interpersonal and aesthetics skills (Nickson *et al*. 2005; Hai-yan and Baum, 2006; Teare, 1996). The appearance of employees plays a substantial role as well. Employees need to look good as they give a positive image of the hotel.

## 2.8    SUMMARY OF GAP IN REVIW OF LITERATURE

The notion of services, vacation industry, and service quality have all been extensively researched. The literature study backs up this assertion. These principles have had a major impact on the tourist and hotel industries all over the world, notably in rich and emerging nations; yet, they are rare in third-world countries. In those investigations, the SERVQUAL tool was also employed. Despite the fact that the instrument was utilized, there has been a need for it to be updated where necessary to match the industry in which the study was conducted.

As previously said, this field of research has been extensively pursued in other countries, but Tanzania lags behind. Similarly, the literature on services, service quality, tourism, and the hotel sector in Tanzania is few, and in some cases nonexistent. This study employs an exploratory visitor and hotel management interview to stimulate the aforementioned. As a result, it is one of the most important reasons for documenting exceptional events centered on hotel services. Brady and Cronin (2001) backed this approach by recommending the

use of a qualitative technique to determine what consumers' sentiments are. According to Brady and Cronin (2001), qualitative research allows a researcher to interact and receive input, which is then assigned to the proper dimensions.

According to Heide, Gronhaug, and Engset, managers must grasp customers' expectations in order to enhance and maintain customer satisfaction (1999). In light of this, the research literature on Tanzanian service quality has yet to be thoroughly studied. As a consequence, the importance of the hotel industry is underlined in this research, which may result in the development of a relevant Tanzanian context-based, trustworthy, and valid tool. Table 2.3 shows the gap in the literature.

**Table 2. 3 The Summary of the literature gap**

| S/No | Authors | Topic and Country | Sample and Analysis | Main Findings |
|---|---|---|---|---|
| 1. | Mei, A.W.O., Dean, W. M. and White, C.J. (1999). | In the hotel sector, analyzing and monitoring service quality is a must. AUSTRALIA | 155 Confirmatory research Internal consistency, parallelism, and correlation coefficients are all factors to consider. Each independent variable was subjected to a regression analysis. | The three dimensions of service excellence are as follows: I Employees\s ii) Tangibles iii) Reliability |
| 2. | Kandampully, J. and Suhartanto, D. (2000). | The importance of client happiness and image in the hotel sector. NEW ZEALAND | 83 hotel executives | Customer satisfaction with cleanliness, welcome, food and beverage, and price is closely linked to customer |
| 3. | Tsang, N. and Qu, H. (2000). | Tourists' and hotel managers' perspectives on service quality in China's hotel sector. CHINA | 182 international tourists' Descriptive statistics analysis; paired t-tests for both visitors and managers. | Gaps 5, 1, 6, and 7 were discovered after assessing international tourists' and managers' expectations and opinions of service quality. |
| 4 | Juwaheer, T. D. and Ross. D.L. (2003). | Evaluating consumers' expectations and opinions of service offered by Mauritius' hotels Mauritius. MAURITIUS | 410 SERVQUAL has 39 features that may be customized | In the Mauritius hotel business, customers' perceptions of service quality fell short of their expectations, with the "empathy" component having the biggest disparity. |
| 5. | Loizos, C. and Lycourgas, H. | In Cyprus, a Customer's | Factor analysis | Customers' expectations and perceptions were at odds. The most significant characteristics |

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|---|---|---|---|---|
| | (2005) | Expectations and Perceptions of Hotel Service Quality CYPRUS | | predicting consumer satisfaction were reliability, responsiveness, and assurance |
| 6. | Nadiri, H. and Hussain, K. (2005). | Quality of service perceptions at hotels in North Cyprus. CYPRUS | There were 285 tourists from Europe. Means, standard deviations, frequencies, and regression are all terms that are used in statistics | The nature of the perceived service quality measuring instrument may be divided into two categories: tangibles and intangibles. Both have a large beneficial impact on consumer satisfaction |
| 7. | Akbaba, A. (2006). | A research in a business hotel in Turkey looked at how to measure service quality in the hotel sector. TURKEY | 234 Analysis of descriptive statistics The paired t-test is a statistical method for comparing two groups of people | The aspects of convenience were the most important to business travelers, followed by certainty, tangible, sufficiency in service, and caring. The SERVQUAL scale came in handy. |
| 8. | Ramsaran-Fowdar, R. R. (2006). | Creating a service quality questionnaire for the Mauritius hotel industry. MAURITIUS | 32 people were asked to come up with their own opinions on service quality. During the interviews, detailed notes were made, which were later collated into a report. | The findings of this study show that SERVQUAL aspects cannot be fully duplicated in the hotel business. |
| 9. | Mohsin, A. and Lockyer, T. (2008). | An exploratory research on customer views of service quality at luxury hotels in New Delhi, INDIA | 271 Kaiser-Meyer-Oklin Factor analysis | The findings reveal major discrepancies between visitors' expectations and their actual experiences, underlining management consequences. |
| 10. | Zakaria, Z., Hamid, A.C., Karim, Z.A. and Daud, N. M. (2009). | In the Malaysian tourism sector, tourists' expectations and views of service quality. MALAYSIA -Tasik Kenyir | 250 Paired t-test sample analysis Z-test | The amount of satisfaction among visitors varied, owing to discrepancies between tourists' expectations and their reported level of pleasure. |
| 11. | Dominici, G. (2010). | A Case Study from Sicily on Customer Satisfaction in the Hotel Industry. ITALY Sicily | Convergence matrix | The hotel's customer satisfaction management needs to be upgraded. |
| 12. | Marković, S., Horvat, J. and Raspor, S. (2010). | A case study of the Croatian hotel business utilizing SERVQUAL to measure perceived service quality. | 15 hotels 253 tourists Descriptive statistical analysis Exploratory factor analysis | Hotel management can utilize a modified version of the SERVQUAL model to obtain clearly interpretable and accurate data on hotel guests' opinions about perceived service quality. The primary criteria that best |

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|---|---|---|---|---|
| | | CROATIA Opatija Riviera | Reliability analysis | explained consumers' expectations were 'reliability,' 'empathy and competency of employees,' 'accessible,' and 'tangibles.' 'Reliability' has emerged as the most important indicator of perceived service quality among the four characteristics. |
| 13. | Al Khattab, S. A and Aldehayyat, J. S. (2011). | Quality of service perceptions in Jordanian hotels. JORDAN | 280 Descriptive analysis Frequencies Means Standard deviation | Hotel guests want hotels to provide better service in all areas of service quality. Customers who stay in hotels have the lowest empathy and tangibles perception ratings. |
| 14. | Boon-itt, S. and Rompho, N. (2012). | An empirical study of the Thai hotel industry in terms of measuring service quality aspects. THAILAND | 108 Descriptive statistical methods Means Standard deviations. | Service quality is moderately poor. The standards were greater than those of commercial hotels. |
| 15. | Hossain, M.J. (2012). | Customer satisfaction and service quality: A case study in Bangladesh's tourist business. BANGLADESH | 385 Descriptive inferential statistics One sample t-test | The service quality was not up to par. There are some strategic implications for hotels, as well as a few policy advice for the government to improve tourist satisfaction |
| 16. | Ukwayi, J.K., and Eja, E. I. and Unwanede, C. (2012). | In Cross River State, tourists' perceptions of service quality in the hotel business were assessed NIGERIA Cross River State | 150 Regression analysis | Even while certain competent of the service quality have had a little influence on the development, the hotel sector falls short of expectations. |
| 17. | Rao, S. and Sahu, P.C. (2013). | Significance of the impact of quality of service on client's satisfaction in hotels. INDIA Bangalore | Quantitative assessment Central tendency and dispersion | The most crucial deciding element in assessing pleasure was tangibility. Their expectations were exceeded by perception. The front office is necessary for keeping track of what is going on at all of the hotels. |
| 18. | Dortyol, I. T., Varinli, I. and Kitapci, O. (2014). | What is the perception of hotel quality among overseas visitors? An investigation on the quality of service in the Antalya tourism region. TURKEY Antalya | 307 Factor analysis Regression analysis | Hotel managers who want to provide high-quality service should focus on hiring employees who can address difficulties and are completely qualified. |

| | | | | |
|---|---|---|---|---|
| 19. | Kariru, A.N. and Aloo, C. (2014). | Customers' expectations about service quality at hotels in Kenya's Western Tourism Circuit. KENYA Western | 78 Descriptive statistics Means Frequencies Percentages Paired t-tests | There is a disconnection between what customers perceive and what they anticipate in terms of service quality. In 18 factors, the actual service was lower than predicted. Hotels have room to enhance service quality and adapt to consumer expectations, resulting in higher customer satisfaction and, as a result, improved competition |
| 20. | Mugassa, P. M (2014) | Zanzibar's Sustainable Hospitality Service Standards. TANZANIA Zanzibar | 210 Descriptive analysis, Factor analysis, | The findings indicated that hotel services got unfavourable feedback and that the hotels failed to meet consumers' high expectations. |
| 21. | Mazumder, S. and Hasan, ABMR. (2014). | A survey of national and foreign hotel guests was conducted to assess the quality of service and customer satisfaction in Bangladeshi hotels. BANGLADESH | 200 Descriptive statistics Paired t-test | The hotel customers' opinions of the hotel industry's service quality were lower than their expectations. |
| 22. | Mbise, N. N., D-Kigaru, D. M. and Miricho, M (2014) | The Quality of Service Standards in Tourist Hotels in Arusha, Tanzania, and Related Factors. TANZANIA | 180 Descriptive and inferential statistics | The findings demonstrated that managers' and customers' opinions of service quality standards varied greatly; also, management methods in tourist hotels in Arusha have a considerable impact on service quality standards. |
| 22. | Sharma, S. (2014). | A service quality model for measuring customer satisfaction in the Indian hotel business. INDIA Ujjain | 30 Descriptive statistics Arithmetic mean Standard deviation | According to the SERVQUAL model, there was a large discrepancy in all parameters of service quality in the hotel business. |
| 23. | Ganiyu, R. A. (2016) | Domestic Airline Carriers in Nigeria's Perceptions of Service Quality: An Empirical Assessment of the Modified SERVQUAL Model. NIGERIA | Descriptive statistics Mean Standard deviation Coefficient of variation Ranking Frequencies Pearson Correlation analysis | All service quality parameters are favorably and strongly connected. Domestic airlines' perceived service quality was found to be inadequate across several aspects. |
| 24. | Al-Ababneh, J. (2017). | The Hospitality Industry's Service | Qualitative | Service quality performance can mean various things to different |

| | | Quality. JORDAN . | | individuals; for example, staff may have higher opinions of service quality than customers, and as a result, managers and their employees dislike pointing out service quality flaws |
|---|---|---|---|---|
| 25. | Al-Ababneh, J. (2017). | The Hospitality Industry's Service Quality. JORDAN | Qualitative | Service quality performance can mean various things to different individuals; for example, staff may have higher opinions of service quality than customers, and as a result, managers and their employees dislike pointing out service quality flaws. |
| 26. | Mmtle, T. and Shonhe, L. (2017). | In the hospitality industry, customers' perceptions of service quality and their influence on reputation. SOUTH AFRICA- Mahikeng | 100 Qualitative methodology Non-probability sampling | The data show that bad service supply has the same influence on hotel reputation as poor service quality. Negative talks and poor publicity about the hotel are almost always the result. It was also discovered that customers and service providers had comparable ideas about what service excellence comprises. |
| 27. | Malik, S. A., Akhtar, F., Raziq, M. M., Ahmad, M. (2018). | Customers' Perceptions of Service Quality in the Pakistani Hotel Industry. Total Quality Management (TQM) and Business Excellence are two terms that are often used interchangeably. PAKISTAN | 252 analysis using paired sample t-test and analysis of variance to test for the variations | The findings reveal differences in client expectations, perceptions, satisfaction, and loyalty based on their demographics. Customer satisfaction mediates the association between perceived service quality and customer loyalty to a degree, but it does not entirely mediate the relationship between perceived pricing fairness and customer loyalty |
| 28. | Njau, F. W., Mutungi, M. M. and Mutinda, R (2019) | Customer Satisfaction in Budget Hotels: An Integrated Servqual and Gap Model KENYA, Nairobi City County. | 344 sample size Pearson's correlation, Regression analysis (ANOVA) and Chi-square were applied for analysis | There was a disconnection between guests' expectations and perceptions. Managers were aware of visitors' perceptions but did little to change them. |
| 29. | Ali, B., Gardi, B., Othman, B. J. and Anwar, K. (2021). | Hotel Service Quality: How Does It Affect Customer Satisfaction in the Hospitality Industry? IRAQ | 111 participants Factor analysis, correlation analysis | In hotels, tangible, responsiveness, certainty, and empathy were found to be good indicators of customer happiness. |

After a length review of the literature, a number of gaps were deliberated by the researcher as valid, current and relevant that were not in the past explored in the three and four-star hotels of Arusha, Kilimanjaro, and Manyara. The gaps are listed here below:

i) Few research on service quality expectations and perceptions of hotel guests/customers have been undertaken in the three areas (Arusha, Kilimanjaro, and Manyara).

ii) Existing research has mostly used a quantitative approach. The hotel business, on the other hand, should prioritize a qualitative approach. The current study takes a hybrid method (quantitative and qualitative) to look at the two participants, namely guests/tourists and hotel managers from the three locations under consideration.

iii) Existing research has mostly used a quantitative approach. The current study, on the other hand, takes a combined method (qualitative and quantitative) in order to analyze the disparity between visitors' and hotel managers' opinions of service quality.

## 2.9 CHAPTER SUMMARY

The second chapter started with an introduction before moving on to fundamental definitions of services and their characteristics. An in-depth look at how services, service characteristics, and service quality are defined. Models of service quality were investigated in the research. The SERVQUAL Model (1988) by Parasuraman, Zeithaml, and Berry has been carefully explored. In the literature, SERVQUAL validity in assessing service quality was explained. Similarly, the researcher looked at several validity examples in a similar field of research. The use of a modified SERVQUAL model is the subject of this research.

# CHAPTER 3

# TOURISM DEVELOPMENT IN TANZANIA

## 3.1    INTRODUCTION

Chapter three is about tourism in Tanzania, which has improved and grown dramatically in the late twentieth likewise early twenty-first centuries. Tourism is predicted to continue to develop and expand in the future, thanks to ongoing policy changes in the industry. As shown in Figure 3, the chapter begins by summarizing Tanzania's tourism history, growth, and development, tourist activities, and source markets. A SWOT analysis of Tanzania's tourist industry will be conducted. Current global challenges of safety and security will also be discussed. The three tourism districts of Arusha, Kilimanjaro, and Manyara, which will be the focus of most of the conversation, will be discussed. This topic is presented since it is the study's emphasis and where the model's conceptualization will be applied and examined. The chapter's summary is the concluding section.

## 3.2 TOURISM IN TANZANIA

Tanzania is the largest nation in East African region, located south of the equator. It has a total area of 945,090 square kilometers, including 1424 kilometers of coastline (Wade, Mwasaga, and Eagles, 2001). The country is home to about 120 ethnic groups and tribes. Amelun the Bantu, Nilotic, and Hamitic vernacular languages, traditions, and rituals of these ethnic groups are all popular with visitors (MNRT, 1999). Kenya's official and national language is Kiswahili. In schools and formal business settings, English is the preferred language (Kilungu et al. 2014).

Ngorongoro Conservation Area (Ngorongoro Crater), Lake Manyara National Park, Mahale Mountains National Park, Mafia Island Marine Park, Mount Kilimanjaro, Africa's highest permanently snow-capped free-standing mountain, Serengeti National Park, Selous Game Reserve, Udzungwa Mountain National Park, Serengeti National Park, Serengeti National Park, Serengeti National Park, Serengeti National Park, Serengeti (Mabulla, 1996). Kilungu, Munishi, Leemans (Kilungu, Munishi, Leemans, and Amelung, 2014). These ethnic groups are noted for their Bantu, Nilotic, and Hamitic vernacular languages, customs, and rituals, which are all popular with tourists (MNRT, 1999). Kiswahili is the

official and national language of Kenya. English is the favored language in schools and formal commercial contexts (Kilungu et al. 2014).

Amboni Caves, Bagamoyo Beach and Kaole Ruins, Kondoa Rock Art Sites, Ngorongoro Conservation Area (Ngorongoro Crater), Lake Manyara National Park, Mahale Mountains National Park, Mafia Island Marine Park, Mount Kilimanjaro, Africa's highest permanently snow-capped free-standing mountain, Serengeti National Park, Selous Game Reserve, Udzungwa Mountain National Park, Serengeti (Mabulla, 1996). It has more to offer the world than other African countries. Tanzania's plethora of natural, cultural, and man-made attractions make it a popular tourist destination. The most prized assets are still the sun, beaches, national parks, animal reserves, lakes, mountains, and islands. Tanzania is a one-of-a-kind African country that few people have had the opportunity to see. According to various studies, Tanzania tourism dates back to the colonial era, but is hampered by a scarcity of historical literature. Few studies compile historical tourism data, and the vast bulk of available economic and market research focuses exclusively on tourist arrivals (Cater, 1987; Curry, 1990; Wade *et al.* 2001; Kweka *et al.* 2003).

**Figure 3. 1 Map Tanzania**



**Source**: Lonely planet-Map of Tanzani *https://www.lonelyplanet.com/maps/africa/tanzania/*

### 3.2.1   Tanzania Tourism History

Tanzania embraced socialism and self-reliance philosophy in 1967, after gaining independence in 1961 (Kazuzuru, 2014), and as a result, the industry was under state

control. Other large enterprises, such as tourist hotels, were also subject to governmental control (Mussa, 2011). Tanzania Tourist Corporation (TTC) was founded and was in charge of tourism-related operations such as advertising, hotel management, and travel services (Mussa, 2011). Tanzania has undergone a lot of economic changes after abandoning socialism and self-reliance philosophy (Kyara *et al*. 2021; Kazuzuru, 2014).

Tanzania made a 180-degree reversal in the 1980s, when multi-party politics was implemented and the free market economy was at its peak (Mussa, 2011). A number of institutional reforms have been implemented by the administration (Kazuzuru, 2014). Tanzania started implementing IMF and World Bank-funded Structural Adjustment Programs (SAPs) (SAPs). As a consequence of the initiative, Tanzania was exposed to free markets and became more linked to the global economy. As a consequence, Tanzania's historical national aim of transitioning from a socialist society to a free market economy was achieved. In other words, there was a substantial change from a government-led economy to a private-led one (MNRT, 2002). In 1992, the TTC was disbanded, and state-owned hotels were instructed to operate as limited liability firms with their own boards of directors (Wade *et al,* 2000). The bulk of state-owned hotels were privatized by 2005. The government formed the Tanzania Tourist Board (TTB) to take over the TTC. Tanzania Tourism Board (TTB) was responsible with marketing and promoting both local and international tourism in the country (Mussa, 2011).

### 3.2.2 Tanzania's Tourism Development and Growth

Due to the market changes in 1991, the first National Tourism Policy was approved. As the role of the private sector was increasing, the policy was reviewed in 1999 (Mussa, 2011) to take account of what was happening including addressing the tourism challenges (Philemon, 2015). Tourism is amongst the industry contributing to the development of the economy and fastest growing activity globally (Kyara, Rahman, and Khanan, 2021) Bashagi and Muchapondwa, 2009). Remarkable achievements have been attained in the tourism industry since the reforms were put in place and private investments have proved some achievements (Luvanga and Shitundu, 2003).

Tourism industry advantages have been cherished by other industries as they boost sales of varieties of goods and services likewise cultural entertainment (Shitundu and Luvanga, 2003). There has been an increase of tourist arrivals for example from 326 thousand in

1996 to over 700 thousand in 2009 (National Bureau of Statistics, and MNRT, 1999). Besides that there has been a positive trend as indicated in 2015, Tanzania received more than a million plus visitors and contributed directly and indirectly nearly (WTTC, 2016).

Tourist destinations offer different categories of products like game safaris, beaches, physical geographical attractions, historical, cultural and religious sites, holiday and conference tourism (Holloway, 2002). Holloway, (2002) suggested three major features which determined destination success as first destination uniqueness aspect; the second variety of benefits and third there should exist a continuous product improvement so that it can continue attracting repeat visitors. Figure 3.2 indicates the number of tourists' arrival in Tanzania for the past sixteen years from 2006 to 2021.
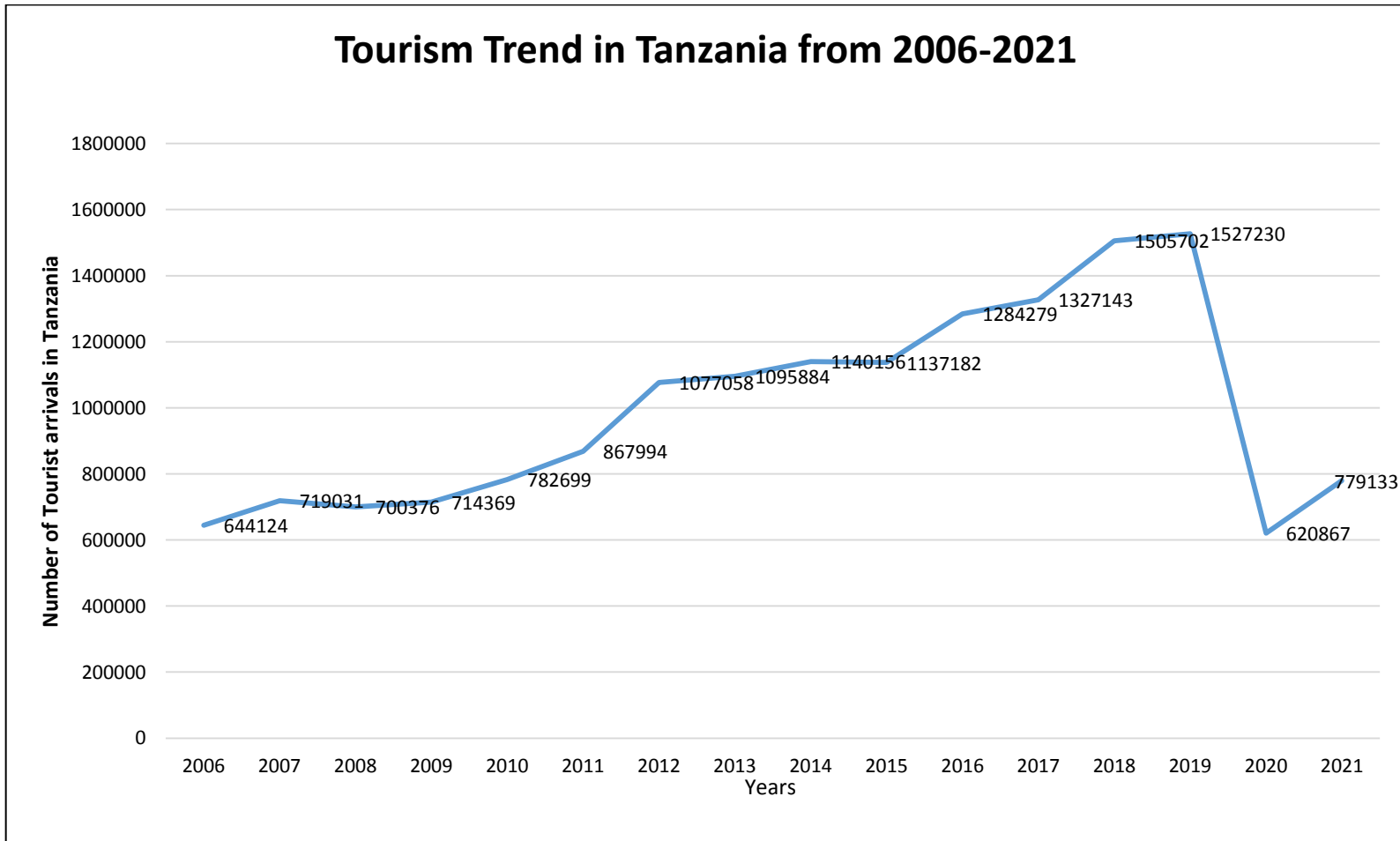
**Figure 3. 2 Tourism Trend in Tanzania from 2006 to 2021**

Tanzania enjoys a number of tourism activities, the leading being wildlife tourism accounting for 36.1% of all visitors (TTSS, 2019). The destination offers different varieties of activities indicated on Figure 3.3. Below is the Figure 3.3. Indicating tourism activities in Tanzania.

**Figure 3. 3** Tourism Activities in The United Republic of Tanzania
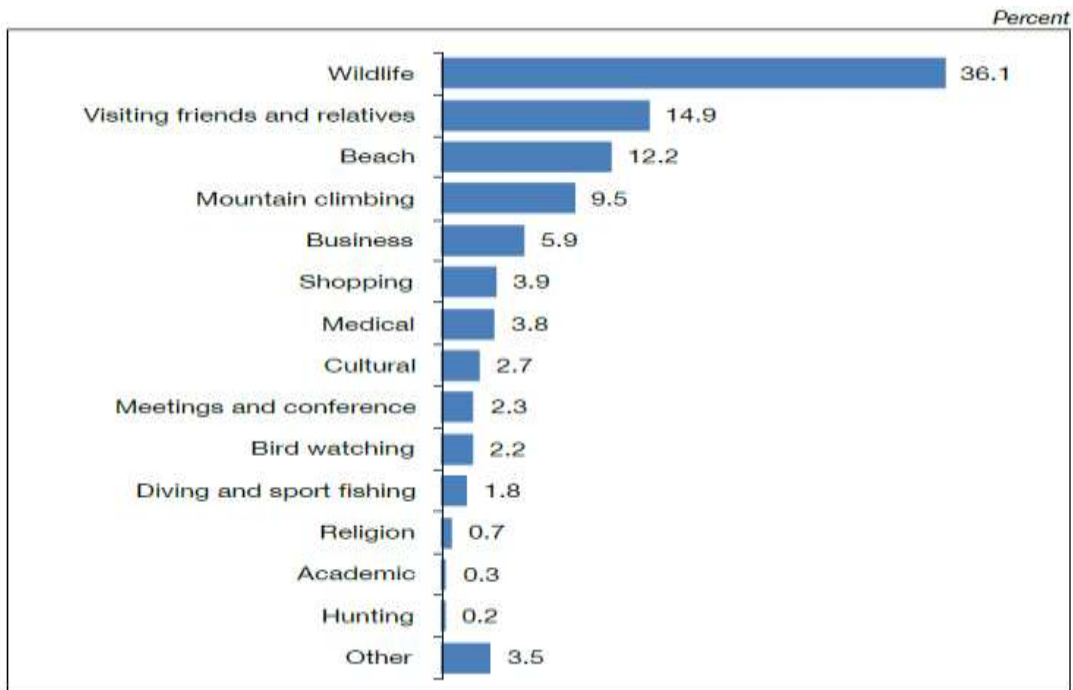


Source: Adapted from TTSS (2019). The 2019 International Visitors' Exit Survey Report

Tanzania tourism industry is a success, as the review of various operating policies is now taking place, since the 5th and 6th governments came into power in 2015 and 2021 respectively. The destination is experiencing an increase in a number of visitors as shown in Figure 3.2, high spending tourist and reasonable length of stay are the real achievements and a positive growth for the tourism industry. The industry is significant in job employment, foreign exchange earnings and reduction of poverty (MNRT, 1999; Luvanga and Shitundu, 2003)[7]. Tourism industry works in collaboration with other industries as well. In 2019, it generated almost 1.5 million jobs directly and indirectly 11.1% of total employment (Travel and Leisure industry, 2020). The employment was in hotels, tourist managers, airlines and other passenger transportations services. Other

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[7] Luvanga and Shitundu, 2003

employments were in the areas of activities used by tourists for example restaurants and leisure (Travel and Tourism, 2019).

Regardless of its tourism market growth, it is however important to diversify a product from that of wildlife destination, in order to meet the different taste and diverse tourist demand. Odunga and Folmer (2003) conducted a study of the same nature in Kenya. According to Odunga and Folmer (2003) diversification brings new experiences and expand markets of the tourism product. Visitors from the USA, UK, France and the Netherlands were leading in that activity. Below is the Figure 3.4 indicating source markets for the United Republic of Tanzania.

**Figure 3. 4 International tourist arrivals to Tanzania, Top 15 Source Markets for the URT, 2019**
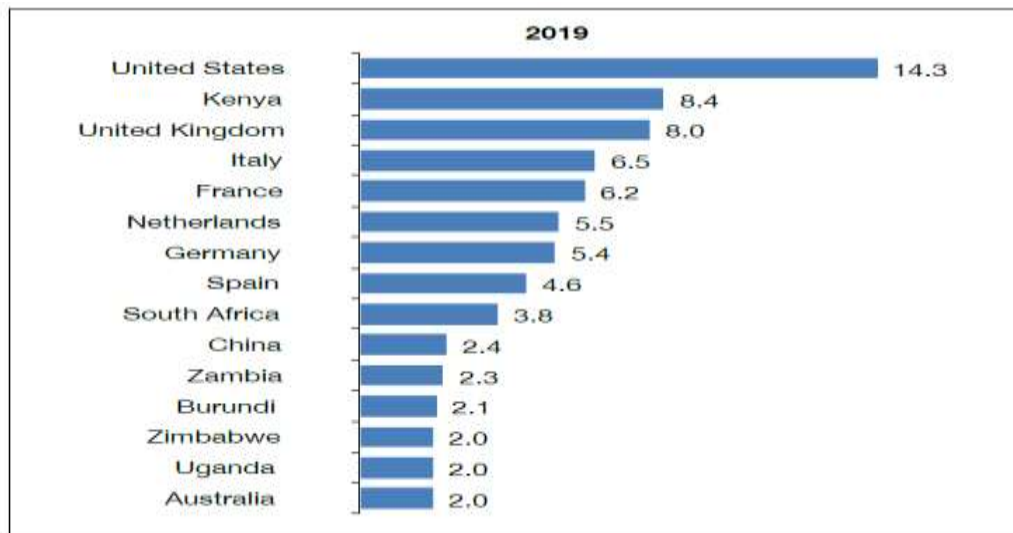


Source: Adapted from TTSS (2019). The 2019 International Visitors' Exit Survey Report

As a possessor of a rich storehouse of biological diversity, Wade *et al*. (1999) and Luvanda and Shitundu (2003) presented that Tanzania is not left behind. For some years now has been catching up with other prominent African destinations like The Republic of South Africa, Morocco, Seychelles, Tunisia, Mauritius, Kenya, and Botswana. Age of the tourist is one of the important demographic dimensions that may possibly influence demand (Nicolau and Mas, 2005). Age holds a linear relationship for one to decide on a holiday travel (Nicolau and Mas, 2005). According to TTSS (2016-2019), Tanzania tourism seems to be an attractive destination for the tourists aged between 25-44 years. This age group is the dominant with 65% of visitors come with

their main interest being leisure and holidays. TTSS (2016-2019) further revealed the same percentage was observed in the previous year survey. While senior citizen with 65 years and above was bearing 6.0%. A study by Meshack (2015) indicated why this group possibly had less interest in visiting the country and as there were no proper facilities to cater for the aged tourists in the place. Attracting the Senior citizen tourists requires best infrastructures to suit their fragile state be in place all the time. The age group information is given in Figure 3.5

**Figure 3. 5 Distribution of visitors by Age group**
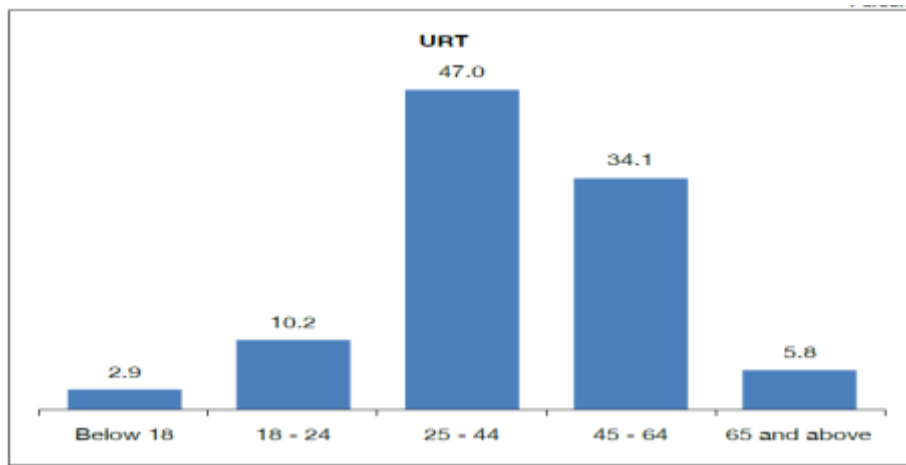


Source: Adapted from TTSS (2019). The 2019 International Visitors' Exit Survey Report

While presenting Tanzania's tourism growth and development, as well as effectively demonstrating an increase in visitor arrivals, the Ministry of Tourism and Natural Resources has faced a variety of problems, including ministerial changes from time to time. Revenue leakage and environmental degradation are two of the industry's concerns (Kazuzuru, 2014). Natural resource exploitation by tourist parks and indigenous populations living near the parks are in direct competition. Weak infrastructure, poor research/lack of empirical studies, lack of accurate statistics, and cultural degradation (Kulindwa, Sosovele, and Mashindano, 2001; MNRT, 1999); (Kazuzuru, 2014).

Furthermore unskilled labour / poor human resource development, health, and hygiene (Msuya, 2015); cholera outbreak (Meshack and Agarwal 2016)[8]. Tourism is a volatile sector because to global variables such as terrorism, economic downturn, and destination quality (Okello *et al.* 2005). Besides the above challenges, the change of

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[8] Meshack and Agarwal 2016

minister responsible has ultimately, brought to a limelight the ministry performance and deals. It is the only ministry which over 27 years has experienced changes from time to time of its ministers. Although no minister has yet been held accountable for dubious dealings or being irresponsible, yet this has left many in suspense, although no studies have been carried out yet.

Moreover, a Minister of Tourism and Natural Resources is seen to have been provided with immense power, together with the Director of Wildlife (Nshala, 2000). The table 3.1 below presents the ministers for the past 26 years which have not been a common practice in other ministries in Tanzania for the same years.

**Table 3. 1 Ministers of Tourism and Natural Resources from 1995-2021**

| S/No. | NAMES | TIME SERVED |
|---|---|---|
| 1. | Dr. Juma Alifa Ngasongwa | 1995 December -1996 December |
| 2. | Mrs. Zakia Hamdani Meghji | 1997 January -2005 January |
| 3. | Mr Anthony Mwandu Diallo | 2005 January-2006 October |
| 4. | Prof. Jumanne Abdallah Maghembe | 2006 October -2008 February |
| 5. | Mrs. Shamsa Selengia Mwangunga | 2008 February-2010 November |
| 6. | Mr. Ezekiel Magolyo Maige | 2010 November-2012 May |
| 7. | Mr. Khamis Juma Kagasheki | 2012 May- 2014 January |
| 8. | Mr. Lazaro Samuel Nyalandu | 2014 January –2015 November |
| 9. | Prof. Jumanne Abdallah Maghembe | 2015 November-2017 October |
| 10. | Dr Hamisi Andrea Kigwangalla | 2017 October-2020 December |
| 11 | Dr. Damas Daniel Ndumbaro | 2020 December –December 2021 |

Source: Authors observation based on MNRT publications

### 3.2.3  Tanzania tourism industry SWOT analysis

The northern wildlife region of Lake Manyara, the Serengeti, the Ngorongoro Conservation Area, and Mount Kilimanjaro are all popular tourist destinations in Tanzania (MNRT, 2002) it is worthwhile presenting the SWOT analysis of the country tourism industry. The SWOT analysis outlines better Tanzania's exact position. SWOT

analysis provides key challenges and potential opportunities that could be acknowledged and addressed by Tanzania.

**Table 3. 2 Tanzania SWOT analysis framework**

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul><li>Relative political stability</li><li>Conducive and natural atmosphere</li><li>Strong diversity and quality of tourism resources</li><li>Home to three natural wonders of Africa</li><li>Head Quarters of the East African Community</li><li>Generous people</li><li>Good climate</li></ul> | <ul><li>Inadequate promotion.</li><li>Inadequate quality of skilled labour.</li><li>Environmental deterioration in parks.</li><li>Legal and regulatory framework.</li><li>Government and bureaucratic factors.</li><li>Low technology.</li><li>Overdependence of European and US markets.</li><li>Tropical diseases and malaria.</li><li>Quality control standards deficiency.</li><li>Insufficient database and information.</li><li>New products innovation deficiencies.</li><li>Insufficient airline frequencies and capacity.</li><li>Road infrastructure either lacking or not conducive to safe and efficient travelling.</li><li>Tourism education and training at all levels.</li></ul> |
| **OPPORTUNITIES** | **THREATS** |
| <ul><li>Potential product diversity like cultural tourism, ecotourism etc.</li><li>The emergence of new markets like Asia and The Middle East</li><li>The building of new hotels</li><li>Develop the southern circuit</li><li>Promote Tanzania as a single destination independent of Kenya</li><li>Increase length of stay</li><li>Rich and unique history</li></ul> | <ul><li>Competition intensification</li><li>The emergence of the "new" tourist</li><li>Future growth market segments</li><li>Increasing globalization</li><li>The explosion in tourism activities</li><li>Environmental change and degradation</li><li>The changing focus of development agencies</li><li>Regional and Political stability of neighbouring countries</li><li>Concern about tourism health issues and rescue facilities</li><li>Terrorism threats</li></ul> |

Sources: Wangwe and Heath (2001); Wadawi (2008); Wade, Mwasaga, and Eagles (2001).

### 3.2.4 Safety and Security in the tourism industry

The world today is experiencing the mushrooming of tourism, which is a global force for good. Regardless of every tourist destination striving hard for service quality delivery and performance at its best, the two aspects of safety and security are part of the package concern (Kôvári and Zimányi, 2011). Tourism-related safety and security concerns first surfaced in the early 1950s' (Kôvári and Zimányi, 2011). Terrorism, conflict, and political instability, as well as health-related dangers, cultural and linguistic barriers, and criminality, are among the major risks connected with tourism, according to Reisinger and Mavondo (2006). To strengthen its image and attract more visitors, a host place should assure the safety of visitors.

Holidaymakers contemplate security as a pivotal consideration when picking a destination (Reuters, 2017)[9]. Furthermore, Reuters (2017) explained that a number of studies disclosed that safety and security have become a number one concern for tourists. In reality, a business survives in a secure and relaxed environment. A destination's competitive advantage is becoming increasingly reliant on peace, safety, and security as primary criteria for normal tourist growth. Across the globe, organizations, regions, and countries widely accept competitive advantage (Porter, 1980) is a crucial reputation for business success. It is, therefore, certain destination competitiveness lies in its safety and security level. Safety and security against any intentional form of human atrocity increase a paramount intense pressure to a tourist destination to prove its ability to maintain and averting such occurrences.

### 3.2.5 Tourism and terrorism threats

Terrorism challenge is a world great concern today. No country today is immune from terrorism and tourism industry is one of its main targets (Goeldner and Ritchie, 2009). Terrorism has been well-defined as:

> *Premeditated use or threat of extra-ordinary violence or cruelty by sub-national groups to accomplish a political, religious, or ideological goal by frightening a large audience, the majority of whom are not directly engaged in the policy-making that the terrorists intend to effect." (Enders and Sandler, page 93, 2002).*

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[9] Reuters Staff, Security tops tourist concerns in holiday choice, 2017

Terrorism has a detrimental influence on tourist enterprises. Baker et al., 2014). Baker (2014) went on to say:

> *......"Many tourism industry professionals now think that staying safe while on vacation is a need for all visitors to a tourist region or city. As a result, venues with a terrible reputation for safety are being replaced with alternative attractions or towns that are perceived to be safer for visitors. Criminal and terrorist actions against the travel and tourism business hurt tourism by tarnishing the image of the destination or city and inciting dread in prospective visitors." (Baker, 2014, p. 58.)*

The objective of terrorism is to arouse fear. The fear may change peoples' behaviour about going places for tourism and leisure. Some terrorist acts are not directly linked to the tourism industry, but at one point they become a source of safety doubt to holiday planners in particular to a destination which has had such negative experiences and causes international attention. Goeldner and Ritchie, (2009) presented that:

> *……. Terrorist bombings of the twin towers in New York and the Pentagon in Washington, D.C. on September 11, 2001; a tourist-filled nightclub in Bali, Indonesia, in 2002; and commuter trains in Madrid, Spain, in 2004.* (Goeldner and Ritchie, 2009 page 36)

Taking into account the limited studies related to terrorism in Tanzania, the August 7th, 1998, the Al Qaeda twin attacks at both US embassies of Tanzania and Kenya was a great wake up call to Tanzania. One can ask if Tanzania has learned and is prepared for similar attacks in case they occur again. This is crucial as the country has been working on improving its tourism policies and operations. Studies by Goeldner and Ritchie, (2009); Israeli and Reichel, (2003); Sonmez, Yiorgos, and Tarlow (1999) have examined hospitality industry crisis management. Tanzania needs to work on its crisis management strategy and if such acts of terrorism can be prevented from happening.

In a bid to unravel the challenges posed by terrorism, Meshack and Prusty (2020)[10] explored the level of preparedness by hotels to fight terrorism. This study found that the level of preparedness is visible in the hotels associated with HAT and wanting in non-

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[10] Meshack and Prusty (2020)

HAT hotels. Buzan (2006) [11]posits that security is a regional, interrelated, and complex issue. This theory guided this research in studying the Northern regions that suffer similar challenges of terrorism due to geographical proximity. Buzan further advises that in order to prevent terrorism attacks, the nation can insulate itself from terrorism, repress terrorists within their sources, and equalising opportunities for all citizens.

A past report by LeSage (2014) listed about 28 cases of a number of Islamist-Associated attacks in Tanzania from November 2011 to July 2014. Out of this, about six cases were in Arusha which is amongst the study area. Tanzania requires a proper mechanism to learn, tackle and curb such happenings so that they do not attract media attention and therefore destabilizes or diminishes its reputation as a haven of peace and political stability (Twaweza, 2015). A study by Twaweza, (2015) had a question asking "*What makes radical groups appealing in East Africa*? The responses are indicated in the chart below

**Figure 3. 6 What makes radical groups appealing in East Africa?**
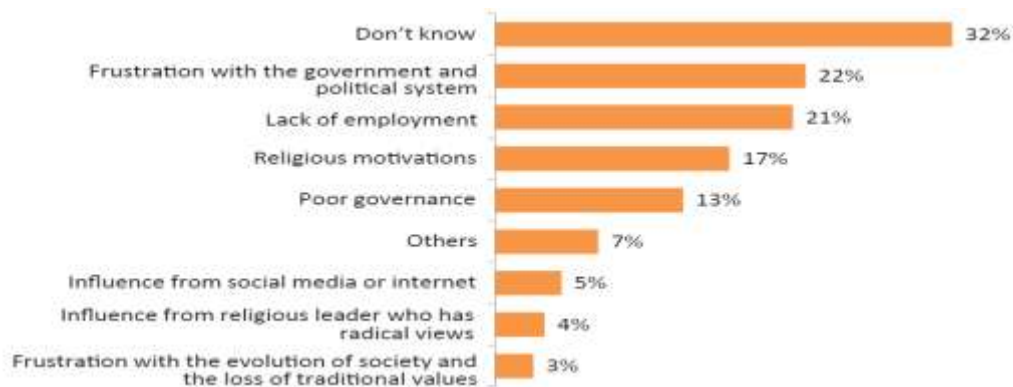


Source: Adapted from Twaweza (2015) Sauti za Wananchi Mobile Phone Survey-Round 3 (September/October 2015)

By studying these findings, the organs responsible at regional and country level can take and put immediate measures and long-term measures/strategies similarly. Terrorism is not confined to one location or region, likewise, terrorist acts are not limited to a specific event. In view of the above findings, it is imperative that a concerted effort is done to equalize opportunities as advocated by Buzan. Increasing level of employment, ensuring improved political and local governance and proactive discussions on religious fundamentalism can improve level of awareness and

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11      Buzan (2006)

satisfaction. This shows that there is a need to improve local and public participation within all avenues in governance. Hotels can motivate its employees through training on security issues and preparedness and improving employees' incentives and their needs. A safe tourism destination needs to be in a position to ensure the tourism industry and other players are safe and well protected. This is to state that visitors are free from danger and if attacked be strategically prepared.

## 3.3    TOURIST ATTRACTIONS OF THE THREE NORTHERN REGIONS OF ARUSHA, KILIMANJARO AND MANYARA (Northern Circuit)

Tourism destinations in Tanzania have been divided into the following zones namely the Northern Circuit, the Western Circuit, the Southern Circuit, the Highlands or Central Circuit, Coastal, and Zanzibar.  The report by TTSS (2019) explained that 36.1% of the tourism activities in the country established that wildlife related tourism sustained dominance activity for a number of years now. The two authorities i.e. TANAPA and NCCA specified 70% of tourists go to the countries protected areas of Ngorongoro Crater, Serengeti, Tarangire and Lake Manyara National Parks.

The Northern tourism circuit is by far the most popular safari in Tanzania and this is according to TANAPA and NCCA reports. This circuit is comprised mostly of "the must-see destinations" in the country, and possibly Africa's most intense wildlife area. The regions of Arusha, Kilimanjaro, and Manyara are regarded as a stronghold of tourism in Tanzania and the wildlife tourism is mostly centred on the named regions (Kilungu *et al.* 2014). Regardless of them being a stronghold each region has extra qualities which attract tourist. Arusha is sometimes referred to as first *"The Centre for Tourism and Natural Heritage"* and second *"Geneva of Africa";* whereas Manyara is sometimes referred to as *"The Home of Tanzanite"* the luxurious gemstone mined in that particular region of the world; and Kilimanjaro referred to as "*the roof of Africa*". Figure 3.7 shows the three regions of the Northern Circuit Tourism highlighted in light yellow.

### 3.3.1   The Hotel industry in the Northern Circuit

The Northern circuit has been the successful leading destination in attracting tourists in the country. In addition to this, the circuit has attracted major recognition and reputation due to its distinctive attributes. The tourism industry has a multiplier effect on other

industries of a destination. The positive multiplier effect of tourism in the circuit has led to the progress and growth of businesses like hotels (Mose and Kibera, 2015)[12]. Hotel services are produced and consumed instantly and therefore play a vital role in their provision of highly customer care (Dieke, 2001). In the tourism industry, the hotel is the utmost significant and offers high customer contact services (Shahin and Samea, 2010). Today's hotel business requires critical service quality management and improvement. According to Njau *et al.* (2019) and Mose *et al.* (2015), hotels are intermediaries. It is therefore upon hotels' responsibility to satisfy customers by offering quality tourism services such as accommodation and food.

**Figure 3. 7 Map of Tanzania Northern Circuit**



Source:https://www.chaloafrica.com/wp-content/uploads/2015/10/tanzania-safari-northern-circuitmap.jpg

The 21st century has observed intensified competition in the hotel industry worldwide. It is indicated that most industries are faced with the ability to continue satisfying their customers. Service quality provision puts pressure on many hotel service providers. Innovation is therefore enhanced through competition, as each hotel is striving to come up with its exceptional ways to meet customers demand, survive in a market at the same time making a profit. Some of the tourists who happened to visit Tanzania complained over accommodation deficiencies, which failed to reflect what was paid for (Sitts,

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[12] Mose, J. A. & Kibera, F. N. The Influence of Service Quality Management Practices on The Performance of the Hotel Firms in Kenya, 2015, p.331.

2009). In Tanzania, the tourist hotels are mostly located in Arusha, Dar-es-Salaam, Kilimanjaro, and Zanzibar.

Tourists who flock the Northern Circuit require accommodation. Worldwide, the uniformity in the hotel and restaurants industry is achieved through classification of common elements. Customers who seek services in this hotels and restaurants expect the level to be similar as of compared to other areas. The government of Tanzania through the MNRT classified hotels in Dar-es-Salaam, Arusha and Manyara regions in 2017 (MNRT, 2017). Out of a few studies conducted in some of the hotels in that circuit, Mbise (2012) revealed that guests were less satisfied with the quality of services provided therefore a gap existed between expectation and perceptions. There was a failure on the managers' side to carry out the necessary training for employees which could have possibly a positive impact on service quality provision (Mbise, 2012).

Other studies like that of Kenexa (2008); Kangogo, Musiega, and Manyasi (2013); Meshack and Prusty (2017); Njau *et al.* (2019) showed there exists a strong positive relationship between employee and customer satisfaction. How an employee is maintained and motivated by an employer bear either a positive or negative consequences in delivering services. Besides hotel employees, tour guides in Tanzania have received criticisms on the service quality performance and their personal qualities as well. Weaknesses were observed in their level of knowledge, communication ability and attitude (Philemon, 2015). This reflects the deficiencies in the human capital base (Inyang and Esu, 2008). The tourism industry requires educated, trained, bright, energetic, multilingual workforce with entrepreneurial skills, who are conversant with tourism and professionally qualified (Cooper, Fletcher, Gilbert and Wanhill, 1998).

In light of the above literature, an understanding of Northern Circuit context of success and challenges of hotel business is essential. Regardless of it being a famous destination to date though, there are insufficient empirical and conceptual studies on Tanzania and in particular the Northern circuit hotels, this, therefore, signifies a substantial research gap. Compared to its competitors like South Africa and Kenya, Tanzania lags behind in the studies of hotels service quality operating in Tanzania.

## 3.4.    CHAPTER SUMMARY

The chapter intended to discuss the literature of the tourism development in Tanzania and its core area of study i.e. the Northern Circuit of tourism. The chapter introduced the history of tourism, its growth, and development of tourism. SWOT model mapped out the challenges and advantages of tourism in Tanzania industry. The other discussion based on safety and security threats on the industry. Terrorism was discussed independently due to its sensitivity to travel and tourism industry. Three regions were discussed and the reason for them to be the core area of the study were highlighted. The literature presented why there were some weaknesses in the northern hotel industry. Chapter four will discuss the conceptual framework and hypothesis.

# CHAPTER 4
# HYPOTHESES AND CONCEPTUAL FRAMEWORK

## 4.1  INTRODUCTION

The third chapter looked at the literature on Tanzania and tourist growth, as well as the gaps in the material. The conceptual framework of the research, as well as the hypotheses to be investigated in the study, will be presented in Chapter 4.

## 4.2  PURPOSE OF THE CONCEPTUAL FRAMEWORK

The purpose of the research is to create a model that can be used to evaluate hotel service quality while also addressing a market requirement. The approach should aid service providers in ensuring client satisfaction. The intervening factors will be learned information. Overall, the expansion of intervening variables will be critical in evaluating the performance of the whole hotel business.

The Northern Circuit, which includes Arusha, Kilimanjaro, and Manyara, will add value to the proposed model. The United Republic of Tanzania is a developing country with a paucity of literature on hotel service quality. There is a scarcity of published material that is unrelated to the amount of circuit hotel activities. Hotels are considered a component of the tourist sector, and they play an important role in it. As a result, in order to attract and retain clients, hotels must provide exceptional service. The first administration has been collaborating with tourist sector investors to improve and produce higher-quality services and goods.

## 4.3  DEVELOPING RESEARCH CONCEPTUAL FRAMEWORK

The research is based on Parasuraman, Zeithaml, and Berry's SERVQUAL Conceptual Model of Service Quality, which was established and later refined (1985, 1988, 1991). The new SERVQUAL instruments are the most accurate tool for measuring difference score conceptualizing and evaluating service quality expectations and perceptions. The determinants which customer conceptualize, enable them to establish their service expectations. Perception is then derived through service provided to customers. After a service has been delivered to a customer, then the analysis of what was expected and what was really delivered (perceived) is compared.

At the occurrence where perception (P) level is greater than expectation (E) then it is believed that a customer is likely to be satisfied and delighted (P-E=>0). In the event, a service provider i.e. hotel employees is obliged to sustain that system of service delivery. In the scenario where the level of perceived quality (P) is lower than expectations (E) then this generates/ forms a quality gap (P-E<0). In the event that is the outcome, then a hotel is expected to improve its service delivery system. When expectation and perception are perceived equal (P=E), customers will generally be satisfied. But this signifies that customers there likely to be no special preference to the service provider.

It is because a service provider has failed to exceed or provide something special or extra to a customer. It is therefore recommended if this is the outcome, then the organization/ service provider need to improve the situation.  It is evident that customers' expectations are never static, they keep changing over time through experiences etc. (Nayna *et al*. 2020; Al-Msallam *et al*. 2016; Mohsan *et al*. 2011; Tomaz, 2006). The customers of a hotel industry are influenced by the determinants which they conceptualize to classify the service quality.

The five dimension features of tangibles, dependability, responsiveness, assurance, and empathy, are investigated by SERVQUAL. A series of 22 questions linked to the five dimensions are used to address them. The five-dimension instruments are well-suited to use as a diagnostic tool for identifying strengths and weaknesses in a wide range of service quality domains. "First, SERVQUAL should be used in its entirety as often as possible,

> *""because it is the basic "skeleton" underlying service quality." parasuraman et al. (1991) say. While small wording changes to adapt items to a given context are acceptable, removing items might undermine the scale's integrity and raise questions about whether the scale's lower scale actually represents service quality." (Parasuraman et al., 1991, p. 445).*

The instrument's suggestions made by Parasuraman et al. (1991) will be followed, with some minor phrasing changes to suit the tourist and hotel business. In addition, visitors will be given three questions in the style of a semi-structured interview. Furthermore, the research will strive to identify how managers and staff are orienting themselves to the expectations of visitors. Understanding the managers' and workers' orientation is

important because they are in charge of the tourist stay at the hotel. As a consequence, researchers may estimate the magnitude of the industry's knowledge gap based on their awareness of service quality.

The availability of worldwide literature on service quality has aided in the development of a hotel industry research conceptual framework. The most important factors of service quality satisfaction are customers (Eliot and Meng, 2009). Service quality is the independent variable in this paradigm, with management and staff serving as intervening components in the dependent variable, customer satisfaction. The conceptual framework is shown in Figure 4.1.

**Figure 4. 1 Research Conceptual Framework**
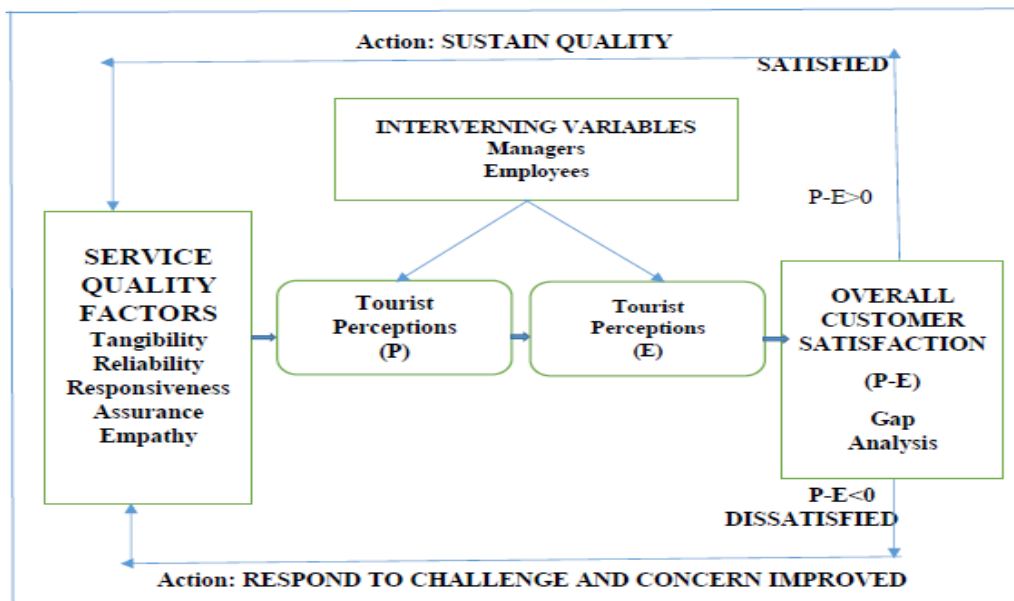


Source: Researcher (2017), Hotel Industry Service Delivery System

## 4.4 HYPOTHESES DEVELOPMENT

One of the essential challenges in this study was the issue of deficiency and reliability in the literature concerning the East African region in particular Tanzania, these deficiencies were noted in chapter 2 and 3. Strong reasons for service quality and customer satisfaction have been made, mainly in developed and emerging nations. Very little literature and to some extent largely does exist in relation to the hotels in Tanzania and the Northern regions specifically which the hub of tourism.

The research hypotheses were developed using the research goals and conceptual framework as a starting point. A hypothesis, according to Cooper and Schindler (2003), is a set of articulated notions that must be experimentally tested. When a phenomenon is witnessed, it may be statistically rated as true or untrue (Cooper and Schindler, 2003). Null hypotheses are used to examine the hypotheses in this investigation. The null hypothesis statement asserts the existence of an absolute link or difference between two or more variables (Sekaran, 2000). Similarly, the null hypothesis states that there is no significant difference or association between two or more examined variables (Sekaran, 2000). The alternative hypothesis statement in a research indicates a link or difference between two or more variables (Sekaran, 2000). The formulated null hypothesis is tested for possible rejection. In a scenario where a null hypothesis is rejected, this signifies that all permissible alternative related to a particular relationship tested may then be supported.

While the first and second objectives did not call for hypothesis testing because they were descriptive in nature, the third and fourth objectives sought to determine differences and correlations among variables under study and therefore called for testing the following null hypotheses:

$H_1$:    There is no significant difference between expectations and perception of tourists on the five aspects of hotel service (tangibility, reliability, responsiveness, assurance, and empathy) in Arusha, Kilimanjaro and Manyara Regions.

$H_2$:    There is no significant difference between the expectations and perception of tourists on the tangibility of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

$H_3$:    There is no significant difference between the expectations and perception of tourists on the reliability of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

$H_4$:    There is no significant difference between the expectations and perception of tourists on the responsiveness of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

$H_5$:     There is no significant difference between the expectations and perception of tourists on the assurance of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

$H_6$:     There is no significant difference between expectations and perception of tourists on the empathy of hotel service quality in Arusha, Kilimanjaro and Manyara Regions.

$H_7$: There is no significant relationship between various aspects of hotel service provided in Arusha, Kilimanjaro and Manyara regions as perceived by tourists.

$H_8$: There is no significant difference in perception of hotel service quality between managers and guests.

## 4.5  CHAPTER SUMMARY

The purpose of the conceptual framework and hypotheses of the study was extensively explained. The next chapter is going to discuss the research methodology of the study.

# CHAPTER 5

# RESEARCH METHODOLOGY

## 5.1 INTRODUCTION

The purpose of chapters two and three was to do research and assess literature in the tourist and hospitality sectors, focusing on service quality. The study's hypotheses, as well as the conceptual framework shown in Figure 4.1, were presented in the fourth chapter. In this section of the research method, the investigation's goals and objectives will be shown. The methods for the research will also be given. The chapter also outlines the framework under which this study was carried and clarifies both the main and secondary goals, which were earlier mentioned as being specifically designed for the study.

## 5.2 DESIGN OF RESEARCH

The method by which a planned investigation will be carried out to obtain answers to previously asked research questions." Cooper and Schindler (2003) describe research design. As a consequence, the research looked at how the research process resulted in data collection, measurement, and analysis. According to Orodho (2008), a good study design is one that allows a researcher to spend the least amount of effort, time, and money possible throughout the data gathering process.

Using a pragmatic case, the study used a mixed research approach. The pragmatic case study technique is effective because it results in a more practical and user-friendly study. The hybrid method supplied a variety of data that was complementary to one another. Because the causal quantitative indicated the link between the variables, the pragmatic explanation was crucial. The qualitative technique employed words and its data analysis was led by the inductive approach, but the quantitative approach demonstrated how these correlations acted in natural circumstances. Interviews, focus groups, and observations, among other things, were utilised in the design. The data was quantified and a deductive method was used in the quantitative approach (Bryman, 2004). Quantitative investigators, on the other hand, are compelled to compute data by posing closed or quantifiable questions and relying on mathematical models, graphs, and statistics tables to produce more reliable responses. As a consequence, the data in this study was

analyzed using both inductive and deductive approaches. That is why the researcher thought it was important to choose this approach.

Furthermore, qualitative data provided a more detailed and accurate information from cases which were interviewed, whereas quantitative data established the wider generalization of the cases. The application of mixed methods is focused mainly on the research problem for the broad understanding of the problem. Pragmatic rationale, therefore, applied every possible method to search out knowledge and respond to problems. This approach permits:

> "*mixed methods research, various worldviews and assumptions, as well as various data collecting and processing methods*" (Creswell, 2003 page 12)[13].

Because the pragmatic nature of the study needed several approaches to capture the genuine image of the hotel sector service quality offering in the three areas, the mixed research design was considered applicable for the study. This gave for a better grasp of the research problem (Creswell, 2003). Because there is no one approach for measuring service quality, it has been derived from both qualitative and quantitative methodologies. Apart from that, it is entirely dependent on the sort of research questions as well as the resources allotted and accessible for the study. Both methodologies are viable and contribute to social research, according to Punch (1998), but overreliance on either methodology is unwise.

The researchers thought this design was appropriate since it allowed for precise data collection, a broad set of respondents, and the construction of interrelationships between the dependent and independent variables (Brooks, 2013; Orodho, 2009). To put it another way, at a number of hotels in the Arusha, Kilimanjaro, and Manyara districts, a mixed method design was used to investigate the link between service quality and customer happiness. The usability, acceptability, and impact of the design on obtaining data from targeted respondents in a fair amount of time were all assessed. Based on the stated research topic and the specified research philosophy, the mixed method technique was considered to be the most effective in fulfilling the study goals. Furthermore, the

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[13]      John W. Creswell, 2003 p.12

qualitative portion was built to capture a variety of service quality elements that are not covered by the SERVQUAL scale but might be useful as service quality indicators in the hotel business. As a result, the open-ended inquiries were quite beneficial.

### 5.1.1 Qualitative Methodology

Qualitative research is described in a variety of ways (Grbich, 1999) with the goal of acquiring qualitative data rather than numerical data (Leininger, 1985; Kellehear, 1993). This approach employs focus groups (group discussions), individual interviews, and participation/observation. The qualitative technique, on the other hand, yields descriptive data based on the written or spoken words of respondents. It also involves observable response behavior (Taylor and Bogdan, 1998). Questions I, 2 and 3 of part three of the guest/tourist questionnaire directed the qualitative phase's primary emphasis, while questions 1 and 2 of section three of the managers' questionnaire guided the qualitative phase's main focus.

The method was used to acquire a description and interpretation of the respondents' experiences, emotions, and behaviors about how they viewed service delivery and how it affected their satisfaction or discontent with service quality in the hotels under consideration. The conclusion was derived from the collected data considered an inductive approach (Blaike, 2004).  In harmony with Bryman (2004), findings were considered relevant to sequence the data collection process. The researcher started by establishing the question which inquired about guest satisfaction or dissatisfaction and how they could rank the hotel. This was the best, as it put the guest to state how she/he positioned the hotel and the reasons that led to that positioning.

The second part was to recommend if given that opportunity to the authority, while the third was intended to capture true feelings if they could return or not. Through this whole process, the researcher became involved in the face-to-face interviews, observation, and participation with each participant interviewed. The thematic analysis was used to interpret data by comparing responses (Glaser and Strauss, 1987). This process made the researcher to uncover the recurring or repeated themes by respondents. Themes which emerged as unique were due to different experiences and cultural issues. This process improved the findings validity (Boeije, 2004). After comparing all the collected data, the findings were thoroughly cross-checked through the literature, which additionally contributed to new service quality information.

### 5.1.1.1 Collection of Primary Data

Raw and original data were collected by the researcher, which were primary data (Cooper and Schindler, 2003). The study's primary data was made up of a questionnaire, semi-structured interview, observation, and participation. The interviews were conducted at the hotel premises, whereby in other hotels the researcher was directed by the hotel manager to book a room for interview purpose. The room was labelled as a meeting room.  In other hotels, the researcher was allowed to conduct the interview in the arranged lounge. The exercise involved guest and managers of hotels. Each respondent was interviewed privately. The respondent was requested to sign the permission form indicated in Appendix V before the interview.

### 5.1.1.2  Sampling procedures

The qualitative technique was utilized to capture the genuine overall sentiments and image of customer satisfaction of service quality expectations and perceptions. The hotels were chosen based on pre-determined criteria, such as hotel star level, visitor capacity to speak or converse in English, and proximity to the study's three identified locations. The hotels in the research were sampled using the convenience sampling approach. Because the hotel managers were willing to take part in the study, convenience sampling was important. Prior the researcher had made a formal request to Hotel Managers about the intended study but some of them were reluctant to cooperate in the study due to fear of possible unfavourable results. Tourists were selected based on convenience sampling method. Likewise, the decision concerning the sampling method reflected nature of similar studies published at different destinations. No consideration was made based on gender, race, and religion, except with nationality.

### 5.1.1.3. Interview Data Analysis

The qualitative data was analyzed through a constant comparative method. The information gathered from all respondents was looked over repeatedly until the themes were organized and arranged in an orderly manner. This formalization was carried out so as to make sure that there would be no other theme that emerged or left out. In order to get a meaningful interpretation, the themes were then categorized. The repetition process allowed comparing the findings of the previous studies.

This method was good because it allowed the researcher's critique, likewise theme content critique. The analysis result incorporated statements that were provided or responded by the interviewee. The statements that attempted to respond to questions, which were then authenticated by direct quotes of respondents (Grbich, 1999). The above-outlined methods were applied in the qualitative part. Furthermore, qualitative methods were used to analyze the 22 SERVQUAL model attributes related to service quality and will then be discussed hereafter.

### 5.1.2 Quantitative Approach

The methods used in part 3 of the tourist/guest and hotel management surveys are different from those used in parts 1 and 2 of the same questionnaires. Parts 1 and 2 are quantitative in nature, requiring data collection, analysis, and presentation of statistical data. The hotel sector, a part of the hospitality industry, is very complex. Because of its diversity, the researcher concluded that using relevant techniques of assessing service quality in a more reliable and legitimate manner was rational. Parasuraman's SERVQUAL model was used by the researcher (1988). Saleh and Ryan have already employed the approach in the hotel business (1991).

### 5.1.2.1 Techniques of Measurement

The goal of the research was to determine tourist expectations and perceptions of service quality: A study of hotels in the Arusha, Kilimanjaro, and Manyara regions of Tanzania. Survey questionnaires were relevant for use to guests of the hotels, managers, and staff. Solomon and Stuart (2000) in their study discovered that the use of survey methods to a researcher is significant as it permits collection of data in a more economical and proficient manner.

### 5.3 TRIANGULATION AND THEORY EXTENSION

Within the same study, triangulation refers to the employment of several data collection methods. As a result, the approach makes data validation easier by allowing cross-verification from two or more sources. Triangulation refers to the use and use of many approaches in the study of a single phenomenon (Flick, 2002; Creswell, 2003 and Veal, 2005). The employment of different methodologies and appropriate procedures for evaluating the same phenomena is known as triangulation. Qualitative and quantitative

methods were used in this study. It is assumed that if one strategy is ineffective, the other will compensate (Veal, 2005; Bryman, 2004).

By avoiding the use of solely quantitative or qualitative methods, triangulation was employed in this study to reveal the underlying difficulties in hotel service quality offering. Furthermore, it broadens the scope of the interview by incorporating the hotel's service staff, which includes the managers of the three study areas. Going beyond the usual method, according to Flick (2002), means opening up new information paths. The study employed four methods of triangulating research as proposed by Denzin to get a deeper and broader knowledge of service quality in the hotel business of the Arusha, Manyara, and Kilimanjaro areas (1978). Throughout the study, methods were entwined as the process was dynamic in nature and involved data, investigator, theory and methodological triangulation. The use is explained hereafter:

### 5.3.1   Data Triangulation

Data triangulation was used by studying the service quality expectations and perceptions of tourists from different hotels and different persons involved like tourists and managers; similarly at a different time and days and seasons. Tourists who were accommodated in the sampled hotels explained their expectations and what they were actually receiving; while the managers explained the perceptions they had and how the staff involvement in meeting guests expectations. This whole data triangulation process was realised by conducting semis structured interviews, observation, participation and data collection of a questionnaire survey. It involved three and four-star hotels of the three case regions. This wide involvement of a diverse group increased the validity of the research.

### 5.3.2   Investigator Triangulation

Investigator triangulation was applied by involving senior colleagues who had more experience and who in most of their academic and research writings use qualitative methodology. Later on, they were involved in the discussion of preparing the conduction of semi-structured interview procedure and questionnaires.   Research assistants were used during the survey data questionnaire collection. Lastly, one of the senior colleagues who are conversant with qualitative and quantitative studies was involved in lengthy and

collected data were debated. This formality was done in order to confirm that bias by the researcher was minimized.

### 5.3.3  Theoretical Triangulation

Theory Triangulation was comprehended in different approaches. The service quality theory was approached from a diverse approach to Economics, Human Resources Management, Organizational Behaviour, and Marketing. It was agreed by previous supervisors who were expert in the three disciplines and offered a practical relevance and theoretical justification. The three prior supervisors brought in their different perspectives which lead to the better contribution of knowledge in the area under study.

### 5.3.4  Methodological Triangulation

The researcher used a mixed study technique to evaluate visitor expectations and perceptions of service quality, resulting in methodological triangulation. The researcher conducted semi-structured interviews to learn more about the elements that contribute to genuine satisfaction or dissatisfaction with hotel service, as well as the differences between tourists' perceptions and hotel managers' assessments of service quality. Participation and observation were critical for the researcher since they gave insight into service quality practices. The researcher felt more secure in asking appropriate questions as a consequence of the enhanced awareness, which resulted in the right answers.

### 5.4  RESEARCH VARIABLES

As mentioned in the earlier chapter, independent variable was service quality, whereas study's dependent variable was customer satisfaction. The impact of independent factors on dependent variables reveals the full extent of their influence. The five basic criteria of tangibles, dependability, responsiveness, assurance, and empathy (Parasuraman et al. 1985, 1988) were used to assess service quality, which were then further discussed in chapters two and three. The satisfaction level (s=p-e) was calculated with the goal of determining the relationship between tourist expectations and perceptions. When the degree of perception is employed, it reflects the level of service quality.

## 5.5 TARGET POPULATION

The target group of a study denotes to an assemblage of relevant individuals of whom a study is likely to influence in some way. According to Mugenda and Mugenda (2003)[14], these relevant groups have the same form of characteristics. They are the:

> *"Total number of cases that meet specified criteria, defining which elements are included or omitted from the target group."* (Mugenda and Mugenda, page 384 2003)

The study's population was comprised of tourists slept in the hotels studied. The most preferred were international tourists. TTSS (2015), Meshack and Datta (2015), Mbise, Kigaru and Miricho (2014), Mbise, (2012), and URT (2002) that complaints of the poor level of service standards in hotels were highly received from international tourists. The researcher felt this was the right target population due to its experience and exposure. International tourists were best placed to respond to questions on their expectations and perceptions of service experience into the hotels in which they were accommodated, had meals, and likewise had interaction with employees of the same hotels. The hotels were selected based on their willingness to be evaluated by their guests on service quality and tourist/customer satisfaction characteristics. While overseas visitors were the primary responders, managers were considered supporting factors. Managers chosen were those employed on full-time contract and had been with the employer for more than six months.

### 5.5.1 Survey Population

Martin, Loubser, and Wyk (1996) defined a sample as a collection of components selected from the population being surveyed. Sample units are not drawn from a broad universe. Samples are qualified and to elements to be studied from a population. Survey population constitutes elements of a target population which are incorporated into the study. The surveyed population of the target populations is presented on Table 5.1.

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[14] Mugenda and Mugenda

**Table 5. 1 Population Description and Study Population**

| S/No. | Population Targeted | Population Surveyed |
|-------|---------------------|---------------------|
| 1. | International tourists visiting one of the core regions of study | International tourists accommodated in the surveyed hotels of Arusha, Kilimanjaro and Manyara |
| 2. | Managers and employees of hotels in core regions of study | Managers and Tanzanian employees (only) in the surveyed hotels. |

## 5.5.2   Sampling Frame

A sample frame is a list of all objects that must be included in a target population. While the population as a whole is unique, a sample frame is (Frankfort-Nachmias and Nachmias, 1996). Formally documented records such as hotel register, hotel guests list, employees' payroll may be considered as a sampling frame. In a scenario where formal documents are not available, a researcher is expected to develop a sampling frame, which accommodates intended characteristics and attributes as explained by Mugenda and Mugenda (2002) and McDaniel and Gates (1996). This study obtained its sample elements from two sets of sampling frame each signifying the sets of the two populations explained on Table 5.2.

**Table 5. 2 Hotels according to regions and star level surveyed**

| Region | Code Given Star Rating Cluster THREE | Code Given Star Rating Cluster FOUR |
|--------|--------------------------------------|-------------------------------------|
| Arusha | DDH | EAC |
|  | SG | THA |
|  | TAT | KPH |
|  | SCH | SMV |
| Kilimanjaro | MKV | KL |
|  | SML | |
|  | NHR | |
|  | PHA | |
| Manyara | MTL | LMT |
|  | TTL | |
|  | TSL | |
| **Total** | **11** | **6** |

## 5.6    SAMPLE AND SAMPLING PROCEDURES

### 5.6.1    Introduction

The sample size of a study is a small group of individuals chosen to represent the wider population from which the sample was drawn. The individuals in the sample are representative of a wider population (Marshal and Rossman, 2016; Mugenda and Mugenda, 1999). Several factors are examined throughout the sample process, including the kind of organization, the purpose, the complexity, and the time restrictions. When the population under examination is fewer than 10,000, a sample size of 10% to 30% suggests an adequate target group, and hence 10% is sufficient for analysis, according to Mugenda & Mugenda (2003).

The study's objective, population size, accuracy, confidence or risk level, and the degree of variability in the qualities evaluated are all criteria that Israel (1992) identified as defining or affecting sample size (Miaoulis and Michener, 1976). The researcher may as well use a sample of which was previously used elsewhere in a study of the same nature. Statistical procedure or ad hoc methods can be used to determine a sample (Israel, 1992). It is emphasized that ad hoc methods are used when a researcher has prior experience and knowledge of the size to be selected, or when time and cost were previously experienced as a constraint (Israel, 1992).

### 5.6.2    Samples used in related studies

Numerous studies with regard to tourists' expectations and perceptions in the hotel industry have been carried out elsewhere. Kariru and Aloo (2014) conducted a study in Western tourism circuit in Kenya in three-star hotels and distributed 120 questionnaires, but after a thorough data cleaning, only 78 questionnaires were usable. Mazumder and Hasan (2014) in Bangladesh used 124 classified hotels to assess the same. Only 200 questionnaires were fit for analysis. Zakaria, Hamid, Karim, and Daud (2009) [15]studied Malaysian tourism industry. It was a descriptive survey, whereby 300 questionnaires were distributed and only 250 were filled i.e. 83%. A random sampling was applied during the distribution of questionnaires.

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[15] Zakaria, Hamid, Karim, and Daud (2009)

Another study assessing the aspects of the same nature was done by Mohsin and Lockey (2008) in New Delhi India and used a convenience sampling method. Useable samples were 271 which resulted in over a period of almost four months. Akbaba (2006) studied business hotels in Turkey and used convenience sampling approach to disburse 250 questionnaires to intended sample. After a deep data cleaning of the questionnaires only 234 was usable, those rejected did not qualify for the analysis. Besides the mentioned studies, studies of a similar nature that adopted the same sample size parameters were of Wadawi (2008); Tsang and Qu (2000); Poon and Low (2005).

### 5.6.3 Sample size and distribution

Bryman (2004) analyzed that a large sample in a study does not always warranty precision. Likewise, Lenth (2001) contended that problems incurred by a sample size are that they are context-dependent and therefore replicate study design quality and noble planning. The researcher distributed 395 questionnaires comprised of two sets of expectation and perception questionnaires. Respondents that is 83.5% filled questionnaires for the study. Out of 15 out of hotels were provided with 25 questionnaire set of expectation and perception, while 2 hotels each was provided with 10 questionnaire set. Therefore the totality of 330 tourists who slept and responded to the questionnaires in the listed hotels was considered as the sample size of this study. While, for managers, 17 questionnaires were distributed and were filled and usable. Each hotel only one manager filled out a questionnaire.

**Table 5. 3 Distribution of samples sizes per region hotel star level bed capacity and tourists surveyed**

| Type of Hotel | Frequency/ No. of tourist sampled | Hotel/Lodge Bed capacity |
|---|---|---|
| **Four-star hotel** | | |
| Arusha | 97 | **280** |
| Kilimanjaro | 15 | **19** |
| Manyara | 10 | **10** |
| **Sub-total** | **122** | **309** |
| **Three-star hotel** | | |
| Arusha | 90 | **159** |
| Kilimanjaro | 60 | **93** |
| Manyara | 58 | **100** |
| **Sub-total** | **216** | **352** |
| **TOTAL** | **330** | **661** |

### 5.6.4 Sampling Techniques and Procedures

Convenience sampling method was used for getting hotels guest of hotels, managers, and staff. Similarly, the decision concerning the sampling method reflected nature of similar studies published at different destinations. No consideration was made based on gender, race, and religion, except with nationality. Only international tourists were requested to fill out the questionnaire at their own willing and available time, during their booked stay at the hotel. The researcher once again used convenience sampling to only three tourists in every hotel to conduct the semi-structured interview. The respondents were obtained upon submission of the first questionnaire. Hotel Managers were also selected based on convenience sampling method. Hotel managers were believed to be busy monitoring the activities in the hotel.

### 5.7 DATA COLLECTION METHODS

Structured questionnaires were used in parts A and B of the study, while a semi-structured interview was conducted on the hotel grounds in part C. Primary and secondary data were utilized by the researcher. In the research, three distinct kinds of questionnaires were employed. The first set was for visitors staying at the hotels that were sampled, while the second set was for hotel management.

### 5.7.1 Collecting primary data

Primary data using structured questionnaires and semi-structured interviews as part of a survey procedure was applied. Each person was given a self-completion questionnaire and plenty of time to complete it. Semi-structured interviews lasted 45 minutes to an hour and were done on the hotel grounds. The chosen semi-structured format allows informants to express themselves in ways that the structured surveys segment did not allow. The field investigation was conducted by the researcher himself. Field notes, participation, and observation were all used in the same way.

### 5.7.2 Collecting secondary data

On secondary data, a wide literature study was conducted. A variety of research of the same sort were examined at worldwide, regional, and local levels. Tanganyika library, IAA library, and other libraries, as well as institutions like Tanzania Tourist Board (TTB), Tanzania National Parks (TANAPA), Ministry of Natural Resources and Tourism, and trade organisations like Tanzania Tour Operators Associations, were contacted for relevant publications (TATOA). The Annals of Tourism Research,

Journal of Travel Research, Journal of Tourism Management, Journal of Professional Services Marketing, Journal of Sustainable Tourism, Journal of Business Research, Journal of Hospitality & Tourism Research, and Journal of Marketing were used to find articles/literature related to quality service, expectations, and perceptions of customers in the hotel service industry. Keywords example service quality, tourism management, perceptions and perceptions of customers were searched in a variety of databases like EBSCO and Emerald. To find further relevant material, a review of all of the above-mentioned sources was conducted. E-mails and letters were written, as well as visits to academic specialists, seeking literary recommendations, unpublished literally work (symposiums), including thesis reports; dissertation reports and documented research. UNWTO and WEF annual reports were used extensively.

## 5.8 QUESTIONNAIRE DESIGN AND TESTING

For research objectives to be achieved and accomplished, a researcher usually designs and prepares a questionnaire to generate the necessary data for the study (McDaniel and Gates, 1996). A questionnaire is, therefore, a formalized form, provided to the respondents' to fill and the information is obtained from them. Before a questionnaire is fully operationalized, it should be tested for appropriate suitability. A pretest is mandatory in order to facilitate a genuine problem projection and detection (Cooper and Shindler, 2003). The pretest is also useful for detecting errors and ambiguities in the questionnaire. A pretest of the questionnaire was done in Dar-es-Salaam for this research. Four hotels in Dar-es-Salaam City received the pre-test questionnaires. Two three-star hotels and two four-star hotels are available. Because of its large expansion and beach tourist activities, Dar-es-Salaam was chosen as the best location for pre-testing. It is also Tanzania's business capital, and it welcomes visitors from all around the nation and the globe.

The SERVQUAL scale was employed in this research as a tourist survey tool. From the two sets of surveys, tourists were asked to indicate their degree of satisfaction. The first group was for expectations (i.e., what travelers thought hotel personnel should provide), while the second was for hotel service impressions (these 22 statements corresponded to the 22 expectations statements). The 22 statements were altered to fit the hotel services business's five criteria of tangibles, dependability, responsiveness, assurance, and empathy. A five-point Likert scale, ranging from 1-Strongly disagree to 2-Disagree

to 3-Neutral to 4-Agree to 5-Strongly agree, was used for all portions. In the third section, there were semi-structured questions. The managers' surveys used the SERVQUAL model but only used the perceptions aspects and were adapted to fit the study's needs, whereas the semi-structured questions were used in the second half. Employees' questionnaire was derived from Mbise (2012) and tweaked to fit the needs of this research.

## 5.9   METHODS OF DATA ANALYSIS

The process began when the data gathering operation was completed. Cooper and Schindler (2003) state that data must be modified for correctness, uniformity, completeness, consistency, and order to make the coding process easier. This process enables the researcher to drop the unwanted data which does not correspond to the intended purpose so as to drive at the meaningful conclusion from the analyzed data. The statistical approaches analysing this data were chosen vis-à-vis the study purpose. Assessing the link and differences among variables, as well as evaluating future hypotheses to discover the relationship and differences, were designated as the study's key goals. Frequencies, percentages, independent samples t-test, Pearson Correlations, and Cronbach's Alpha were among the data analysis techniques employed in the research (for testing the reliability of questionnaires). The 22 modified SERVQAUL expectations and perceptions were analyzed as interval data and compiled into five tables: tangibles, dependability, responsiveness, assurance, and empathy. The semi-structured, on the other hand, were assessed using inductive logic.

## 5.10 STUDY INSTRUMENT VALIDITY AND RELIABILITY

In a variety of services, the SERVQUAL tool has been applied and evaluated.Its historical reliability measures make the researcher certain to its use in the hotel industry, taking to account this study being original covering three regions.

### 5.10.1  Validity

Validity research instruments were ensured through expert judgements whereby a team of experts went through the instrument against research objectives and gave comments where the necessary adjustment was needed. After a thorough discussion with experts, the words which needed some slight wording corrections were changed accordingly. Likewise, the literature review was done in association with the subject matter. The

literature review proved how the measured variables have been measured elsewhere by other researchers, in the areas of tourism and hospitality industry taking into account validity is more judgemental (Nunnally, 1978)[16].

## 5.10.2 Reliability

In research data collecting and measuring technique quality, reliability is a major concern. The term "reliability" refers to the fact that the same outcomes will be obtained if the procedure is repeated (Nunnally, 1978). The questionnaire was given to 50 people at Dar-es-Salaam City hotels of comparable ranking before the real data was collected. The questionnaire answers were tested using SPSS v. 23, and the minimum acceptable reliability was established at 0.7 Cronbach's Alpha. Cronbach's Alpha was more than 0.7 in all ten variables, as shown in the table below. As a result, the data gathering questionnaire instrument proved trustworthy.

**Table 5. 4 Reliability Test**

**Reliability Test Results**

| S/No. | Variable | No. of Items | Cronbach's Alfa |
|---|---|---|---|
| 1. | Expected Tangibility | 4 | .917 |
| 2. | Expected Reliability | 5 | .929 |
| 3 | Expected Responsiveness | 4 | .844 |
| 4 | Expected Assurance | 4 | .887 |
| 5 | Expected Empathy | 5 | .949 |
| 6 | Perceived Tangibility | 4 | .768 |
| 7 | Perceived Reliability | 5 | .929 |
| 8 | Perceived Responsiveness | 4 | .700 |
| 9 | Perceived Assurance | 4 | .869 |
| 10 | Perceived Empathy | 5 | .784 |

## 5.11 ETHICAL CONSIDERATIONS

All matters pertaining to honesty and integrity, objectivity, carefulness, openness, confidentiality and legality during the writing of this study, data collection, etc. were critically observed. The researcher wrote a letter to MNRT to seek approval and

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[16] Nunnally, 1978

received that permission. The purpose of study was communicated to the respondents. Those who voluntarily participated in privacy and anonymity were considered prime to them. Their responses were confidentially kept and of paramount importance. At no any point of time of this study the use of offensive, discriminatory or unacceptable language was used. The researcher was very conversant with this requirement and the same was communicated clearly to the research assistants. Acknowledgement of work of other authors have been well cited and referenced as the researcher is obliged to adhere to this formalities during academic writing.

## 5.12    CHAPTER SUMMARY

The firth chapter presented the research methodology and the techniques used and their justification. It also presented that it was an exploratory study and had sufficient characteristics to support that.  A detailed design and research process was discussed. The sample size and its distribution for the hotel bed capacity were detailed explained. This was then followed by a discussion on sampling techniques and procedures. The chapter then examined how data collection methods, both primary and secondary were chosen and their suitability for the study. Due to the nature and level of study reliability and validity of study were explained. Last the issue of ethical consideration was detailed discussed. Chapter five forms a foundation of chapter six that is data analysis and results.

# CHAPTER 6

# DATA ANALYSIS AND DISCUSSION

## 6.1  INTRODUCTION

This chapter analyses the data gathered, the conclusion and discussion of the study's findings. The purpose of the study was to see how service quality influences travellers' expectations and opinions of hotels. Data preparation, data analysis, and reporting are the three procedures recommended by Malhotra (2010). In this investigation, the same method was used. After fieldwork, the surveys were verified, modified, coded, transcribed, and data was cleaned. The statistics utilized and disputed in this chapter are exclusively relevant to the study's sample. The research hypotheses were tested, and the results were provided as a result.

## 6.2  RATE OF RESEARCH RESPONSE

The study was designed to collect sample data from one main group that is the tourists. Sample from the managers was collected to support analysis of objective1 and 4. Taking into account previous studies of a similar nature, the sample set for the study fulfilled the standard validity requirements.  Table 6.1 indicates tourists response rate from the three regions and from three and four-star hotels 330 and managers 17.

**Table 6. 1 Target samples and gathered responses from tourists and hotel managers**

| HOTEL CODE | TOURISTS | | MANAGERS | |
|---|---|---|---|---|
| | Sampled Questionnaire distributed | Questionnaire Responded | Sampled Questionnaire distributed | Questionnaire Responded |
| TSL-3MR-17 | 25 | 19 | 2 | 1 |
| TTL-3MR-16 | 25 | 25 | 2 | 1 |
| MTL-3MR-15 | 25 | 22 | 2 | 1 |
| PHA-3KJ-14 | 25 | 24 | 2 | 1 |
| NHR-3KJ-13 | 25 | 23 | 2 | 1 |
| SML-3KJ-12 | 25 | 25 | 2 | 1 |
| MKV-3KJ-11 | 25 | 24 | 2 | 1 |
| SCH-3AR-10 | 25 | 25 | 2 | 1 |
| TAT-3AR-09 | 10 | 10 | 2 | 1 |
| SG-3AR-08 | 25 | 18 | 2 | 1 |
| DDH-3AR-07 | 25 | 14 | 2 | 1 |
| LMT-4MR-06 | 25 | 18 | 2 | 1 |
| KL-4KJ-05 | 25 | 15 | 2 | 1 |
| SMV-4AR-04 | 25 | 20 | 2 | 1 |
| KPH-4AR-03 | 25 | 16 | 2 | 1 |
| TAH-4AR-02 | 25 | 22 | 2 | 1 |
| EAC-4AR-01 | 10 | 10 | 2 | 1 |
| **TOTAL** | **395** | **330** | **34** | **17** |
| **RESPONDENTS** | | **83.5%** | | **50%** |

Some of the difficulties encountered during the data collection process were as follow:

- Although it was clearly communicated and agreed upon that questionnaires be issued to tourists who were conversant in English, in order to avoid language barrier and unnecessary inconveniences, some were issued to non-English speakers. As a result,

some of the tourists who did not have English background failed to differentiate between the two sets of questionnaires i.e. the expectations vs. perceptions.

- In some occurrences, employees were not cooperative at all. The researcher had to beg and beg until it became cumbersome.

-  Managers were as well protective and reluctant to cooperate, especially in the scenario where tourists had shown a sign of displeasure of service or something else. Managers were not eager to issue them with questionnaires as they felt possibly that feeling of displeasure could be communicated into the questionnaires.

## 6.3    DATA ANALYSIS PRESENTATION AND DISCUSSION

The data analysis statistical procedures were based on the study goals functions. The objectives were to determine the relationship between service quality parameters and differences in expectations and perceptions of the actual situation in the hotels studied, as well as to test null hypotheses. SERVQUAL's five dimensions of tangibles, dependability, responsiveness, assurance, and empathy, were considered because of their interrelationships and relevance to the topic matter. The research was based on Parasuraman and colleagues' descriptions of the nature and causes of these interrelationships (1991). Concepts of age, gender, and occupation, were reinforced as could have the impact of understanding and defining service quality.

### 6.3.1   Profile of the Tourist Respondents

The first step in the study involved determining tourists profile as the core respondents. This provided a good background information in connection with the service quality perception of tourists versus what is actually delivered. The profile intention is to obtain customers' conception of the hotel questionnaire response.

**Table 6. 2 Profile breakdown of Tourists in Arusha, Kilimanjaro and Manyara Regions of the sample**

| Variables | | Frequency (*f*) | Percentage |
|---|---|---|---|
| **Gender** | Female | 144 | 43.64 |
| | Male | 186 | 56.36 |
| | **TOTAL** | **330** | **100** |
| | 18-24 | 13 | 3.9 |
| | 25 - 44 | 196 | 59.4 |
| | 45 - 64 | 85 | 25.8 |
| | 65 and above | 36 | 10.9 |
| | **TOTAL** | **330** | **100** |
| **Occupation** | Student | 8 | 2.4 |
| | Professionals (e.g. doctors, engineers) | 49 | 14.8 |
| | Self-employed | 35 | 10.6 |
| | Governmental employees (e.g. officers, servicemen) | 16 | 4.9 |
| | Corporate Executives | 14 | 4.3 |
| | Others (e.g. retired, housewives, labourers, etc.) | 208 | 63.0 |
| | **TOTAL** | **330** | **100** |
| **Hotel stay** | 4-star | 101 | 30.6 |
| | 3-star | 229 | 69.4 |
| | **TOTAL** | **330** | **100** |

Male respondents were 56.36%, while the female was 43.64%. The reason could be possibly most of the female respondents were accompanied by the partners/husbands. While the remaining group of the male was on their own.

**Figure 6. 1 Tourists Respondents' Distribution according to Gender**
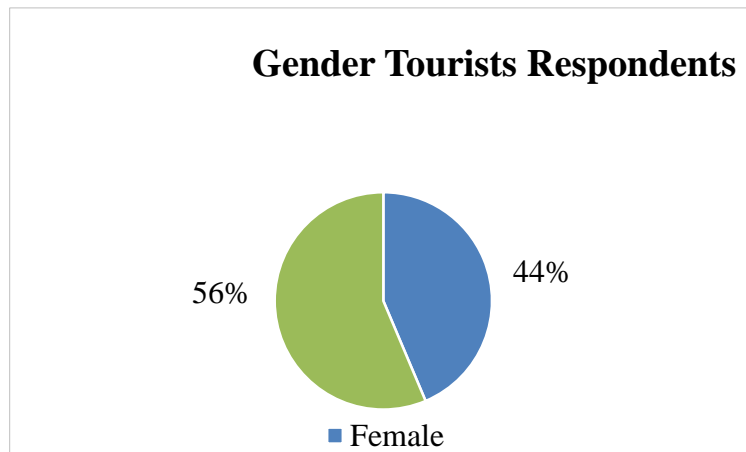


The age group of participants reported 3.9% of age 24 years or less, 59.4% aged between 25 and 44 years, respondents aged between 45 and 64 years was 25.8% and aged 65 or above were 10.9%. The results indicate that between age 25 and 44 years were the majority of respondents. Occupation level of respondents exposed that only 2.4% of respondents were students. 14.8% were professionals like doctors, engineers etc. while 10.6% were self-employed. Government employees were 4.9% while the least group of respondents was that of the executive of corporations 4.3%. The other group which is made up of different respondents like retired, housewives etc. had 63%. The respondents are shown in figure 6.2.

**Figure 6. 2 Occupation of Tourist Respondents**
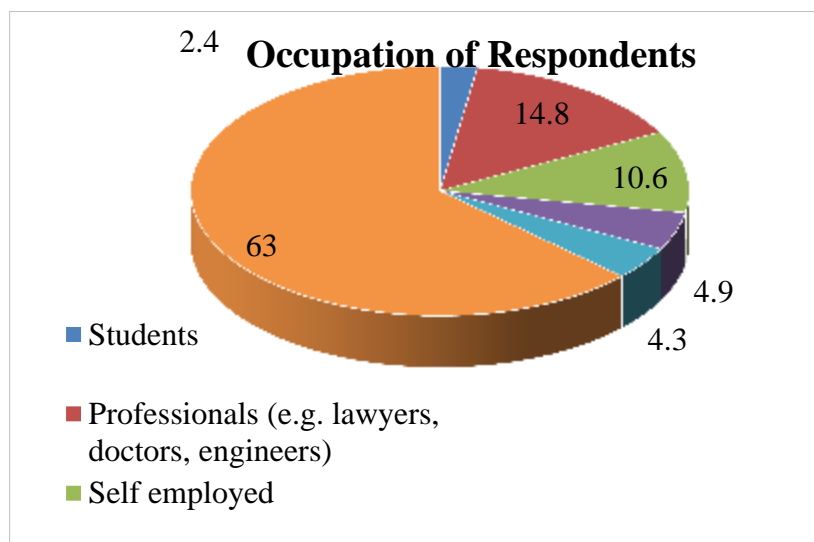
### 6.3.2 Profile of the Manager of Hotels Respondents

The sample of hotel managers was faced with a negative cooperation and response on section A. On the gender item only 5 managers responded which was 29.4%, while the 70.6% did not respond. The age bracket indication the 35 or fewer years was left unfilled. Hotel managers who aged 46 to 55 were 29.4%; 56 years or more were 20% while no response fetched 53%. It was not clear why managers did not want to disclose their age bracket.

On the aspect of qualification in hotel management, 70.6% responded with yes that they had, while no response was 29.4%. On the item of hotel industry experience, no one responded on the experience of 5 or fewer years. While experience between 6 and 15 years showed 23.5% had hotel industry experience. 17.6% had experience of 16 to 25 years in the industry; whereas 11.8% responded that experience of between 26 or more years and 47.1% did not disclose their experience in the hotel industry. The experience is depicted in figure 6.3.

**Figure 6. 3 Managers experience in Hotel Industry**



### 6.4 METHODS OF DATA ANALYSIS

Previous literature and methodology established the theoretical background. This part presents the part one of the findings. This part which is qualitative in nature involves customer(s)/guest and management of hotels. The researchers' views and notes from the semi-structured interview are also included. The qualitative stage's goal was to gather data and gain feedback from respondents in person. This gave the researcher a thorough picture of what is really going on in the hotels in terms of service quality among guests and hotel administrators. Given the nature of the study, which included both qualitative and

quantitative data, the first section investigated the qualitative data portion of the research questions to visitors and managers, and is based on the study's initial goal.

The qualitative section's analysis and conclusion were mostly based on the respondents' responses. The logic behind this is that customers/tourists were in the greatest position to offer feedback on service quality in respect to the hotels in which they were staying. Likewise for managers of the hotels were also provided with the best information in regard to questions asked during the semi-structured interview. Managers were interviewed with a purpose of uncovering management thinking in regard to service quality provision and their perception towards customer satisfaction.

### 6.4.1   Qualitative Data Analysis

The semi-structured interview was organized at the hotels with permission from managers. Tourists were interviewed from each hotel. For the semi-structured interview, they asked to sign a consent form. All 17 managers were interviewed by the researcher, at their place of work. The findings collected from respondents are discussed and examined herewith in accordance with the study objectives using the narrative qualitative procedure.

### 6.4.1.1. The first question to the tourist was:

*How would you rate this hotel service quality provision in relation to your expectations and experiences? If you were asked to rank or position this hotel out of 5. Where would you place this hotel? Reasons!*

This question was probed with the purpose of exploring guests/respondents' feelings and opinions on how a hotel service quality provision in relation to their expectations and experiences met their overall satisfaction. The first part of the question, they responded using Likert five points where 1=total dissatisfied, 2= dissatisfied; 3=moderate; 4=satisfied; 5=total satisfied. The second part which required them to reason their satisfaction or dissatisfaction was intended to capture attributes which were not in the survey questionnaire.

**Figure 6. 4 Guests Satisfaction Ranking of Hotel Services**
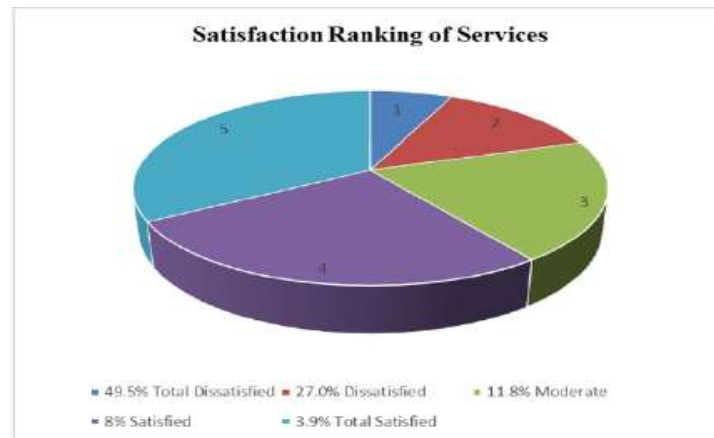


Due to that, the researcher had to cluster the issues raised into different subjects, with some corresponding to the literature, and some were not discussed or incorporated in the literature. Instead of rating the service quality provision in relation to their expectations and experiences, almost all respondents explained the factors that made them less or not satisfied. These themes are bolded and are:

**Internet/ Wi-Fi**: This problem was reported by almost half of the tourists especially with the three-star hotels. Most of the hotels had promised to offer internet/ Wi-Fi for free, but it was reported that they did experience extremely poor connections at times and there was no communication, to why that was happening and continued to happen. NHR-02 explained that:

> "I *have failed to understand why they promise, what they cannot deliver, it is pathetic. I called and asked them several times, but have failed to respond to this*".

Tourists felt the quality of hotel Wi-Fi was to be of great importance at all times. They complained that they could not be connected and were forced to be offline at times. They wanted to be able to check their emails and keep in touch with friends and family members, they could not do so all the time. SML-01 explained that:

> "*This hotel has insufficient wireless access points, I feel they have failed to position Wi-Fi to cover the whole hotel and at other times the internet signal is very weak*".

According to Untangle (2014), the hospitality industry needs to ensure lodging accommodation offer and ensure fast, secure and reliable access to the web resources. Guests become frustrated when the connectivity is slow or not available at all. Hotel guests want constant Wi-Fi connectivity. This, therefore, is a wakeup call to the hospitality industry in Tanzania, as could lead to failure to attract customers to their services. People around the globe become increasingly mobile, therefore having such infrastructures in place and working all the time to increase customer satisfaction is of essence. PHA-01 clarified that:

> "*How is it possible that today Wi-Fi is still a challenge? Wi-Fi availability is a necessity today. I will never return to this place, I am totally out of place. The management is not listening and is not even offering possible alternative assistance*"

Beldona and Cobanoglu (2007)[17] suggested that the popularity and convenience of wireless internet access today is vital to travellers. They demand reliable and convenient wireless internet which is accessible in both public and private (their booked rooms) areas of the hotel. NHR-03 said that:

> "*While other parts of the world are moving towards smart tourism, this hotel is struggling with Wi-Fi. The hotel lacks state-of-the-art technology which is accessible all the time. They have failed to provide the quality of experience and improve quality of life during my stay here.*"

A study by Brewer, Kim, Schrier, and Farnish (2008) indicated the most common technologies, preferred in hotels by customers. The preferences were indicated by the staff of hotels during the study. The staff of hotels confirmed that the availability of these technologies would improve customer experience.

**Hotel room power outlets not working or very limited**: this complaint was submitted by a number of guests. They felt very awkward, that the management had failed to inspect their facilities, before offering the rooms to other guests. For example MKV-02:

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[17] Beldona and Cobanoglu (2007)

> *"How can they book a guest into a room without inspecting it? How serious are they when it comes to the safety of their guests? This is serious. I reported the matter, but it seems no one was interested in my request".*

Tourists complained of very little power outlets and at times did not have appropriately placed plugs. This was explained by some of them, as they were having different devices, like laptops, mobile phones, cameras and hair shaving machines etc. They needed to be supported with right plugs and extensions where possible. When responding SG-02 asked the researcher:

> *"Can you believe the bedside power pack is not working? The room does not have standard outlets! No USB port! There are very few outlets and have to look if they are working or not! The desk lamp isn't working and they seem not to care!"*

Hotel operators need to have the right personnel in place to deal with problems when such failures happen they are attended by the right person. It would be advisable when a guest checks out from a room, then it is inspected and where problems are observed, they are fixed and records kept in place. SG-02 explained:

> *"The staff around here seem to less knowledgeable on the safety issue or concern. I called a lady and showed her the hanging power outlet, I asked her if it could be fixed, as it is not safe. She positively responded that it will be fixed immediately. It was not fixed up to evening. When I asked for her that evening, I was told she will be around tomorrow, as for that time her shift was over. I told the other staff, she just told me to use the other outlet. Was this the right solution or response?*

A study by Beldona and Cobanoglu (2007) which was centred on leisure travellers recommended this group of travellers bring with them a number of electronic gadgets, which require to be powered. Their room comfort and reliability depend solely on certain good power outlets that do not require moving or unplugging things one angle to the other.

**Power outage/blackout**: Guests complained about the occurrence of the problem. Guests who responded wanted the hotels to prepare and deal with this disruptions as quickly as

possible. All respondents were of the opinion that because they were in a third world country, the occurrence was possible. Critical concern was the availability of a standby generator, fuel to run and the availability of a person in charge. All in all the guests were not satisfied and wanted hotel managers to be more responsible, rather than saying because it is a third world country.

Their responses revealed that as long as you have invested in a hotel industry and your customers are from other parts of the world, make sure you meet and maintain the standards. According to a study by Kwortnik (2005), the researcher revealed that:

> *"When the unexpected occurs, providing great service takes more than simply personnel's exceptional efforts to recover when service is disrupted. The art of providing excellent service is a system. The physical plant, service processes, and formal plans comprise the system's foundation—the framework that must be solidly in place to enable workers to effectively execute their tasks and visitors to co-produce their experience. Unfortunately, the foundation is frequently disregarded until a problem arises."*

SG-03 was shocked they could stay in a hotel for more than two hours and the generator was not switched on. SG-03 remarked that:

> *"Does it mean the person in charge was not around? Does it mean they have only one person responsible? How can one invest so heavily and does not consider servicing or buying a new generator! The manager has not communicated anything to-date about the failure to switch on the generator on the day of power blackout".*

Kwortnik (2005) comments that it is significant that if managers have prior knowledge to understand and deal with customers' expectations during extraordinary situations. In a situation where a manager does not understand and deliver less of guests' expectations, this leads to customer dissatisfaction, lost customer and negative history. It is significant for hotels to have all possible measures, a backup plan in place. Responsible department or personnel should all the time inspect, maintain and be alert. When a power outage happens in case the facility is not automatic then the person-in-charge should put it on immediately.

It should not let guests feel distracted and that the hotel does not offer the right services paid for.

A study by Kwortnik (2005)[18] on hotel preparedness during an emergency and if hotels had written plans and were adhered to, one out of five managers of hotels exposed that they did not have any and were not sure if such plans existed. They responded that when a blackout occurs they made their decisions based on judgement, as opposed to written plans. It was proved that 10% did not use plans at all. Kwortnik (2005) presented the findings as indicated in table 6.3 how managers' decisions would be influenced during a blackout in the hotels.

**Table 6. 3 Blackout in hotels and factors that influence Managers' Decisions**

| Factor | Influence Score |
| --- | --- |
| Guest safety | 4.86 |
| Employee safety | 4.67 |
| Guest comfort | 4.51 |
| Guest satisfaction | 4.39 |
| Liability | 4.24 |
| Hotel image | 4.11 |
| Emergency plans | 3.68 |
| Hotel profits | 2.73 |
| Occupancy | 2.71 |
| Superiors or corporate owners | 2.57 |
| Media coverage | 2.06 |

**Note:** Influence score is based on a scale of 1 = *no influence* to 5 = *a great deal of influence.*

Source: Adapted from Kwortnik (2005). Protecting Hospitality Service when the Unexpected Occurs: Lessons Learned from the 2003ck Blackout. *Cornell Hotel and Restaurant Administration Quarterly.*

All in all, it is good if hotels put backup power in place. Having power backup improves operations of the hotel and assure guest of their safety. Many guests have high expectations of getting accommodated in hotels with standby generators or power backup. Their expectations go beyond lights being on, but other electronic facilities as well Kwortnik (2005). It is not just the extraordinary efforts placed by the management of hotels, to recover or when the unanticipated of service happens. Delivering service quality has to be beyond this and place system service excellence in place throughout the operations.

**Resolving guest problems/complaints**: this was acknowledged by almost all respondents who were interviewed. It was observed that some of the staff lacked skills to deal with issues raised by hotel guests. Other guests complained that some of the issues raised were

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18    Kwortnik (2005)

very minor, but the staff they had interacted with, could not respond with authority or confidence. For example, NHR-03 said:

> *"I called at the reception to ask for an extra towel, did that require a decision to be made by a manager? It this not a trivial thing, as I was still with the hotel for some two or three days?"*

In other instances that could communicate something extra beyond their scope of work. For instance, MKV-01 complained about a smell of the beddings that was not good and therefore wanted it changed or be provided with another room. MKV-01 exclaimed:

> *"It took some hours before decisions were made, but you can imagine I was there sitting and waiting".*

According to Ramphal (2016), study findings in the hospitality industry denotes the ability to attend and resolve complaints should be dealt with immediately. At times they appear irritating, time-consuming and costly. If not promptly attended may lead to reputations damage. The study of Andreassen (2001) reported that what led to 40% customers' dissatisfaction was due to poor service and complaints handling. For example, PHA-02 said:

> *"this hotel has one of the weakest receptionist, how can you put a person who takes so much time to pick and respond to calls?, whenever I call at the reception it takes minutes and minutes before one decides to pick-up a call? When you come and ask, no genuine reason if said!"*

TSL-01, TSL-02, and TSL-03 felt there could be a communication breakdown between the employees and managers. TSL-02 said:

> *"Please tell the person in charge, that I am experiencing this problem and I want to get it fixed immediately. The employee will respond yes. The other time you return and it's not fixed, you call the same employee and will say, sorry Madame! It will be fixed. This happened for three days consecutively until when we were about to check out".*

Guests TTL-01 and TTL-02 had major expectations from the services. During the conversation, it was revealed they had some reservations, but later on, they felt they could not hold. TTL-02 said:

> "*From the time we got here the services have been good. But we did encounter a small problem and asked for assistance. Were told we would be assisted, up to this day, no one has come. The lady who on that came to listen to us is shying away whenever we look at her*!"

Hotels can have a good standardized process, where complaints are handled. Staff can be trained in order to avoid such mishaps (Howarth, Tiernan, Gillespie and Carstens, 2015). Furthermore, the management can conduct exercises which can sharpen their employees' technical and soft skills. For example a complaint by MTL-03 in regard to food. He had asked the staff:

> "*Today's food is not that fresh, what could be the problem, as I did not enjoy the salads, fish etc.*"

The employee's responsibility was to apologize, that was it. The staff responded "*no everything is fresh Sir. Our food is good*". In practice, the staff lacked soft skills which are mandatory for the hotel industry. The staff had failed to be in the guests' position. The guest was sceptical and dissatisfied. MTL-02 said:

> "*Possibly they need to go back to school. Some of the responses you can't believe haaa!!!! Coming from a hotelier! I am put totally put off*"

**Hotel employee tipping**: Some previous literature suggests that tipping in the hotel industry may positively influence motivation. Tipping varies across countries, in some, it is accepted, likewise in some not accepted at all (Lynn and Starbuck, 2015). The tip should not be a forceful or an act of intimidation by the staff of hotels. The employee tipping issue was described by many respondents. For example, THH-02 said:

> "*I appreciate the services provided to me and my partner. But I feel I am pushed to offer tips. I think this should be left to us to decide. Showing unnecessary behaviour makes us feel uncomfortable and it's as if it is our obligation to give tips*".

Customers offer tips on voluntary payment for services received. Employees of hotels are obliged to perform their responsibilities diligently. It is, therefore, a wish and satisfaction of a customer that will drive him or her to give tips. For example, LMT-02 explained:

"*I felt I was under pressure to tip. I know I have been attended well, but that should not keep me in a situation that I mandated to offer what I don't want. Management of the hotel needs to train its staff. The tip is offered not by force, but by someone being satisfied with the kind of service provided to them. When one is satisfied is likely to tip staff wholeheartedly*".

Management of hotels needs to put measures in place to encourage their staff to perform their duties well, rather than putting customers under pressure. Satisfied customers, are likely to tip willingly and therefore do not take it negatively.

**Use of cell/mobile phones**: The use of mobile phone while attending guests was felt to be very disruptive. All respondents believed that staff was not allowed to use mobile phones while attending guests. At times staff would use their mobile phones without their immediate managers' noticing that. This was bitterly presented by many guests and they felt it a misuse of a private cell phone during working hours. It is a complaint which caught too much attention. TAT-04 recommended that:

*"Managers should direct all staff to keep their mobile phones muted while interacting with guests. This has to be monitored and controlled. Or if they cannot monitor at least direct them to turn off or direct them to handle at the reception."*

When a staff is dealing with a guest, he or she is expected to be attentive, rather than listening to a guest while using other devices. This may disrupt the attention and possibly might deliver a service which was not asked for or ordered. Prohibiting staff from carrying their cell phones around the hotel premises could be good, as it distances employee from disruptive messages. But are line managers going to approve that to their subordinates in order to maintain professionalism?

The second part of the same question was asked to rank the hotel that guest had stayed in the range of one to five in terms of service quality satisfaction. Out of 330 respondents, 49.5% tourists ranked the hotels from position one meaning total dissatisfaction and 3.9% were completely satisfied regardless of the challenges encountered. All of them explained that the complaints or difficulties experienced during their stay was enough to justify their dissatisfaction.

**Complimentary international/local newspaper:** This request was submitted by KPH-07, SMV-04, and KL-06, they felt the level of the hotel could supply guest with a copy of the international newspaper daily. KPH-07 expressed that

> *"....it's a four-star hotel, if one international newspaper could be availed to me every morning, would really signify the hotel star level. I am talking this from my experience."*

The request above is in line with the Usta, Berezina, and Cobanoglu (2014) study on hotel attributes impact, where they reported some of the hotel quality attributes which contributed to travellers' satisfaction. In their study, they found travellers were asking to be provided with complimentary national newspaper. Guests of the hotel wanted to understand what was happening on at the national level.

**Smoke/Fire/Heat detectors:** Guests insisted on employees insights at positioning the hotel services against their expectations. Guests TSL-04, TSL-05, MKV-09, SCH-08, SG-09, SML-06, and SML-08 had expressed concern at different times on the detectors functionality. The observations were made by guests of four hotels. Their doubts were expressed at different times in the hotels they stayed in and had access to the fire extinguishers, which were attached at the hotel corridors, reception and close to the dining room and coffee lounge. During their movements, they managed to sneak the dates of the last service. They questioned if the fire detectors were functional. MKV-09 expressed it:

> *"Today I did manage to check the fire extinguisher at my corridor, it was last serviced about eight months ago, and I looked for a fire detector around the corridor I could not find one. Its possible safety inspections aren't done frequently around this place."*

The study of Usta et al. (2014) found travellers expressed that smoke/fire/heat detectors of the hotel need to be in good order in case of anything. These findings complement what the researcher heard from the respondents during the semi-structured interview. Guests felt the hotels they were staying in were somehow behind when it comes to safety issues.

**Swimming pool i.e. there should be a swimming pool for female and public:** This attribute was requested by guests who felt if they come with their family members, then

they could be accommodated according to their faith. This attribute of Islamic Hotel Concept confirms the study of Karim *et al*. (2017). Although guests felt it was an important attribute for them, this comment was completely new in relation to the national content. Taking into account most of the guests residing in the hotels are from Western countries. Like LMT-05, LMT-06 and LMT-07 put it:

> "…..*if I come with family members they will not swim in that swimming pool over there (pointing at the swimming pool). Look at it, it's accessible by all guests who come here. But if they had a separate for female, that would be good*"

Whilst it is a good comment to the industry, yet the need to understand how this request can be accommodated and be put into practice depends on the operators' willingness and ability to serve that niche. Yet it is a valid request which can be considered due to various changes and demands from tourists. Yet as a number of Muslim travellers are increasing it could be a good segment to be considered in the long term (El-Gohary, 2015).

**Halal menu (mutton/chicken/beef):** The attribute was put forward by LMT-05, LMT-06, and LMT-07 who expressed that:

> *"The hotel needs to indicate the meat served to us if it's halal or not. A simple tag beside a pot of food during buffet time would save time. Every time I want to take my meals I have to call a staff to ask for an explanation".*

As the number of Muslim travellers and vegetarians is increasing (El-Gohary, 2015), hotel operators and managers can consider this challenge positively. A number of Muslim holidaymakers prefer to choose a destination with a combination of Halal food and Muslim friendly experience programmes (Henderson, 2010).

**Safety training:** Some of the guests complained about staff handling of utensils. They observed how some of the activities were done. This was during the interview and expressed a lack of safety training for the staff. SMV-09 made this observation during the discussion:

> *"How can staff carry about eight plates with no tray? Yesterday I saw a lady collecting pieces of the broken cup without putting on gloves! I*

> *asked her and she responded I should not worry! I kept everything has*
>
> *to be as per safety norms*"

This is supported by Lind, Nenonen, and Rahnasto (2008) study that sometimes staff are unaware of proper working postures or are under pressure of time and therefore take less consideration on safety matters. Nonetheless, a study by Walters (1998) challenged that the reasons could be due to narrow understanding of regulatory requirements. Likewise poor awareness of health and safety measures.

**Smoking lounge:** Due to the rise of prohibiting people from public smoking, some guests felt hotels they stayed in, could have a reserved place for smokers. The guest complained hotels had not spared such premises in their hotels and therefore were forced to smoke into their rooms. This complaint was obvious from TTL-10"

> *"..Such facilities are reserved at all international airports? Why not at*
>
> *hotel premises? I do not need to bother other guests around here..."*

**Green rooms:** As one guest explained:

> *"The staff of this hotel is less knowledgeable about green rooms. I asked*
>
> *if they have such rooms, no one was in a position to respond. I think it's*
>
> *time they learn and have such facilities in place..."*

Although the idea of green rooms is still a new thing, the world has slowly started embracing it. The environmental concern has become a very sensitive issue and some of the guests have slowly started taking that seriously. Guests' expectations of hotels to adopt more ecologically friendly procedures are gradually growing. Despite the reality that some guests are unwilling to pay a higher price for green rooms, they are available (Manaktola and Jauhari, 2007).The research by Han and Chan (2013) revealed over the years the demand for the green room has grown dramatically as these types of hotels are considered to be environmentally friendly. Although it was a complaint, yet hotel operators can study this concept to see if they can accommodate or have some few rooms of that nature.

**Security training:** Guests had complained about lack of seriousness in regard to employee commitment to hotel security. People would walk into hotel premises without being seriously checked. Many were reluctant due to the current ongoing attacks around the

world. Whereby western guests would be the main target. TAT-07, SML-09, and EAC-07 expressed their concern about the laxity that was evidenced by hotel staff. EAC-05 made the following observation:

> "I have seen staff here receiving guests with no inspection. How far are they sure, whoever walks here is a guest with a good intention?"

Guest felt with the rise of threats evolving around the globe, staff was expected to be keen and serious on security matters. TAT-07 and EAC-05 felt it was possible they were not trained on such aspects. It was observed staff were not prepared for all possible emergencies. Such observation of security training to staff of hotels is supported by the study of Ghazi (2015) which assessed safety and security measures in hotels of Egypt. Ghazi (2015) emphasized on the staff being trained and prepared for any threats within and around the hotel premises.

**Electronic devices like hair dryers in the rooms:** few female hotel guests responded that they felt hotels were obliged to provide guests with hair dryers. TAH-07, KL-07, and TSL-04 complained that such items were not provided in the rooms and were directed to the beauty parlour outside the hotel premises. TAH-07 explained that:

> "I do not carry a drier with me, as I expect to find it in the hotel room I have booked."

They expressed it part of an important attribute that the hotel needed to maintain to attract female guest. A study by Usta *et al.* (2014) established that female guests expressed concern about hair drier availability in the rooms of the hotels. The female respondents felt it was a very important attribute to add value to their hotel satisfaction.

**Leaking tap water:** Maintenance of hotel rooms was observed to be a problem for some of the hotels. It is expected due to the rise of competition and much pressure from guests, hotels could well be maintained by conducting a thorough inspection of the room facilities. Complaints were raised poor functioning of tap water into some the rooms. Taps were leaking and not fixed. Bathroom floors would be wet and moist all the time because of the water flowing from the unfixed taps. Poor maintenance and thorough inspection before incoming guests were booked was observed to be a problem. This is supported by a study

by Gnanapala (2015) whereby tourists were dissatisfied as a result of the poor-quality of bathrooms in the hotel. Guests were greatly dissatisfied. TAH-08 explicitly said:

> "*How was I booked without prior inspection? The carpet in the room is moist and smells very bad! The tap is still leaking to this moment you are talking to me*"

The mentioned attributes on figure 6.5 were responded by the guests of the hotels in question one as summarized. Their dissatisfaction was contributed to either poor provision or the service not being available at all. The findings are very crucial to the study. The validity of the semi-structured interview can, therefore, be considered as an important part of the research. The researcher interacted and obtained the information. If the mixed method was not applied then the information on the capture of new attributes could not have been obtained. The mentioned attributes are not in the SERVQUAL attributes and therefore form a valid base of tourists overall dissatisfaction.

**Figure 6. 5** Summary of Attributes identified by Tourists through Interviews
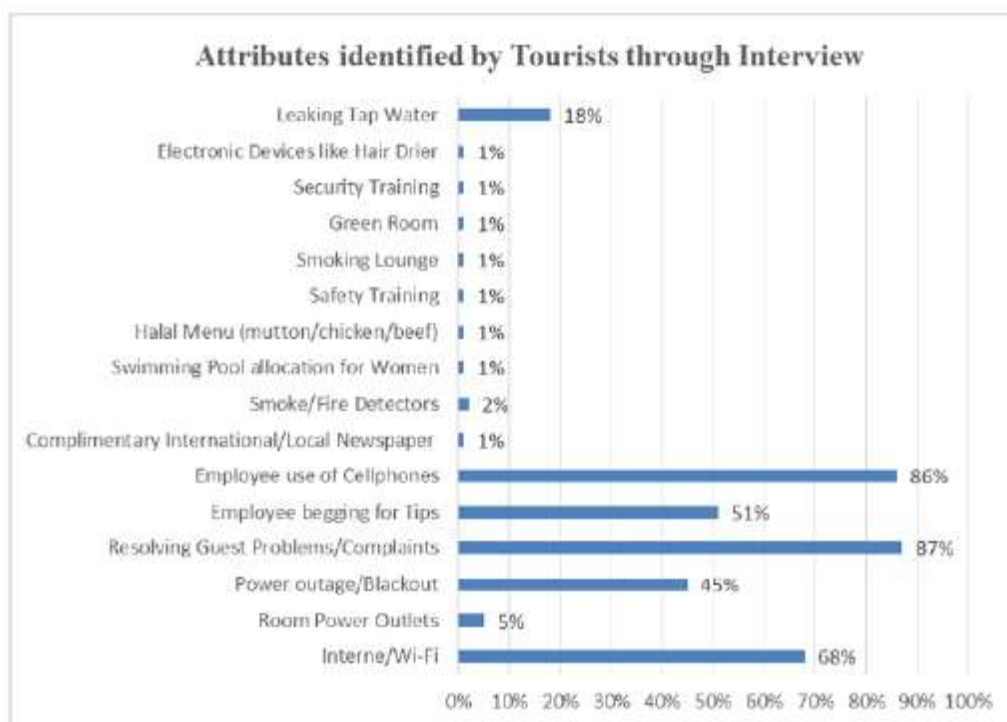
**6.4.1.2. The second question to tourist was**: *If you had a chance for a "do-over" in this hotel, what would your advice be to the management or staff of the hotel to do differently? Reasons!*

The goal of this question was to learn about respondents' perspectives and ideas regarding whether hotel management had seen gaps in the staff/employees servicing visitors. The responses are depicted in figure 6.7.

**Communication:**  The communication encounter was observed in two aspects. The first aspect was the upward communication and the second was communication skills. Pincus (1986) insisted that organizational effectiveness depended on communication satisfaction of employees. Pincus (1986) further explained that upward, downward and horizontal communication need to be encouraged at workplaces in order to maintain job satisfaction and customer satisfaction within the internal work environment.  Due to some of the delays in some of the things requested by guests TSL-01, TSL-02, TSL-03 felt there was a need for management of the hotel to open and practice the upward communication. TSL-02 said:

> *"me! Possibly the staff does not have access to their managers. If communication channels are open and conduct regular and fair meetings, such happenings can be monitored and controlled"*

According to this guests when staff is given the opportunity to express their challenges, it might help improve their skills performance provision to customers. The communication skills encounter was expressed for example by TSL-02, MKV-03, NHR-02, MTL-01, MTL-02, and MTL-02. Oral communication was seen to be a severe task. Figure 6.6 indicates the preferred channels for complaints submitted to the hotel manager. This chart depicts the preferences discussed during the interview. As of them felt they would communicate when they managers are around, some said they had told the employee concerned etc.

**Figure 6. 6 Preferred channel for complaint submission**



Staff failed to communicate and express themselves clearly. Guests explained that some of the staff failed to make positive connections with them, and that was due to language communication difficulties. MTL-02 responded that:

> *"The staff need to gain some communication skills tips. Some of them are very weak, it's true they attended us, they are smart, but a communication gap does exist. This is terrible when one speaks very fast, as for me I had to speak slowly, slowly and had to ask if I am understood. I recommend they sharpen their communication skills, we guests are different, other will accept, others will get frustrated."*

**Improve teamwork**: Guests felt the staff were working with less coordination. In an event, a guest ordered a drink or something else within the hotel premises. If by chance that staff fails to deliver as expected. The same guest would then call another staff to inquire about that ordered drink. It was observed that staff would argue to the extent guests would take note of that. A number of hotel guests at different times each raised that concern. They suggested that successful staff of hotel industry require a well-coordinated teamwork to be more productive.

Customers are satisfied when services are provided as requested. This can only be successful if services are well coordinated. KPH-02 explained that:

> *"I saw two staff arguing, but I did not understand, because they were
> arguing in Swahili. They could have done it behind the doors. I looked
> at them, they felt it was not right and they went towards the kitchen".*

The same was shared with SCH-02:

> *"I had ordered a fresh juice, which I was told would be delivered
> within 15 minutes. It was delivered after 15 minutes as promised, but
> to my surprise, the type was not the right one. I asked the staff if she
> had understood me. She responded yes. So I asked her what this is
> then. The glass was taken away, but I could hear the shouting between
> two staff"*

Teamwork spirit is vital for the success. The purpose of teamwork is to benefit the whole industry. All respondents felt managers had weaknesses which required some improvement.

**Interpersonal skills:** Respondents clearly indicated this was a misfortune**.** They exclaimed that today's world market does not only hire staff with technical skills. This is not satisfactory at all. They recommended that staff needed to go beyond the call of duty and prove to be what it takes. In a provision of quality service, human element is a key feature, as service industries are labour intensive, where staff experiences regular and direct contact with customers (Nickson, Warhust and Dutton, 2005).

The market today is observing a shift in skills terrain, where employers are seeking to hire competent staff with social skills and personal characteristics (Nickson *et al*. 2003). Equally, employers are seeking for individuals with aesthetic labour (Nickson *et al*. 2001) i.e. people having qualities and characteristics that appeal to clients' visual or auditory senses, and who may be developed via training by businesses. Taking the three above that communication, problem-solving skills, teamwork, yet they expressed that self-confidence, having a positive attitude, time management skills, coping with pressure and ability to accept constructive feedback were necessary.

For example, TAH-02 and LMT-01, whose response was very alike to that of SMV-03, explained that:

> *"The staff around are the charm and sincere, but when you take some time to talk to them, you find they lack self-confidence and they dislike when you provide constructive feedback, you feel how they react thereafter"*

Nickson *et al*. (2003) suggested that regardless of pressurizing demands imposed by employers, today people or person-to-person skills is significant. The skills are considered to be important as thinking skills. Managers or employers are therefore advised to consider the person-to-person skills and conceive them positively. A more balanced approach is essential to be harmonized in order to coordinate skills supply and demand in hotels.

Guests felt managers of hotels had extra work to do to improve their teams. They felt being around all the time was fine. But understanding what it takes to be a competitive hotel takes a lot of things. Staff is obliged to be very conversant and aggressive with what is happening around the globe in the same industry. Respondent TAH-01 said that:

> *"Staff needs to make a follow-up and know where their country stands in their world map of hotel services, this should not only be a managerial thing. But as long as one has a job, is comfortable"*.

**Service quality improvement:** It was established that the interactions are mostly between guests and employees of the hotels, while most of the complaints were based on employees. Guests felt the attitude of employees needed to be worked upon, managers could introduce mentoring programmes. This was recommended because all guests who walked into this hotels had high expectations. Guests felt some staff needed a makeover in regards to service, the service industry and work itself. TAH-03 commented that:

> *"Due to some unnoticed attitude exhibited by staff, I took some time to talk to two staff at different times. I realized they weren't enjoying their job, it is like they are here just to pass a day and if they get a better place, they will quit without prior notice."*

It was observed that some hotel managers' never followed up on performance appraisal. This could be carried out through the Human Resource section or department but had never appraised their staff, and for those who had appraised never communicated back or provided feedback. Some never ever had a thorough induction when they were first hired. A typical comment came from KPH-02:

> *"I observed something very peculiar from one staff. I then friendly decided to take some time to have a friendly chat with him. I discovered they are not well trained and not informed. Under such a scenario, the management has a problem, and not this individual staff."*

To support the above observations on poor service quality provision exhibited by the staff of the hotel, the researcher also noticed a number of employees were employed due to the experience they had from previous employers or they were interns during their studies. The salaries paid to the employees were very low. As one guest TTL-03 put it:

> *"Employees lives need to be improved, I have realized they are paid less than $250. They are possibly considered as cheap labours! How can we get the right service then*!

In the hotel setup, service quality is all about human interaction between two sides and behaviour (Susskind, Kacmar and Borchgrevink, 2003). The attitude of employees and their behaviour play an important role before guest eyes. The researcher observed that managers in charge never took some time to engage with guests. This was passé with three-star hotels, possibly they assumed it would be complaints. Service quality can only be improved and maintained through proper recruitment and selection, training of employees (Rutherford, 2002[19]; Cieri and Kramar, 2003[20]).

**6.4.1.3. The third question to the tourists' was:** *If you are to come back to this region, will you choose this hotel again?*

The purpose of this question was to explore respondents' feelings about their satisfaction and dissatisfaction level and the possibility of coming back to the same hotel. The question was designed to respond to Guttman scale which used trichotomous responses i.e. 0 disagree = I will not return; 1 neutral=undecided; 2 agree=I will return. This scale was used in order to minimize respondents' bias and it was easy for them to respond to the question.

A number of guests that is 64.7% indicated they would not return to the same hotel. But this does not mean they would not return to the same region. They said because they have

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[19] Rutherford, 2002
[20] Cieri and Kramar, 2003

been around already, they have hard exposure to other accommodation facilities. The percentages are depicted in Figure 6.7. For example, SG-03 said that:

> "*I have walked around and have seen a number of better hotels than this, so if I happen to come again, then I know where to go. This was the first experience and was recommended to me by a friend back home. They offer other services, once you book in advance. Services which are not provided here.*"

Some explained they would not return because of a combination of factors. Like how MKV-03 put it:

> "*It is not one factor that led to my dissatisfaction, but multiple factors like the room I was in the beddings had an awkward smell, the generator was a problem, the day that power went off, my room had insufficient power outlets, the staff you see around aren't friendly and the attitude is unbearable. So it is not that easy. I had to save for me to come here*"

The above dissatisfaction experiences were as well shared by many as well. 64.5% is a significant percentage for managers of hotels to take into account serious measures to tackle customer dissatisfaction issues. Taking the magnitude of the dissatisfied guest's hotels have to consider a lot of factors in order to improve their services. Xu and Li (2016) revealed that when customers are dissatisfied with services, they then turn to your industry competitor and voice their dissatisfaction.

**Figure 6. 7 Guests Responses if they would return/not to the same hotel**



The diversity of the hotel industry workforce has continued to increase, so as the guests they host. Therefore hotels need to train its employees to work with guests from different

cultures around the world. This will allow the hotel industry to compete professionally, differentiate themselves on the basis of skills knowledge and competencies. While considering the motivation of the hotel workforce. Employees' training is beneficial to both the employee and the organization. The relationship between the two is that the organization will experience improved performance like profitability, effectiveness and other outcomes that relate directly like improved quality and indirectly labour turnover and organization reputation to performance (Aguinis and Kraiger, 2009).

Managers of hotels should not take the experience as an advantage. With time, skills need to be sharpened, likewise exposed to other new working systems. The hotel industry is fragile because it is all the time "people" centric industry. Furthermore, this is one of the failures which should not be underestimated as there are findings which indicated 80% of Tanzania labour force is unskilled, service industry being one of them. This level of unskilled is huge compared to Tanzania's competitors within the same industry. The guests who walk into this hotels are different in many ways from their experience, gender, age, income, interest, education, religion, culture, history etc. each with a different definition of service quality and expectations.

Therefore managers should not sit behind and wait until the worse happens. Managers need to act fast, assess staff, and provide feedback on time. To explore respondents' expectations and perceptions of service quality in hotels in the Arusha, Kilimanjaro, and Manyara areas, the aforementioned data on guests'/tourists' expectations and perceptions of service quality in hotels in the Arusha, Kilimanjaro, and Manyara regions was acquired. The semi-structured interview took place on the hotel grounds. The data show that the majority of the participants had comparable unhappiness with the accommodations they had rented.

**6.4.1.4. The hotel managers were asked,** "*What do you think of when you hear the terms "service quality" and "customer satisfaction," and how do you think they relate to employee performance??"*

What can be done to enhance this relationship? The purpose was to find out how the manager felt about service quality because they are responsible for overseeing service quality in hotel operations and ensuring that visitors are happy. While at the same time maintaining a good level of relationship with employees' who are their immediate subordinates.

All interviewed managers responded that service quality is when all the service standards set have been met and delivered accordingly. When each aspect has been fulfilled, it is likely to satisfy a customer. To reinforce the above the study by Nasution and Mavondo (2008) recommended that more investments should be done in hotel industry in order to understand customer and customer linking activities. They all indeed agreed this process is facilitated by management in collaboration with staff who directly serve customers. MH-02 said:

> "*It is my obligation to make sure that my staff are comfortable and understand our business process. From the time a guest walks in until he/she leaves our hotel*"

They all agreed that staff attitude was very important from being committed, willing, sincere, determined, clean etc. They claimed that hotel services being fragile is a challenge. MH-07 expressed:

> "*It is sometimes fragile because you find everything is in place, but your staff is not doing as expected. When you call a meeting, they still do not disclose. Sometimes you end up shouting and sometimes I am forced to be calm, to sort out issues, but again you cannot sort out if they do not cooperate*"

Managers pointed out that service quality is delivering high-quality services by having in place a number of modern facilities, unique decorations, devoted employees and design services that meet their expectations. But when the researcher asked them why Wi-Fi was cited by many guests as a problem. MH-17:

> "*mmh it is true that it's a challenge but at our hotel, we have been working on the infrastructure and soon it will no longer be a problem.*"

The researcher then asked them, why do they, then wait until it becomes unbearable that, some of the guests left your hotel premises dissatisfied. Of course with this question each manager had his/her own opinion. Some of the issues concerned owners of the hotels, some were budgetary issues, while some were due to the changing policies in the country. On *customer satisfaction,* each was of the opinion that customer satisfaction is delivering services that surpass a guest's expectations. Managers' responses were that a satisfied

customer would be happy and would return next time, in case he/she happens to be in that region, would as well recommend to other people about your hotel.

On factors which influence satisfaction, managers' responses were that it is in the scenario that when service quality perceptions correspond with guests' expectations. Furthermore, customer satisfaction is achieved when guests feel service provided matches value for money paid for. Tourist views of service quality are poorer when managers overestimate service performance, according to Tsang and Qu (2000). When the hotel sector has difficulty finding skilled people to perform services, a delivery gap develops (Tsang and Qu, 2000). The only link between service quality and client pleasure is the team of employees. Managers indicated that a hotel employee's attitude is crucial. They play a vital role in all activities. MH-03 said:

> "*Aaah! You might have a good team, but not all days are the same, and likewise, not all guests are the same. But I usually pay attention to the nitty and gritty whenever possible, to stop anything negative from happening. I talk to my colleagues every now and then, and keep reminding them of maintaining quality*".

Managers accepted that staff performance is an issue not to be underestimated at all. Zopiatis and Kyprianou (2006) and Njau *et al.* (2019) discussed that a well-qualified workforce is crucial. Managers claimed due to delicateness, the hotel industry it is very difficult to maintain employees. The business is seasonal. At times it becomes complicated to pay them bonuses or allowances. MH-03 expressed that:

> "*It is surprising that our staff understand the ups and downs of this industry, I communicate this frequently. For example, during the outbreak of the Ebola virus in* West *Africa, Tanzania never experienced that incident. The western world is part of our main source of tourists. Due to the negative publicity, our industry was negatively hit hard. This had an adverse effect into our industry. We could not guarantee bonuses to our staff as we were struggling too*"

Managers expressed their concern that staff is paid according to their agreed contracts with their employers. Therefore not delivering as agreed was also perceived as a negative attitude towards their employers. Managers felt it was unfair and unethical for staff to

behave negatively on a package one had previously accepted and signed. Turning negative services to guests was concluded as committing a crime. It was explained it is wise if a staff feels she or he is not convinced with a package, table the complaints before a responsible organ rather than passing it to hotel guests. Guests should never be part of internal affairs.

However, managers expressed that the industry faces major challenges in relations to attracting and retaining good workforce as the business environment in the Northern regions is highly volatile as it is seasonal. The same was shared and explained in the study of Zopiatis and Kyprianou (2006). Scholarly work in hospitality industry presented that hospitality profession as less attractive, physically repetitive, poorly paid or remunerated and that has very little opportunities for participation and development (Zopiatis and Kyprianou, 2006; Cooper and Shepherd, 1997; Koko and Guerrier, 1994; and Sindiga, 1994).

Managers felt that their obligation was limited to in-house training only. Long-term training of their staff was a responsibility of individual staff. They explained that they were operating in a free market economy and that staff was solely responsible for their own further studies and career development. MH-09 explained:

> "*Our staff need to be aggressive and have future plans. I usually insist on this when we talk. They should not be satisfied with what they have currently. If they want to remain in this industry in they need upgrade themselves. This has been a monotonous reminder whenever we have our internal meetings*".

Overall, corporate culture has an impact on (Kusluvan et al. 2010; Gillet and Morda 2003). Strong and effective leadership is required in the hotel sector. Communicating a vision, inspiring employees to realize the vision contributes to building an excellent, innovative, joyful, respectful, teamwork, integrity, and social profit high-performance service industry (Kusluvan *et al*. 2010; Gillet and Morda 2003; Berry 1999). Happy and satisfied employees commit and become loyal to their employers (Heskett, Jones, Loveman, Sasser and Schlesinger, 1994).

Managers need to rate internal customers, so that can be accelerated to the external customers. Managers concurred that given the business climate today and the rapid and fast growing of information and technology, hotel staff are in a need of training from time to time than ever before. Training not only improves their personal characters but also professional skills. Training to staff adds value to individual staff, management, organizations and consumers who are the end users in the service value chain of service. The level of service they provide is totally determined by the quality and professionalism with which they do their duties.

**6.4.1.5. The second question to the hotel managers was:** *When hiring new employees what criteria do you usually consider the best for your hotel?*

The question was asked in order to identify skills possessed by employees', the management expectation, employee performance and motivation at the workplace and if they were competitive in the current market. During the interview, about four areas emerged as important. They were therefore grouped and were examined to give interpretation and meaning to the question and analysis. The subjects were:

**Hospitality knowledge**: Today the hotel industry is more competitive, quality oriented, modernized, consolidated and culturally diverse than experienced before. During the interview at different times, managers were of the opinion that during the recruitment of new employees they would go after individuals who have proved to be well conversant and competent with hospitality knowledge, skills, and abilities. Ideas of the same nature were supported by a study of Kay and Moncarz (2004). They commented that the hotel industry requires individuals with knowledge, skills, and abilities which enables them to master the industry challenges. This was shared by MH-01 that:

> "*When we conduct a recruitment exercise we usually consider individuals who can work with different people from different cultures and backgrounds. At our hotel, we receive guests from all over the world. We consider individuals who are composed to master and appreciate the differences and uniqueness of the guests we host. We do not want out guests to feel out of place and unattended*".

The same sentiments were expressed by MH-07, MH-04, MH-05, MH-11, MH-12, MH-13, MH-15, MH-16 and MH-17. Each manager explained that having hospitality

knowledge is a prerequisite requirement for whomever we recruit be it on low season or high season. An individual who lacks this prior knowledge cannot be accommodated in the industry. They all claimed as this is passé a customer-service driven industry, each interaction matters as every moment, the staff are sole brand ambassadors. One can therefore never underestimate the importance of hiring individuals with the right and competitive hospitality industry skills. MH-01 said:

> *"The hotel industry requires individuals who are devoted, well informed, fast learners, self-disciplined, multi-skilled, having both technical and soft skills. We usually have high expectations and we communicate the same to the people we hire to work with our team".*

Some of the guests were of the opinion that they understood employees had their expectations. But the requirements of cannot be miscalculated as well. They conveyed that as it is a service oriented, one mistake or failure may cause unwanted or severe outcry all over the place. Worse enough today the world and speed of information are on the hand palms. MH-01 said:

> *"A minor mishap is immediately on social media. Responses and shouts will be from all angles of the world. Rectifying such an incident may not only put other prospective guests away, may tarnish the image and trust. If this happens, it's a hell of efforts will have to be pooled and put in place, from the government to every other stakeholder in the industry".*

Each manager emphasized that screening of employees is mandatory in order to have the right people in place. Service-oriented individuals, since the human element is crucial to service quality, customer pleasure, and hotel success. Researchers such as Kusluvan et al. backed this up (2010; Eisenhardt and Martin, 2000; Barney and Wright, 1998).
The researcher through observation and responses from employees of hotels identified the gap between managers expectations and employees satisfaction. The researcher asked managers, how would the above responses be met. While those who are already employed are not that happy. Regardless of other industries across the world, in general, all staff strive for recognition and respect. But the hotel industry seeks even greater accolades than other industries (Kusluvan *et al.* 2003). MH-13 said:

*"It is not that they are not valued, but sometimes they demand more than expected and agreed upon, we really value them. It's because of their good work that is why we are here today. We appreciate whatever they are doing. But when wrongs happen, we cannot put our eyes away, we are obliged to communicate"*.

Employees in the hotel industry complain and feel undervalued, unappreciated, less recognised and are not rewarded as per efforts' they put in onto their work. The same was reported in the study of (Kusluvan *et al*. 2003). All in all, managers were of the opinion that this was their feelings and that they do adhere to whatever was agreed upon into their contracts. While vigorous recruitment procedures will be maintained while meeting guests' expectations and perceptions.

**Personal hygiene and grooming**: this was a second item where managers felt were very important during the recruitment process. But they expressed it was not only during the recruitment process but throughout the work environment. Staff hygiene and grooming in mandatory. MH-09 said:

*"Imagine you have people working with you who are not hygienically presentable? What will you be expressing to your guests? What will they be thinking about the food they are eating, the beds they are sleeping in and the rooms' ehhh*! *Personal hygiene, appearance matters a lot in our industry."*

Managers were of great concern, they believed ones' personal hygiene and smart appearance articulated a lot of things. MH-01 said:

*"When we call people for an interview we screen them to see if they are suitable to work with us and if they have aesthetic attributes, capacities and appearance requirements anticipated for our work environment"*

Managers responded that staff represents the face of the industry and that their presence has an impact on the image of their employers. Staff appearance, not only impact the success but also reflects on its complete organization and therefore distresses its reputation. Professionally the hotel industry, hold utmost importance to its staff team awareness of proper grooming and hygiene standards. Working in this industry means interacting

straight with the customer. Therefore at all times staff on duty have to appear clean, confident positioned and portray a professional image.

Personal hygiene of employees is determined by how well they clean and care for their bodies, such as bathing, washing their hands, brushing their teeth, and dressing in clean clothes. Keeping clean and short nails is also important, as is keeping hair nice and, if long, decently tied up and clear of bacteria that may make guests ill. They should avoid emitting strong or disagreeable odors. MH-01, MH-02, MH-03, MH-05, MH-06, MH-07, MH-10, MH-11, MH-14, MH-15, and MH-16 all echoed these sentiments. MH-17, on the other hand, stated:

> "*I need to work with people who are hygienically concerned. How can you have a person who is not in control of his or her body grooming? What does this tell you? If one cannot take of himself what about others, taking into account the nature of our services and interactions we make all the time? It's going to be a mess*!"

Managers' responded they were of the opinion that personal hygiene and grooming has health and social benefits. If employees maintain a clean body they combat and prevent diseases at the individual level and the customers who are being served. While regular washing of their hands prevents the spread of germs. Whereas poor personal hygiene may alienate an employee from other workmates or guests may disapprove that individual services and therefore hold negative perceptions. MH-05 expressed:

> "*If one is smart he/she becomes comfortable and not scared of anything. One becomes confident and relaxed. It is important to maintain personal hygiene at all times, not only at our hotel premises but at you home as well*".

In totality, each manager who was interviewed was of the opinion that each and every staff who attends guests, must be well-groomed. Professional appearance and good staff hygiene are the vital rules in the hotel industry. Every manager was insisting on their staff putting on neat and tidy uniforms whenever on duty and that they are very strict about this matter. Tidy uniforms to employees of hotels inspire customer confidence, create a professional environment and reflect the hotel brand. Warhurst and Nickson, (2007)

recommended that employee appearance should not be limited during the recruitment process, but should be developed throughout the time, while strictly enforcing grooming standards.

**Work-related attributes**: managers were of the opinion that when hiring new employees they must be committed to the duty assigned, have great people skills, must be able to pay attention to details and must play leadership and teamwork all the time. They expressed it was good when working in a hotel one mindset should be focused towards customer satisfaction. Whenever you serve guests you strive whatever it takes to make and keep them happy. MH-05 said:

> "*We at management usually look at individuals who are devoted and committed, in case they observe any wrong, they communicate it immediately and where possible offer solutions. We want to have this kind of people to work with, not individuals who think problems are management issues*."

Each of the respondents was of the opinion that when hiring new employees they usually hire people who are ready to go the extra mile in making sure customers are satisfied. MH-06 said:

> "*A committed employee is that whenever he or she sees or observes a problem whether within his/her are area will communicate and act responsibly, instead of taking it out to the social media. I believe this kind of individual is true with us, mind you the current generation is too much into social media*."

The respondents felt having great people skills was another great strength for whoever was appearing for the interview. Aspirants who want to be hired should have the ability to communicate with every person in a very polite manner and a decent tone. They felt if a person is always unhappy with his her colleagues, the same might be passed on to the guests. So having the ability to communicate in a conversational manner and tolerate criticisms without negatively impairing the activities of the hotel was mandatory. MH-08 said:

> "*.....we have had experiences when one is criticized takes the critics personally. This is not right. Critiques should not impair one's performance, no one is always right, but they have to happen…….*"

Employers' desire for placing a strong emphasis on aesthetic and self-presentation abilities, according to Warhurst and Nickson (2007), is a bigger package of "soft skills." People skills are part of soft skills every individual is expected to have, but there are variations due to each one's upbringing, background, exposure, culture and so forth. Managers were of the view that one cannot appear before the interview and expected to be taught people skills. As MH-11 put it:

> *"….as long one has come to us we believe is capable to deal with individuals, and almost everything different except being a human being. This means we expect that prospective employee to be a fast learner and understand the intricacies of a guest as fast as possible…."*

Guests explained thoroughly whoever we hire, we usually insist on being able to pay attention to the details when a guest is talking or requesting for a service. Besides the kind of communication can be verbal or through actions. Failure to pay attention to whatever is communicated to you turns out to be chaos and sometimes frustrations which leads to customer/guest being total dissatisfied. Managers said that in the hotel industry almost everything that is done is about making a guest comfortable and satisfied. Staff must adhere to even the smallest details like how the dining table is set, the way food is presented and when a guest request for a wake-up call in the morning or afternoon. MH-13 said:

> *"….being in this industry one must learn to listen and understand orders from a guest. One needs to be patient and take note accordingly…"*

MH-15 and MH-16 explained that during the interview they typically ask real questions to capture the problem-solving skills of the interviewee. MH-15 said:

> *"….the ability of one to respond to real questions provide us with a space to understand how capable and knowledgeable the applicant is. We ask such questions because managers are not around all the time when staff is in contact with guests…."*

Bandura is a Japanese word that means "to (1986) People learn from others via observation and imitation, but soft skills are learnt through role models, according to the Social Learning Theory. This model concedes with the belief of MH-15 when elaborated that:

> "*… The employees we hire are from our communities around. We do not expect them to be perfect. But to keep learning from within as they interact with their senior colleagues. Not to shy away from asking questions and clarifications. We really embrace the attitude of working together and assisting one another all the time...*"

Respondent also emphasized the ability of hired individuals to possess leadership skills and be team players. It was expressed that successful staff is those who are ready to work with others and who value contribution of others. Teamwork is very essential in this industry as employees themselves become satisfied and guests as well (Bandura, 1986). Respondents agreed if one exhibits to work in a team then that becomes an added advantage. As this conveys that he or she is ready to learn from others and other colleagues to learn from him/her. As MH-08 put it:

> "*How can one work on his own? You live with people and we expect you to be comfortable to work with others! Our industry is determined by the quality of the workforce and how we team-up to perform our duties while making sure that we meet our guests' expectations*'

According to Lloyd and Newell (2000), they argued that the rise in the demand of teamwork has been necessitated by the increase of quality competitive pressure, improving flexibility and responsiveness. Teamwork is therefore accepted as a cure to ills in the organizations and therefore enhances productivity, flexibility, and efficiency, likewise improve staff satisfaction, motivation to work and commitment to the employer (Jackson, Sprig and Parker, 2000). MH-09 said:

> "*Teamworking is everything, you learn, you socialize, you grow and you achieve. I do encourage our new staff, to embrace working in teams. Working in teams might be demanding and challenging but at the end of the day, you achieve as expected, as long as you are all devoted and have the same goal*".

Respondents were also concerned about hiring people who are enthusiastic and portray great attitude. This concern was shared by MH-01, MH-02, MH-03, MH-04, MH-08, MH-09 MH-10, MH-11, MH-12, MH-13 and MH-15. Attitude is everything today. MH said:

**Social skills:** Social skills were also highlighted during the interview by managers. The ability to communicate and interact, be it upward communication, downward

communication or lateral communication, be it verbal or non-verbal, through gestures, body language, and one's personal appearance. Managers felt it was sincerely right for an employee to be in a position to communicate properly while choosing the right words which are not offensive or negative. As the industry relies on face to face communication most of the time, they demanded new employees be ready at all times. Being simple and a smile would mean a lot to the guest in the hotel. As MH-03 said:

> *"... We expect our team on the floor to be comfortable and relaxed when it comes to communication as this is the most used of all skills in the business. It is central to realization of all activities."*

During a discussion with managers, the researcher realized and observed that every manager was pointing at service quality and meeting customer expectations. But at no point did they mention budget for training, improving staff welfare. This leads the researcher to ask this additional sub-questions. "**Why do you expect so much from the people you want to hire or who are currently with you while you pay them very less and do not train them and expect them to deliver superb service quality**".
MH-01 responses were:

> *"The number of staff we currently have do not have the good qualifications like degree, we do not have the budget to train people. They need to be responsible for their own development. As long as they have opted to work with us we expect them to work hard and maintain our service quality standards"*

This was shared by MH-02, MH-05, MH-07, MH-08 and MH-11. But MH-12 and MH-14 reported that:

> *"We do not have the budget for a long-term training like a diploma or degree, but we take them to Nairobi. When they pass our interview, we take them to Nairobi for induction course. This training becomes their added value, for being with us, and after they leave us."*

Some managers were of the opinion that"

> *"These young staff we hire are unpredictable, you take time to train them with the best people, and they do not stay. They have higher and faster expectations than their older colleagues".*

For example, the MH-07 comment was:

> "*However hard you train and put a lot of effort, some of the staff fail to remain consistently good and loyal. We receive different customers' and they fail to adjust. They may hold good technical skills, but they exhibit different attitude*"

Through interview and discussion, the researcher noted that most of the hotels could only offer induction and would never take long-term training as part of their package. Furthermore, due to some of the staff not being determined to work with their employers for a long time, managers felt what they are paid is reasonable. As MH-03 put it:

> "*You may want to motivate and retain, but this industry is not like that. I have a number of experiences where employees do not come to work and never return again, without any formal communication. In this kind of environment, where do I place a training budget? What for?*"

Some managers expressed their concern with the young employees that they experienced a huge gap between the young employees and the middle-aged employees. The social skills and attitude of these young employees needed some improvement. AS MH-08 expressed it:

> "*At times we need to watch every movement, as they seem to lack focus and devotion to work. A guest will seek assistance, using gestures, but they will pretend as if they do not see it*"

The researcher's diary indicated that hotel managers had high expectations from the staff because they believed it was part of their agreement during the recruitment process. The assumption by staff, that they are paid very low, was disqualified by managers. Managers claimed that whatever they were paying was better and reasonable compared to other parts of the country within the same industry.

### 6.4.2   Descriptive and Inferential Statistics Data Analysis

Guest/customer responses were on questionnaire Appendix A. whereby part A had a brief general information and part II was the scores on the quality factors. The semi-structured was for those who were interested to proceed with the semi-structured interview. The findings of the qualitative have been discussed on section 6.4.1 of this chapter and were based on attributes which were not considered in the SERVQUAL 22 attributes.

**Table 6. 4 Overall Hotel service industry experience**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Hotel industry experience** | | | | | |
| Valid | Good | 226 | 68.5 | 68.5 | 68.5 |
| | Bad | 39 | 11.8 | 11.8 | 80.3 |
| | Moderate | 65 | 19.7 | 19.7 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 8 Overall Hotel industry experience**
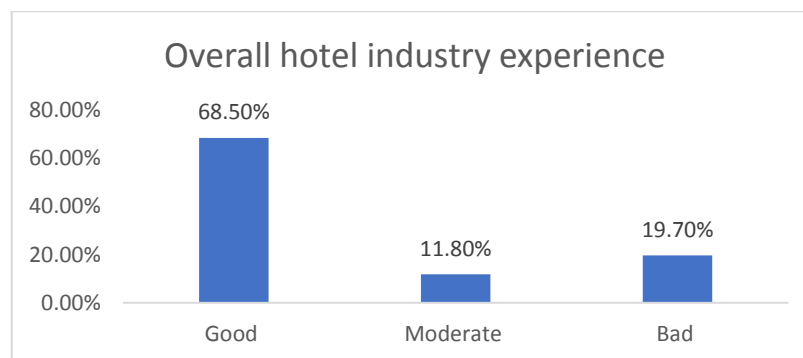


The above table and figure show the "general hotel Industry Experience. The above table and figure show 68.5% had a positive experience, with only 19.7 had a bad experience. Further, the guests were asked to rate their experience on a number of areas as shown below.

**Table 6. 5  A hotel has a state of the art looking equipment**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **A hotel will have state of the art looking equipment.** | | | | | |
| Valid | Agree | 158 | 47.9 | 47.9 | 47.9 |
| | Disagree | 59 | 17.9 | 17.9 | 65.8 |
| | Neutral | 59 | 17.9 | 17.9 | 83.6 |
| | Strongly agree | 46 | 13.9 | 13.9 | 97.6 |
| | Strongly disagree | 8 | 2.4 | 2.4 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 9 A hotel has a state of the art looking equipment**
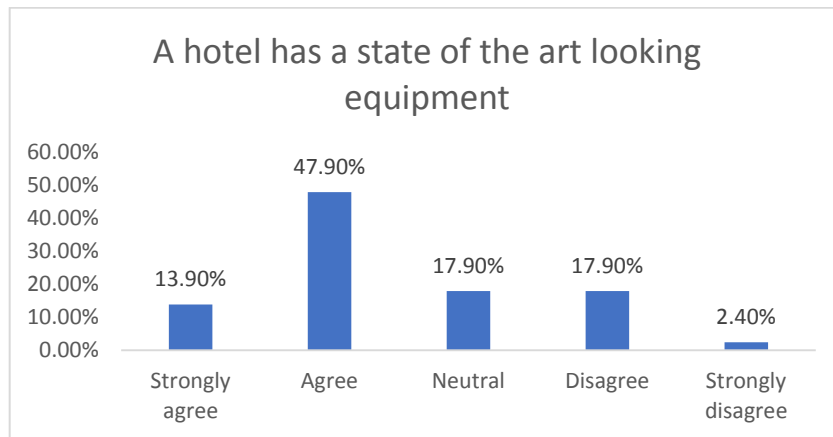


The above table and figure show majority of the hotel guests (61.8%) agreed the hotels 'have state of the art' equipment while 20.3% were of the opposite opinion

**Table 6. 6  The physical facilities at a hotel are visually appealing**

| The physical facilities at a hotel are visually appealing. | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Agree | 140 | 42.4 | 42.4 | 42.4 |
| | Disagree | 78 | 23.6 | 23.6 | 66.1 |
| | Neutral | 66 | 20.0 | 20.0 | 86.1 |
| | Strongly agree | 38 | 11.5 | 11.5 | 97.6 |
| | Strongly disagree | 8 | 2.4 | 2.4 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 10 The physical facilities at a hotel are visually appealing**
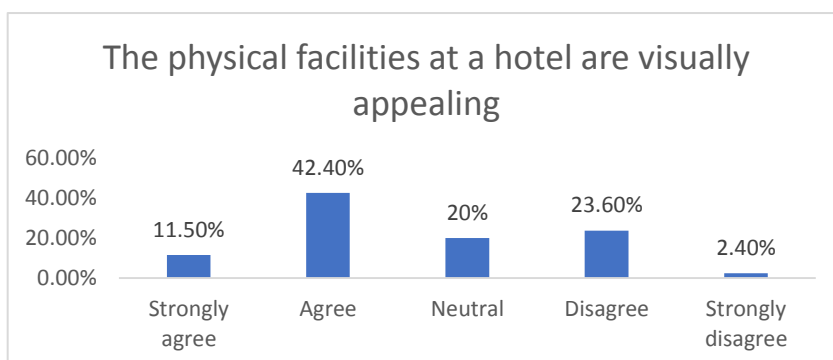


53.9% of the guests rated 'the aesthetic attractiveness of a hotel's physical amenities' while 26% disagreed with the statement as indicated in the table and figure above. 20% were neutral on the appeal of the physical facilities.

**Table 6. 7 Employees at a hotel are neat in their appearance.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Employees at a hotel are neat in their appearance.** | | | | | |
| Valid | strongly disagree | 36 | 10.9 | 10.9 | 10.9 |
| | Disagree | 147 | 44.5 | 44.5 | 55.5 |
| | Moderate | 50 | 15.2 | 15.2 | 70.6 |
| | Agree | 83 | 25.2 | 25.2 | 95.8 |
| | strongly agree | 14 | 4.2 | 4.2 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 11 Employees at a hotel are neat in their appearance**
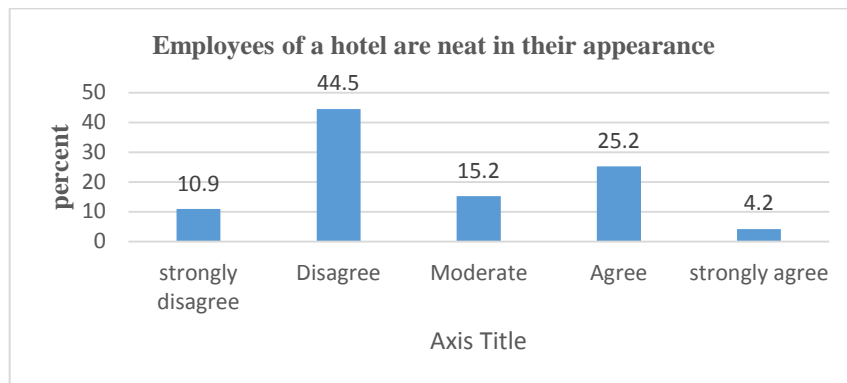


Over half of the guests (55.4%) disagreed with the assertion that hotel employees are well-dressed as shown in the table and figure above. Only 29.4% were in agreement with the statement.

**Table 6. 8 The materials associated with the service (pamphlets or statements) are visually appealing at a hotel**.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **The materials associated with the service (pamphlets or statements) are visually appealing at a hotel.** | | | | | |
| Valid | strongly disagree | 83 | 25.2 | 25.2 | 25.2 |
| | Disagree | 188 | 57.0 | 57.0 | 82.1 |
| | Moderate | 26 | 7.9 | 7.9 | 90.0 |
| | Agree | 33 | 10.0 | 10.0 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 12 The materials associated with the service (pamphlets or statements) are visually appealing at a hotel.**

**The materials associated with the service are visually appealing**

(bar chart: strongly disagree [VALUE]%, Disagree [VALUE]%, Moderate [VALUE]%, Agree [VALUE]%; y-axis percent 0–60; x-axis Axis Title)
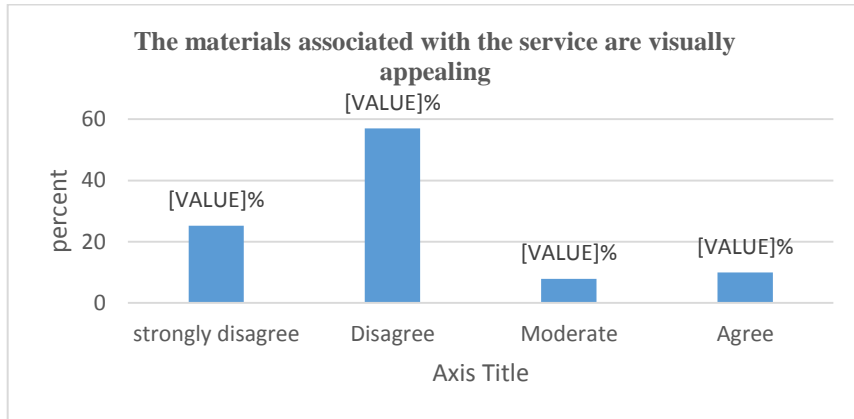
The study findings also indicated that on the statement 'at a hotel, the documents related to the service (pamphlets or statements) are aesthetically attractive', only 10% were in agreement with the statement as shown in the table and figure above.

**Table 6. 9 When a hotel promises to do something by a certain time, it does.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **When a hotel promises to do something by a certain time, it does.** | | | | |
| Valid | strongly disagree | 75 | 22.7 | 22.7 | 22.7 |
| | Disagree | 208 | 63.0 | 63.0 | 85.8 |
| | Moderate | 28 | 8.5 | 8.5 | 94.2 |
| | Agree | 19 | 5.8 | 5.8 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 13 When a hotel promises to do something by a certain time, it does**

**When a hotel promises to do something by a certain time it does**

(bar chart: strongly disagree 22.7%, Disagree 63%, Moderate 8.5%, Agree 5.8%; y-axis percent 0–80; x-axis Axis Title)
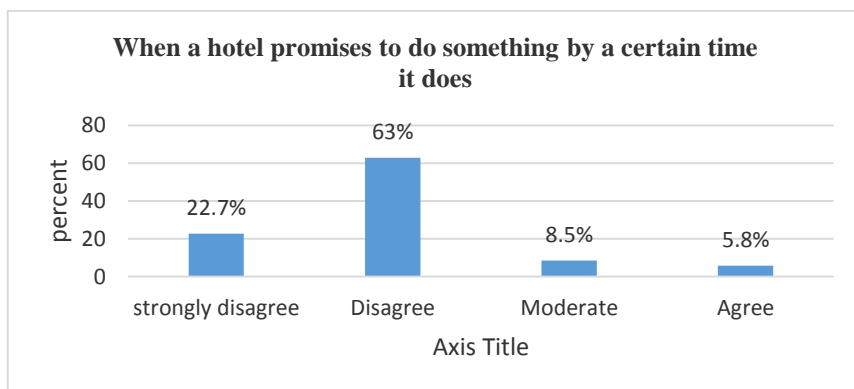
The study findings also showed that only a small proportion of hotel guests (5.8%) were in agreement that 'when a restaurant pledges to complete a task by a specified date, it follows through', as shown in the table and figure above.

**Table 6. 10 The employees of a hotel are sympathetic to solving customer problems**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **The employees of a hotel are sympathetic to solving customer problems.** | | | | |
| Valid | strongly disagree | 69 | 20.9 | 20.9 | 20.9 |
| | Disagree | 188 | 57.0 | 57.0 | 77.9 |
| | Moderate | 38 | 11.5 | 11.5 | 89.4 |
| | Agree | 35 | 10.6 | 10.6 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 14 The employees of a hotel are sympathetic to solving customer problems**
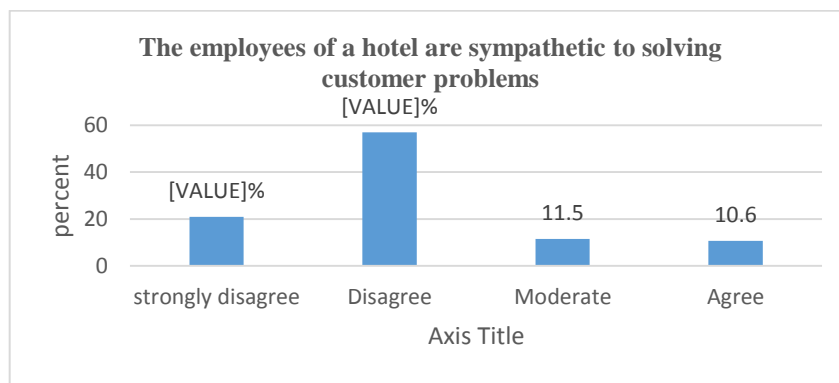


Only 10.6% of the guests interviewed were in agreement that 'a hotel's workers are compassionate when it comes to resolving client issues.' as shown in the figure and table above.

**Table 6. 11 The services of a hotel are performed right the first time.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **The services of a hotel are performed right the first time.** | | | | |
| Valid | strongly disagree | 36 | 10.9 | 10.9 | 10.9 |
| | Disagree | 109 | 33.0 | 33.0 | 43.9 |
| | Moderate | 52 | 15.8 | 15.8 | 59.7 |
| | Agree | 109 | 33.0 | 33.0 | 92.7 |
| | strongly agree | 24 | 7.3 | 7.3 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 15  The services of a hotel are performed right the first time**
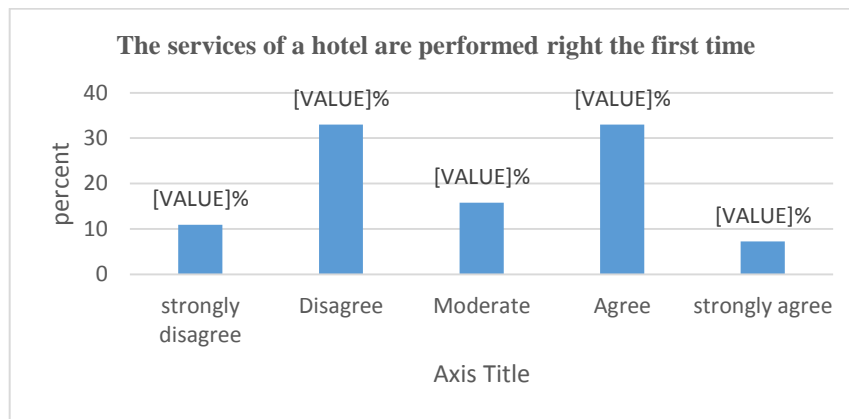


According to the table and graph above, 40.3 percent of respondents agreed with the statement "hotel services are executed right first time."

**Table 6. 12 A hotel delivers customer services on time**

<table>
<tr><td colspan="6" align="center"><b>A hotel should deliver their services on time.</b></td></tr>
<tr><td></td><td></td><td>Frequency</td><td>Percent</td><td>Valid Percent</td><td>Cumulative Percent</td></tr>
<tr><td rowspan="6">Valid</td><td>strongly disagree</td><td>76</td><td>23.0</td><td>23.0</td><td>23.0</td></tr>
<tr><td>Disagree</td><td>199</td><td>60.3</td><td>60.3</td><td>83.3</td></tr>
<tr><td>Moderate</td><td>22</td><td>6.7</td><td>6.7</td><td>90.0</td></tr>
<tr><td>Agree</td><td>30</td><td>9.1</td><td>9.1</td><td>99.1</td></tr>
<tr><td>strongly agree</td><td>3</td><td>.9</td><td>.9</td><td>100.0</td></tr>
<tr><td>Total</td><td>330</td><td>100.0</td><td>100.0</td><td></td></tr>
</table>

**Figure 6. 16 A hotel deliver customer services on time**
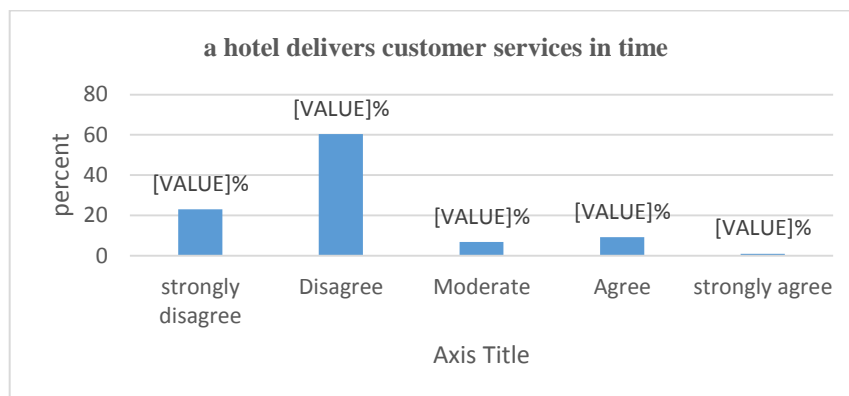


The above table and figure show only 10% of the customers (guests) were in agreement with the statement 'a hotel deliver their services on time'. 83.3% of the guests either disagreed or completely disagreed with the statements.

**Table 6. 13 The hotel insist on error-free records**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| The hotel insist on error-free records. | | | | | |
| Valid | strongly disagree | 34 | 10.3 | 10.3 | 10.3 |
| | Disagree | 113 | 34.2 | 34.2 | 44.5 |
| | Moderate | 68 | 20.6 | 20.6 | 65.2 |
| | Agree | 98 | 29.7 | 29.7 | 94.8 |
| | strongly agree | 17 | 5.2 | 5.2 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 17 The hotel insist on error-free records**
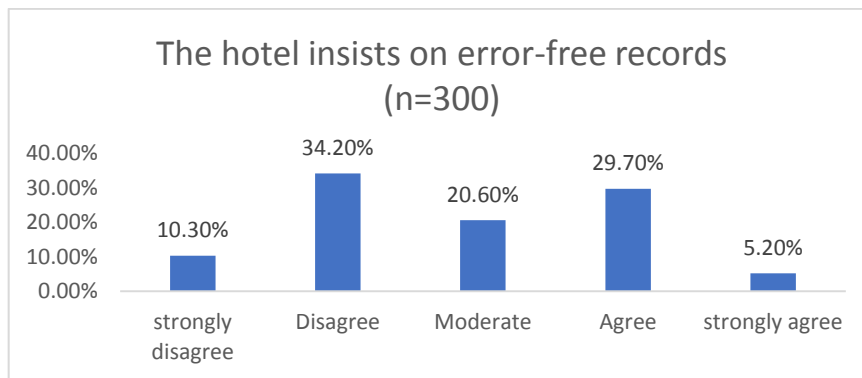


When asked to assess their agreement/disagreement with the statement "the hotel insists on error-free records," the participants were asked to rate their agreement/disagreement with the statement "the hotel insists on error-free records." 44.5% of the customers disagreed with the statement, 20.6% indicated they were neutral while 35% indicated they were in agreement with the statement.

**Table 6. 14 Customers are told by the hotel exactly when services will be provided**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Customers are told by the hotel exactly when services will be provided. | | | | | |
| Valid | strongly disagree | 140 | 42.4 | 42.4 | 42.4 |
| | Disagree | 158 | 47.9 | 47.9 | 90.3 |
| | Moderate | 27 | 8.2 | 8.2 | 98.5 |
| | Agree | 5 | 1.5 | 1.5 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 18 Customers are told by the hotel exactly when services will be provided**



**Customers are told by the hotel exactly when services will be provided**
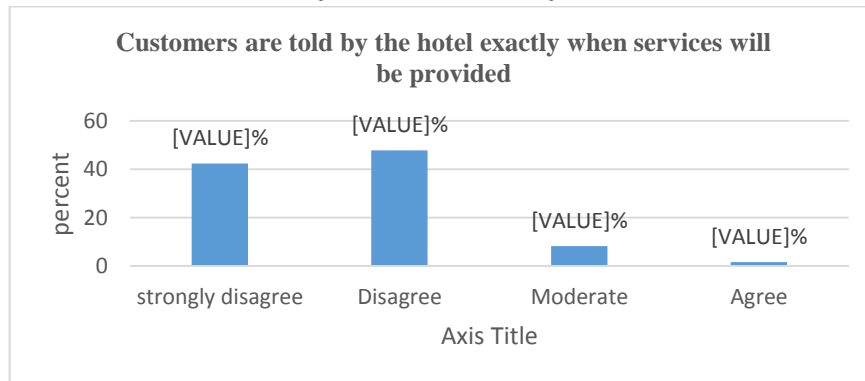
The above table and figure show 'the hotel informs guests of the precise time when services will be given.' Out of 330 respondents, 140 strongly disagreed, 158 disagreed, 27 were moderate, 05 agreed.

**Table 6. 15 A hotel give customers' individual attention**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | strongly disagree | 88 | 26.7 | 26.7 | 26.7 |
| | Disagree | 193 | 58.5 | 58.5 | 85.2 |
| | Moderate | 34 | 10.3 | 10.3 | 95.5 |
| | Agree | 11 | 3.3 | 3.3 | 98.8 |
| | strongly agree | 4 | 1.2 | 1.2 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 19 A hotel give customer's individual attention**



**A hotel give customers individual attention**
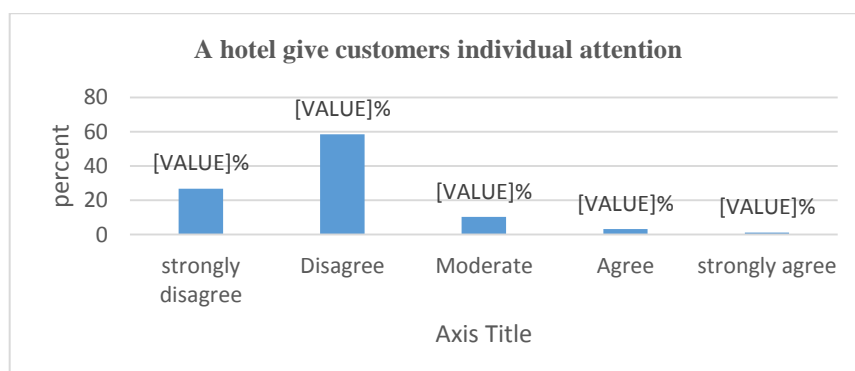
The study findings further showed that on the statement in regard to 'a hotel give customer's individual attention 'only 4.5% of the customers were in agreement with the statement, while 85.2% were in disagreement.

**Table 6. 16 Employees in a hotel give prompt service**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **Employees in a hotel give prompt service.** | | | | |
| Valid | strongly disagree | 76 | 23.0 | 23.0 | 23.0 |
| | Disagree | 193 | 58.5 | 58.5 | 81.5 |
| | Moderate | 47 | 14.2 | 14.2 | 95.8 |
| | Agree | 12 | 3.6 | 3.6 | 99.4 |
| | strongly agree | 2 | .6 | .6 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 20 Employees in the hotel give prompt service**
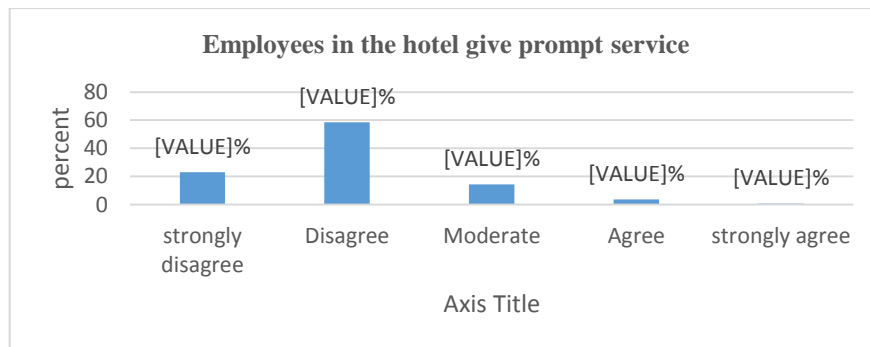


On attribute, 'personnel in a hotel give prompt service', 81.5% of the customers interviewed disagreed with the statement, with only 4.2% indicating agreement to the statement as shown in the table and figure above.

**Table 6. 17 The behaviour of employees in hotels instil confidence in customers**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **The behaviour of employees in hotels instil confidence in customers.** | | | | |
| Valid | strongly disagree | 32 | 9.7 | 9.7 | 9.7 |
| | Disagree | 77 | 23.3 | 23.3 | 33.0 |
| | Moderate | 86 | 26.1 | 26.1 | 59.1 |
| | Agree | 126 | 38.2 | 38.2 | 97.3 |
| | strongly agree | 9 | 2.7 | 2.7 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 21 The behaviour of employees in hotels instil confidence in customer**


The behaviour of employees instil confidence in customers
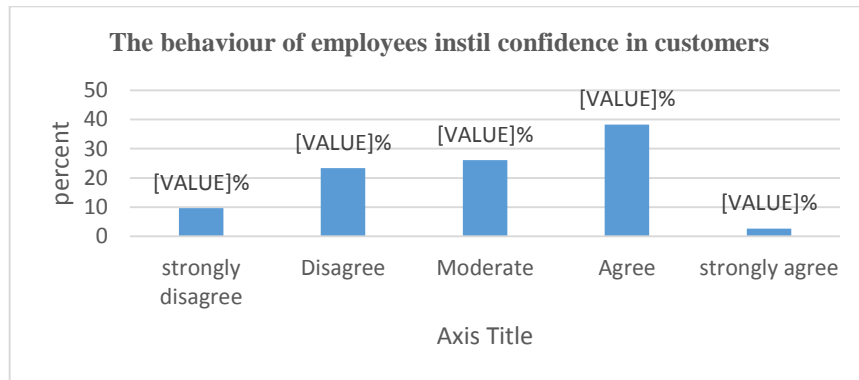
'The behavior of hotel personnel instils confidence in clients' was another feature that was assessed. Out of 330 people polled, 40.9 percent agreed with the statement, while 33% disagreed.

**Table 6. 18 The hotel's employees are consistently courteous to customers**

| The hotel's employees are consistently courteous to customers. | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 52 | 15.8 | 15.8 | 15.8 |
| | Disagree | 179 | 54.2 | 54.2 | 70.0 |
| | Moderate | 39 | 11.8 | 11.8 | 81.8 |
| | Agree | 56 | 17.0 | 17.0 | 98.8 |
| | strongly agree | 4 | 1.2 | 1.2 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 22** The hotel's employees are consistently courteous to customers


The employees are consistently courteous to customers
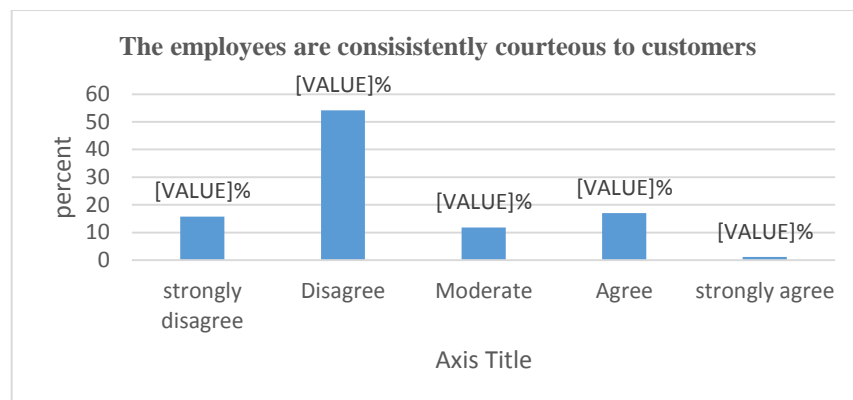
When asked to rate their agreement with the statement 'the hotel's employees are consistently courteous to customers', out of 330 respondents, 70% of them disagreed with the statement while 18.2% agreed with the statement as shown in the chart and table above.

**Table 6. 19 Employees in a hotel have the knowledge to answer customers' questions**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **Employees in a hotel have the knowledge to answer customers' questions.** | | | | |
| Valid | strongly disagree | 148 | 44.8 | 44.8 | 44.8 |
| | Disagree | 153 | 46.4 | 46.4 | 91.2 |
| | Moderate | 14 | 4.2 | 4.2 | 95.5 |
| | Agree | 13 | 3.9 | 3.9 | 99.4 |
| | strongly agree | 2 | .6 | .6 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 23  Employees in a hotel have the knowledge to answer customers' questions**
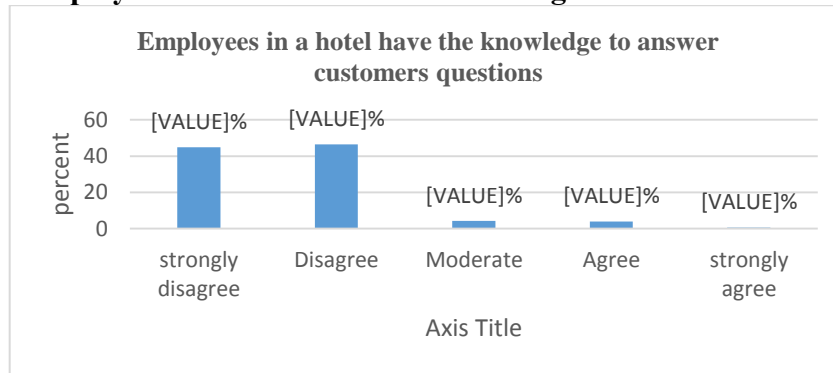


When asked to rate the statement, one respondent stated, 'Hotel personnel have the expertise to answer guests' inquiries.' 91.2 percent of the 330 respondents disagreed with the statement, while just 4.5 percent agreed, as seen in the graph above.

**Table 6. 20 The operating hours of a hotel are convenient for all of their customers**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | **The operating hours of a hotel are convenient for all of their customers.** | | | | |
| Valid | strongly disagree | 98 | 29.7 | 29.7 | 29.7 |
| | Disagree | 137 | 41.5 | 41.5 | 71.2 |
| | Moderate | 69 | 20.9 | 20.9 | 92.1 |
| | Agree | 24 | 7.3 | 7.3 | 99.4 |
| | strongly agree | 2 | .6 | .6 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 24 The operating hours of a hotel are convenient for all of their customers**



The operating hours of a hotel are convinient for all their customers
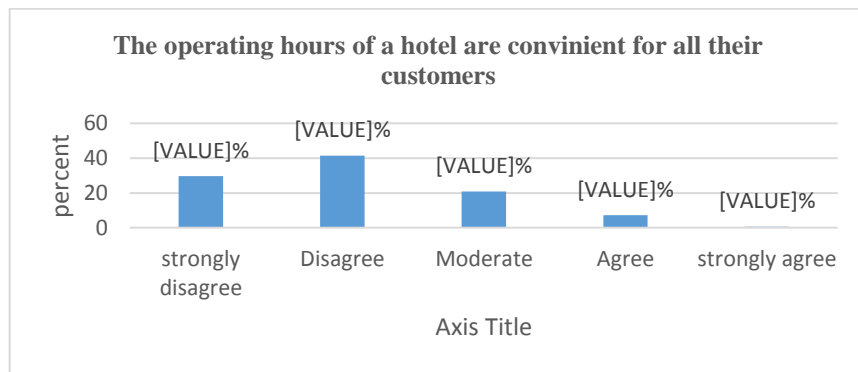
When asked if they agreed or disagreed with the statement "a hotel's operating hours are convenient for all of their customers," the majority of customers (71.2 percent) disagreed.

**Table 6. 21 A hotel has a customer's best interest at heart**

| A hotel has a customer's best interest at heart. | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 84 | 25.5 | 25.5 | 25.5 |
| | Disagree | 191 | 57.9 | 57.9 | 83.3 |
| | Moderate | 34 | 10.3 | 10.3 | 93.6 |
| | Agree | 19 | 5.8 | 5.8 | 99.4 |
| | strongly agree | 2 | .6 | .6 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 25 A hotel has a customer's best interest at heart**



A hotel has customers best interest at heart
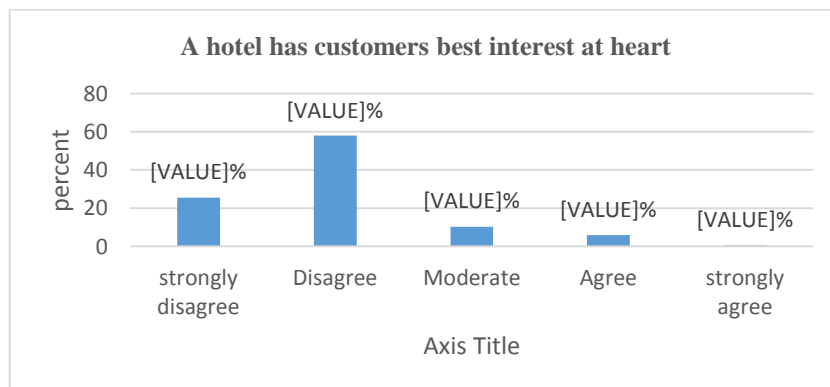
Overall, a majority of customers (83.4%) were in disagreement with the attribute, 'a hotel has the patron's best interest at heart'. Only 6.4% indicated they were in agreement with the statement as shown in the figure above.

**Table 6. 22 Hotel employees understand the specific needs of their customers**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Hotel employees understand the specific needs of their customers. | | | | | |
| Valid | strongly disagree | 141 | 42.7 | 42.7 | 42.7 |
| | Disagree | 130 | 39.4 | 39.4 | 82.1 |
| | Moderate | 28 | 8.5 | 8.5 | 90.6 |
| | Agree | 31 | 9.4 | 9.4 | 100.0 |
| | Total | 330 | 100.0 | 100.0 | |

**Figure 6. 26 Hotel employees understand the specific needs of their customers**
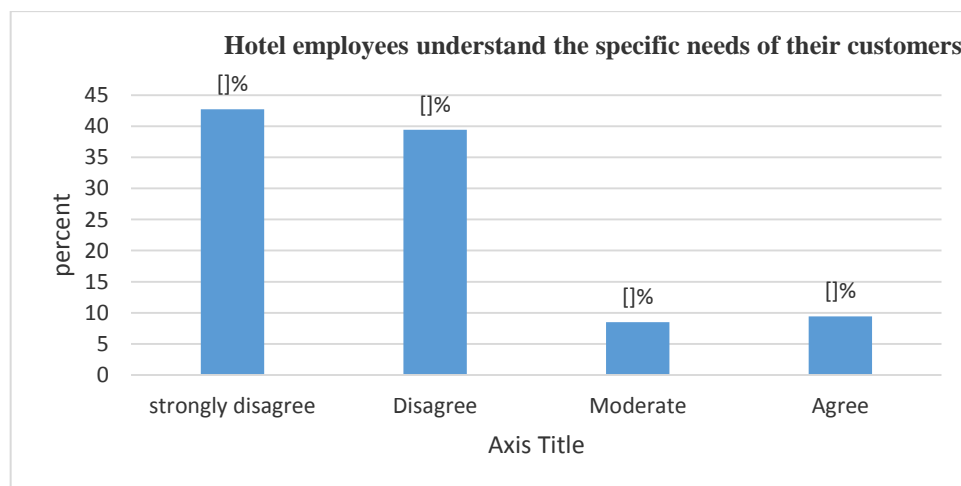


Finally, guests were asked to assess how much they agreed or disagreed with the characteristic "Hotel workers appreciate their clients' unique needs." 82.1% were in disagreement with the statement while 9.4% were in agreement with the statement. Overall, the hotels in study regions did not meet customers' expectations on most of the attributes tested.

**Hypothesis testing**

Based on the research objectives and conceptual framework, several hypotheses were generated and subjected to some statistical test. Tests. This section presents the outcomes of the statistical tests based on Analysis of Variance (ANOVA). In a regression analysis,

the ANOVA test is used to measure the impact of independent factors on the dependent variable.

**H1: There is no significant difference between expectations and perception of tourists on the five aspects of hotel service (tangibility, reliability, responsiveness, assurance, and empathy) in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 23 Descriptive test**

| Descriptive | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Tangibility | Good | 226 | 18.6549 | 1.88689 | .12551 | 18.4075 | 18.9022 | 12.00 | 20.00 |
| | Bad | 39 | 18.7436 | 1.81685 | .29093 | 18.1546 | 19.3325 | 13.00 | 20.00 |
| | Moderate | 65 | 18.7077 | 1.82622 | .22652 | 18.2552 | 19.1602 | 12.00 | 20.00 |
| | Total | 330 | 18.6758 | 1.86171 | .10248 | 18.4742 | 18.8774 | 12.00 | 20.00 |
| Perception of Tangibility | Good | 226 | 11.5265 | 3.13854 | .20877 | 11.1151 | 11.9379 | 4.00 | 19.00 |
| | Bad | 39 | 11.8718 | 3.24588 | .51976 | 10.8196 | 12.9240 | 4.00 | 18.00 |
| | Moderate | 65 | 11.6923 | 3.27835 | .40663 | 10.8800 | 12.5046 | 4.00 | 19.00 |
| | Total | 330 | 11.6000 | 3.17149 | .17458 | 11.2566 | 11.9434 | 4.00 | 19.00 |
| Expectation of Reliability | Good | 226 | 23.5575 | 2.15587 | .14341 | 23.2749 | 23.8401 | 15.00 | 25.00 |
| | Bad | 39 | 23.8974 | 1.90284 | .30470 | 23.2806 | 24.5143 | 20.00 | 25.00 |
| | Moderate | 65 | 23.6923 | 2.14274 | .26577 | 23.1614 | 24.2233 | 15.00 | 25.00 |
| | Total | 330 | 23.6242 | 2.12197 | .11681 | 23.3945 | 23.8540 | 15.00 | 25.00 |
| Perception of Reliability | Good | 226 | 11.9646 | 2.89038 | .19227 | 11.5857 | 12.3435 | 5.00 | 20.00 |
| | Bad | 39 | 11.7692 | 3.27238 | .52400 | 10.7084 | 12.8300 | 5.00 | 19.00 |
| | Moderate | 65 | 11.8462 | 2.67062 | .33125 | 11.1844 | 12.5079 | 5.00 | 18.00 |
| | Total | 330 | 11.9182 | 2.88840 | .15900 | 11.6054 | 12.2310 | 5.00 | 20.00 |
| Expectation of Responsiveness | Good | 226 | 18.6770 | 1.77065 | .11778 | 18.4449 | 18.9091 | 12.00 | 20.00 |
| | Bad | 39 | 18.8462 | 1.66288 | .26627 | 18.3071 | 19.3852 | 16.00 | 20.00 |
| | Moderate | 65 | 18.8462 | 1.83056 | .22705 | 18.3926 | 19.2997 | 12.00 | 20.00 |
| | Total | 330 | 18.7303 | 1.76680 | .09726 | 18.5390 | 18.9216 | 12.00 | 20.00 |
| Perception of Responsiveness | Good | 226 | 7.3805 | 2.15538 | .14337 | 7.0980 | 7.6631 | 4.00 | 16.00 |
| | Bad | 39 | 7.3590 | 2.25350 | .36085 | 6.6285 | 8.0895 | 4.00 | 12.00 |
| | Moderate | 65 | 7.5231 | 1.90483 | .23626 | 7.0511 | 7.9951 | 4.00 | 12.00 |
| | Total | 330 | 7.4061 | 2.11493 | .11642 | 7.1770 | 7.6351 | 4.00 | 16.00 |
| Expectation of Assurance | Good | 226 | 18.6947 | 1.78130 | .11849 | 18.4612 | 18.9282 | 12.00 | 20.00 |
| | Bad | 39 | 18.8462 | 1.66288 | .26627 | 18.3071 | 19.3852 | 16.00 | 20.00 |
| | Moderate | 65 | 18.8615 | 1.81036 | .22455 | 18.4130 | 19.3101 | 12.00 | 20.00 |
| | Total | 330 | 18.7455 | 1.76991 | .09743 | 18.5538 | 18.9371 | 12.00 | 20.00 |
| Perception of | Good | 226 | 10.1681 | 2.81868 | .18750 | 9.7987 | 10.5376 | 4.00 | 17.00 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Assurance | Bad | 39 | 10.1282 | 2.93956 | .47071 | 9.1753 | 11.0811 | 5.00 | 16.00 |
| | Moderate | 65 | 10.3846 | 2.28919 | .28394 | 9.8174 | 10.9518 | 5.00 | 17.00 |
| | Total | 330 | 10.2061 | 2.73110 | .15034 | 9.9103 | 10.5018 | 4.00 | 17.00 |
| Expectation of Empathy | Good | 226 | 23.3628 | 2.22935 | .14829 | 23.0706 | 23.6551 | 15.00 | 25.00 |
| | Bad | 39 | 23.5128 | 2.16274 | .34632 | 22.8117 | 24.2139 | 20.00 | 25.00 |
| | Moderate | 65 | 23.5077 | 2.30572 | .28599 | 22.9364 | 24.0790 | 15.00 | 25.00 |
| | Total | 330 | 23.4091 | 2.23115 | .12282 | 23.1675 | 23.6507 | 15.00 | 25.00 |
| Perception of Empathy | Good | 226 | 9.6062 | 2.75516 | .18327 | 9.2450 | 9.9673 | 5.00 | 21.00 |
| | Bad | 39 | 9.0513 | 2.30501 | .36910 | 8.3041 | 9.7985 | 5.00 | 15.00 |
| | Moderate | 65 | 9.5846 | 2.16429 | .26845 | 9.0483 | 10.1209 | 5.00 | 15.00 |
| | Total | 330 | 9.5364 | 2.59767 | .14300 | 9.2551 | 9.8177 | 5.00 | 21.00 |

Above, is a descriptive table of expectations and perceptions of five aspects of hotel service and has hotel industry experience. To learn more about the link between variables of the study, a one-way ANOVA was utilized. To analyze the results, keep in mind that if there is no real variation between both the groups, the ANOVA significance value is near to 1.

In Expectation of Tangibility, the respondents who answered good they are mean is 18.6549, respondents who answered bad they're mean is 18.7436 whereas the respondents who answered moderate their mean is 18.7077. In Perception of Tangibility, the respondents who answered good their mean is 11.5265, respondents who answered bad their mean is 11.8718 whereas the respondents who answered moderate their mean is 11.6923. In Expectation of Reliability, the respondents who answered good their mean is 23.5575, respondents who answered bad their mean is 23.8974 whereas the respondents who answered moderate their mean is 23.6923.

In Perception of Reliability, the respondents who answered good their mean is 11.9646, respondents who answered bad their mean is 11.7692 whereas the respondents who answered moderate their mean is 11.8462. In Expectation of Responsiveness, the respondents who answered good their mean is 18.6770, respondents who answered bad their mean is 18.8462 whereas the respondents who answered moderate their mean is 18.8462. In Perception of Responsiveness, the respondents who answered good their mean is 7.3805, respondents who answered bad their mean is 7.3590 whereas the respondents who answered moderate their mean is 7.5231.

In Expectation of Assurance, the respondents who answered good their mean is 18.6947, respondents who answered bad their mean is 18.8462 whereas the respondents who answered moderate their mean is 18.8615. In Perception of Assurance, the respondents who answered good their mean is 10.1681, respondents who answered bad their mean is 10.1282 whereas the respondents who answered moderate their mean is 10.3846. In Expectation of Empathy, the respondents who answered good their mean is 23.3628, respondents who answered bad their mean is 23.5128 whereas the respondents who answered moderate their mean is 23.5077. In Perception of Empathy, the respondents who answered good their mean is 9.6062, respondents who answered bad their mean is 9.0513 whereas the respondents who answered moderate their mean is 9.5846.

**Table 6. 24 ANOVA Test**

| ANOVA | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Expectation of Tangibility | Between Groups | .344 | 2 | .172 | .049 | .952 |
| | Within Groups | 1139.962 | 327 | 3.486 | | |
| | Total | 1140.306 | 329 | | | |
| Perception of Tangibility | Between Groups | 4.654 | 2 | 2.327 | .230 | .794 |
| | Within Groups | 3304.546 | 327 | 10.106 | | |
| | Total | 3309.200 | 329 | | | |
| Expectation of Reliability | Between Groups | 4.218 | 2 | 2.109 | .467 | .627 |
| | Within Groups | 1477.188 | 327 | 4.517 | | |
| | Total | 1481.406 | 329 | | | |
| Perception of Reliability | Between Groups | 1.689 | 2 | .845 | .101 | .904 |
| | Within Groups | 2743.101 | 327 | 8.389 | | |
| | Total | 2744.791 | 329 | | | |
| Expectation of Responsiveness | Between Groups | 2.038 | 2 | 1.019 | .325 | .723 |
| | Within Groups | 1024.959 | 327 | 3.134 | | |
| | Total | 1026.997 | 329 | | | |
| Perception of Responsiveness | Between Groups | 1.124 | 2 | .562 | .125 | .883 |
| | Within Groups | 1470.464 | 327 | 4.497 | | |
| | Total | 1471.588 | 329 | | | |
| Expectation of Assurance | Between Groups | 1.854 | 2 | .927 | .295 | .745 |
| | Within Groups | 1028.764 | 327 | 3.146 | | |
| | Total | 1030.618 | 329 | | | |
| Perception of Assurance | Between Groups | 2.634 | 2 | 1.317 | .176 | .839 |
| | Within Groups | 2451.354 | 327 | 7.496 | | |
| | Total | 2453.988 | 329 | | | |
| Expectation of Empathy | Between Groups | 1.535 | 2 | .768 | .153 | .858 |
| | Within Groups | 1636.238 | 327 | 5.004 | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Total | 1637.773 | 329 | | | | |
| Perception of Empathy | Between Groups | 10.430 | 2 | 5.215 | .772 | .463 |
| | Within Groups | 2209.633 | 327 | 6.757 | | |
| | Total | 2220.064 | 329 | | | |

The above table shows the output of the ANOVA analysis. Total, the test finds no significant difference between both the examined variables and overall hotel sector experience since their significant values are all near to 1 at the 95 percent confidence interval, which is consistent with the hypothesis. Gebremichael and Singh (2019) discovered that the perceived service quality for each item in the service quality dimension was considerably lower than the intended service quality in Ethiopia.

**H2: There is no significant difference between the expectations and perception of tourists on the tangibility of hotel service quality in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 25 Descriptive Table**

| Descriptive | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Tangibility | Good | 226 | 18.6549 | 1.88689 | .12551 | 18.4075 | 18.9022 | 12.00 | 20.00 |
| | Bad | 39 | 18.7436 | 1.81685 | .29093 | 18.1546 | 19.3325 | 13.00 | 20.00 |
| | Moderate | 65 | 18.7077 | 1.82622 | .22652 | 18.2552 | 19.1602 | 12.00 | 20.00 |
| | Total | 330 | 18.6758 | 1.86171 | .10248 | 18.4742 | 18.8774 | 12.00 | 20.00 |
| Perception of Tangibility | Good | 226 | 11.5265 | 3.13854 | .20877 | 11.1151 | 11.9379 | 4.00 | 19.00 |
| | Bad | 39 | 11.8718 | 3.24588 | .51976 | 10.8196 | 12.9240 | 4.00 | 18.00 |
| | Moderate | 65 | 11.6923 | 3.27835 | .40663 | 10.8800 | 12.5046 | 4.00 | 19.00 |
| | Total | 330 | 11.6000 | 3.17149 | .17458 | 11.2566 | 11.9434 | 4.00 | 19.00 |

The above table is a descriptive table of expectation and perception of tourists on the tangibility and have hotel industry experience. In Expectation of Tangibility, the respondents who answered good their mean is 18.6549, respondents who answered bad their mean is 18.7436 whereas the respondents who answered moderate their mean is 18.7077. In Perception of Tangibility, the respondents who answered good their mean is 11.5265, respondents who answered bad their mean is 11.8718 whereas the respondents who answered moderate their mean is 11.6923.

**Table 6. 26 ANOVA Test**

| ANOVA | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Expectation of Tangibility | Between Groups | .344 | 2 | .172 | .049 | .952 |
| | Within Groups | 1139.962 | 327 | 3.486 | | |
| | Total | 1140.306 | 329 | | | |
| Perception of Tangibility | Between Groups | 4.654 | 2 | 2.327 | .230 | .794 |
| | Within Groups | 3304.546 | 327 | 10.106 | | |
| | Total | 3309.200 | 329 | | | |

The above table shows the output of the ANOVA analysis. As their significant value is closer to 1 at the 95 percent confidence interval, there is no significant difference between Expectation of tangibility and overall hotel business experience. In the research Akbaba (2006), different results were obtained in terms of hotel sector service quality. According to the results of the survey, out of the five SERVQUAL scale factors, tangibility was deemed the most significant component of service quality by hotel customers.

**H3: There is no significant difference between the expectations and perception of tourists on the reliability of hotel service quality in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 27 Descriptive Test**

| Descriptive | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Reliability | Good | 226 | 23.5575 | 2.15587 | .14341 | 23.2749 | 23.8401 | 15.00 | 25.00 |
| | Bad | 39 | 23.8974 | 1.90284 | .30470 | 23.2806 | 24.5143 | 20.00 | 25.00 |
| | Moderate | 65 | 23.6923 | 2.14274 | .26577 | 23.1614 | 24.2233 | 15.00 | 25.00 |
| | Total | 330 | 23.6242 | 2.12197 | .11681 | 23.3945 | 23.8540 | 15.00 | 25.00 |
| Perception of Reliability | Good | 226 | 11.9646 | 2.89038 | .19227 | 11.5857 | 12.3435 | 5.00 | 20.00 |
| | Bad | 39 | 11.7692 | 3.27238 | .52400 | 10.7084 | 12.8300 | 5.00 | 19.00 |
| | Moderate | 65 | 11.8462 | 2.67062 | .33125 | 11.1844 | 12.5079 | 5.00 | 18.00 |
| | Total | 330 | 11.9182 | 2.88840 | .15900 | 11.6054 | 12.2310 | 5.00 | 20.00 |

The above table is a descriptive table of expectation and perception of tourists on the Reliability and have hotel industry experience. In Expectation of Reliability, the respondents who answered good their mean is 23.5575, respondents who answered bad their mean is 23.8974 whereas the respondents who answered moderate their mean is 23.6923. In Perception of Reliability, the respondents who answered good their mean is 11.9646, respondents who answered bad their mean is 11.7692 whereas the respondents who answered moderate their mean is 11.8462.

**Table 6. 28 ANOVA Test**

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Expectation of Reliability | Between Groups | 4.218 | 2 | 2.109 | .467 | .627 |
| | Within Groups | 1477.188 | 327 | 4.517 | | |
| | Total | 1481.406 | 329 | | | |
| Perception of Reliability | Between Groups | 1.689 | 2 | .845 | .101 | .904 |
| | Within Groups | 2743.101 | 327 | 8.389 | | |
| | Total | 2744.791 | 329 | | | |

The above table shows the output of the ANOVA analysis. Because their significant value is more than 0.05, there is no significant difference between Exception of Reliability and having hotel sector expertise. Because their significant value is more than 0.05, there is no significant difference between Perception of Reliability and having hotel business experience. According to Knutson et al. (1990), the most significant characteristic that influences the visitor assessment of hotel sector service quality is dependability.

**H4: There is no significant difference between the expectations and perception of tourists on the responsiveness of hotel service quality in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 29 Descriptive Test**

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| **Descriptive** | | | | | | | | | |
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Responsiveness | Good | 226 | 18.6770 | 1.77065 | .11778 | 18.4449 | 18.9091 | 12.00 | 20.00 |
| | Bad | 39 | 18.8462 | 1.66288 | .26627 | 18.3071 | 19.3852 | 16.00 | 20.00 |
| | Moderate | 65 | 18.8462 | 1.83056 | .22705 | 18.3926 | 19.2997 | 12.00 | 20.00 |
| | Total | 330 | 18.7303 | 1.76680 | .09726 | 18.5390 | 18.9216 | 12.00 | 20.00 |
| Perception of Responsiveness | Good | 226 | 7.3805 | 2.15538 | .14337 | 7.0980 | 7.6631 | 4.00 | 16.00 |
| | Bad | 39 | 7.3590 | 2.25350 | .36085 | 6.6285 | 8.0895 | 4.00 | 12.00 |
| | Moderate | 65 | 7.5231 | 1.90483 | .23626 | 7.0511 | 7.9951 | 4.00 | 12.00 |
| | Total | 330 | 7.4061 | 2.11493 | .11642 | 7.1770 | 7.6351 | 4.00 | 16.00 |

The above table is a descriptive table of expectation and perception of tourists on the Responsiveness and have hotel industry experience. In Expectation of Responsiveness, the respondents who answered good their mean is 18.6770, respondents who answered bad their mean is 18.8462 whereas the respondents who answered moderate their mean is 18.8462. In Perception of Responsiveness, the respondents who answered good their mean is 7.3805, respondents who answered bad their mean is 7.3590 whereas the respondents who answered moderate their mean is 7.5231.

**Table 6. 30 ANOVA Test**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| **ANOVA** | | | | | | |
| Expectation of Responsiveness | Between Groups | 2.038 | 2 | 1.019 | .325 | .723 |
| | Within Groups | 1024.959 | 327 | 3.134 | | |
| | Total | 1026.997 | 329 | | | |
| Perception of Responsiveness | Between Groups | 1.124 | 2 | .562 | .125 | .883 |
| | Within Groups | 1470.464 | 327 | 4.497 | | |
| | Total | 1471.588 | 329 | | | |

The above table shows the output of the ANOVA analysis. Because their significant value is more than 0.05, there is no significant difference between Exception of Responsiveness

and having hotel sector experience. Because their significant value is closer to 1 at the 95 percent confidence interval, there is no significant difference between Perception of Responsiveness and total hotel sector experience. The results from the study by Tessera, Hussain and Ahmad (2016) demonstrated that three of the five independent factors, tangibility, responsiveness, and assurance, have a substantial influence on the dependent variable consumer satisfaction.

**H5: There is no significant difference between the expectations and perception of tourists on the assurance of hotel service quality in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 31 Descriptive Test**

| Descriptive | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Assurance | Good | 226 | 18.6947 | 1.78130 | .11849 | 18.4612 | 18.9282 | 12.00 | 20.00 |
| | Bad | 39 | 18.8462 | 1.66288 | .26627 | 18.3071 | 19.3852 | 16.00 | 20.00 |
| | Moderate | 65 | 18.8615 | 1.81036 | .22455 | 18.4130 | 19.3101 | 12.00 | 20.00 |
| | Total | 330 | 18.7455 | 1.76991 | .09743 | 18.5538 | 18.9371 | 12.00 | 20.00 |
| Perception of Assurance | Good | 226 | 10.1681 | 2.81868 | .18750 | 9.7987 | 10.5376 | 4.00 | 17.00 |
| | Bad | 39 | 10.1282 | 2.93956 | .47071 | 9.1753 | 11.0811 | 5.00 | 16.00 |
| | Moderate | 65 | 10.3846 | 2.28919 | .28394 | 9.8174 | 10.9518 | 5.00 | 17.00 |
| | Total | 330 | 10.2061 | 2.73110 | .15034 | 9.9103 | 10.5018 | 4.00 | 17.00 |

The above table is a descriptive table of expectation and perception of tourists on the Assurance and have hotel industry experience. In Expectation of Assurance, the respondents who answered good their mean is 18.6947, respondents who answered bad their mean is 18.8462 whereas the respondents who answered moderate their mean is 18.8615. In Perception of Assurance, the respondents who answered good their mean is 10.1681, respondents who answered bad their mean is 10.1282 whereas the respondents who answered moderate their mean is 10.3846.

**Table 6. 32 ANOVA Test**

| ANOVA | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Expectation of Assurance | Between Groups | 1.854 | 2 | .927 | .295 | .745 |
| | Within Groups | 1028.764 | 327 | 3.146 | | |
| | Total | 1030.618 | 329 | | | |
| Perception of Assurance | Between Groups | 2.634 | 2 | 1.317 | .176 | .839 |
| | Within Groups | 2451.354 | 327 | 7.496 | | |
| | Total | 2453.988 | 329 | | | |

The above table shows the output of the ANOVA analysis. Because their significant value is more than 0.05, there is no significant difference between Expectation of Assurance and overall hotel sector experience. Because their significant value is closer to 1 at the 95 percent confidence interval, there is no significant difference between Perception of Assurance and having hotel business experience.

**H6: There is no significant difference between expectations and perception of tourists on the empathy of hotel service quality in Arusha, Kilimanjaro and Manyara Regions and have hotel industry experience.**

**Table 6. 33 Descriptive Test**

| Descriptive | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound | | |
| Expectation of Empathy | Good | 226 | 23.3628 | 2.22935 | .14829 | 23.0706 | 23.6551 | 15.00 | 25.00 |
| | Bad | 39 | 23.5128 | 2.16274 | .34632 | 22.8117 | 24.2139 | 20.00 | 25.00 |
| | Moderate | 65 | 23.5077 | 2.30572 | .28599 | 22.9364 | 24.0790 | 15.00 | 25.00 |
| | Total | 330 | 23.4091 | 2.23115 | .12282 | 23.1675 | 23.6507 | 15.00 | 25.00 |
| Perception of Empathy | Good | 226 | 9.6062 | 2.75516 | .18327 | 9.2450 | 9.9673 | 5.00 | 21.00 |
| | Bad | 39 | 9.0513 | 2.30501 | .36910 | 8.3041 | 9.7985 | 5.00 | 15.00 |
| | Moderate | 65 | 9.5846 | 2.16429 | .26845 | 9.0483 | 10.1209 | 5.00 | 15.00 |
| | Total | 330 | 9.5364 | 2.59767 | .14300 | 9.2551 | 9.8177 | 5.00 | 21.00 |

The above table is a descriptive table of expectation and perception of tourists on the Assurance and have hotel industry experience. In Expectation of Empathy, the respondents who answered good their mean is 23.3628, respondents who answered bad their mean is 23.5128 whereas the respondents who answered moderate their mean is 23.5077. In Perception of Empathy, the respondents who answered good their mean is 9.6062, respondents who answered bad their mean is 9.0513 whereas the respondents who answered moderate their mean is 9.5846.

**Table 6. 34 ANOVA Test**

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Expectation of Empathy | Between Groups | 1.535 | 2 | .768 | .153 | .858 |
| | Within Groups | 1636.238 | 327 | 5.004 | | |
| | Total | 1637.773 | 329 | | | |
| Perception of Empathy | Between Groups | 10.430 | 2 | 5.215 | .772 | .463 |
| | Within Groups | 2209.633 | 327 | 6.757 | | |
| | Total | 2220.064 | 329 | | | |

The results of the ANOVA analysis are shown in the table above. Because their significant value is more than 0.05, there is no significant difference between Exception of Empathy and overall hotel industry experience. Because their significant value is closer to 1 at the 95 percent confidence interval, there is no significant difference between Perception of Empathy and total hotel sector experience.

**H7: There is no significant relationship between various aspects of hotel service provided in Arusha, Kilimanjaro and Manyara regions as perceived by tourists.**
**Table 6. 35 Descriptive Statistics**

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Expectation of Tangibility | 18.6758 | 1.86171 | 330 |
| Expectation of Reliability | 23.6242 | 2.12197 | 330 |
| Expectation of Responsiveness | 18.7303 | 1.76680 | 330 |
| Expectation of Assurance | 18.7455 | 1.76991 | 330 |
| Expectation of Empathy | 23.4091 | 2.23115 | 330 |

In the above table, descriptive Statistics is shown between various aspects of hotel service provided. The Mean of Expectation of Tangibility is 18.6758. The Mean of Expectation of Reliability is 23.6242. The Mean of Expectation of Responsiveness is 18.7303. The Mean of Expectation of Assurance is 18.7455. The Mean of Expectation of Empathy is 23.4091.

**Table 6. 36 Correlations**

| **Correlations** | | Expectation of Tangibility | Expectation of Reliability | Expectation of Responsiveness | Expectation of Assurance | Expectation of Empathy |
|---|---|---|---|---|---|---|
| Expectation of Tangibility | Pearson Correlation | 1 | .803[**] | .695[**] | .693[**] | .622[**] |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Expectation of Reliability | Pearson Correlation | .803[**] | 1 | .701[**] | .699[**] | .669[**] |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Expectation of Responsiveness | Pearson Correlation | .695[**] | .701[**] | 1 | .996[**] | .791[**] |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Expectation of Assurance | Pearson Correlation | .693[**] | .699[**] | .996[**] | 1 | .789[**] |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Expectation of Empathy | Pearson Correlation | .622[**] | .669[**] | .791[**] | .789[**] | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 330 | 330 | 330 | 330 | 330 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | |

The above table shows the Correlation of various aspects of hotel service provided. The significant difference between Expectation of Reliability and Expectation of Tangibility is highly significant as the value is less than 0.05. The significant difference between Expectation of Responsiveness and Expectation of Tangibility is highly significant as the value is less than 0.05. The significant difference between Expectation of Assurance and Expectation of Tangibility is highly significant as the value is less than 0.05. The

significant difference between Expectation of Empathy and Expectation of Tangibility is highly significant as the value is less than 0.05.

## Table 6. 37 Descriptive Statistics

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Perception of Tangibility | 11.6000 | 3.17149 | 330 |
| Perception of Reliability | 11.9182 | 2.88840 | 330 |
| Perception of Responsiveness | 7.4061 | 2.11493 | 330 |
| Perception of Assurance | 10.2061 | 2.73110 | 330 |
| Perception of Empathy | 9.5364 | 2.59767 | 330 |

In the above table, descriptive Statistics is shown between various aspects of hotel service provided. The Mean of Perception of Tangibility is 11.6000. The Mean of Perception of Reliability is 11.9182. The Mean of Perception of Responsiveness is 7.4061. The Mean of Perception of Assurance is 10.2061. The Mean of Perception of Empathy is 9.5364.

## Table 6. 38 Correlations

| Correlations | | Perception of Tangibility | Perception of Reliability | Perception of Responsiveness | Perception of Assurance | Perception of Empathy |
|---|---|---|---|---|---|---|
| Perception of Tangibility | Pearson Correlation | 1 | .153** | .003 | .174** | -.054 |
| | Sig. (2-tailed) | | .005 | .963 | .002 | .329 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Perception of Reliability | Pearson Correlation | .153** | 1 | -.003 | .086 | -.082 |
| | Sig. (2-tailed) | .005 | | .957 | .118 | .137 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Perception of Responsiveness | Pearson Correlation | .003 | -.003 | 1 | .181** | .064 |
| | Sig. (2-tailed) | .963 | .957 | | .001 | .249 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Perception of Assurance | Pearson Correlation | .174** | .086 | .181** | 1 | .045 |
| | Sig. (2-tailed) | .002 | .118 | .001 | | .417 |
| | N | 330 | 330 | 330 | 330 | 330 |
| Perception of Empathy | Pearson Correlation | -.054 | -.082 | .064 | .045 | 1 |
| | Sig. (2-tailed) | .329 | .137 | .249 | .417 | |
| | N | 330 | 330 | 330 | 330 | 330 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | |

Table 6.38 indicates that the Correlation of various aspects of hotel service provided. The significant difference between Expectation of Reliability and Expectation of Tangibility is highly correlated at 95% confidence interval (correlation is significant at 0.01 level).

**H8: There is no significant relationship between the perception of hotel service quality between managers and guests.**

**Table 6. 39 Descriptive Statistics**

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Perception of Tangibility | 11.6000 | 3.17149 | 330 |
| Manager Perception of Tangibility | 19.7647 | .97014 | 17 |

The above table shows the descriptive statistics of the perception of hotel service quality between managers and guests. The mean of Perception of Tangibility is 11.6000 and the mean of Manager Perception of Tangibility is 19.7647.

**Table 6. 40 Correlations**

| Correlations | | Perception of Tangibility | Manager Perception of Tangibility |
|---|---|---|---|
| Perception of Tangibility | Pearson Correlation | 1 | -.144 |
| | Sig. (2-tailed) | | .581 |
| | N | 330 | 17 |
| Manager Perception of Tangibility | Pearson Correlation | -.144 | 1 |
| | Sig. (2-tailed) | .581 | |
| | N | 17 | 17 |

The above table define the correlation between the guest perception of tangibility and manager perception of tangibility. Both the perception shows no significant relationship with them because perception value is greater than 0.05 this show the statistically insignificant. The study by Nengovhela and Shambare (2018) Managers' perceptions of satisfaction were shown to be heavily impacted by tangibles. Guests, on the other hand, were seen to ascribe pleasure to both concrete and intangible characteristics, such as the attitudes of personnel and the 'ambience.'

**Table 6. 41 Descriptive Statistics**

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Perception of Reliability | 11.9182 | 2.88840 | 330 |
| Manager Perception of Reliability | 24.5882 | 1.17574 | 17 |

The descriptive statistical analysis between managers' and customers' perceptions of hotel service quality are shown in the table above. The mean of Perception of Reliability is 11.9182 and the mean of Manager Perception of Reliability is 24.5882.

**Table 6. 42 Correlations**

| Correlations | | Perception of Reliability | Manager Perception of Reliability |
|---|---|---|---|
| Perception of Reliability | Pearson Correlation | 1 | .235 |
| | Sig. (2-tailed) | | .365 |
| | N | 330 | 17 |
| Manager Perception of Reliability | Pearson Correlation | .235 | 1 |
| | Sig. (2-tailed) | .365 | |
| | N | 17 | 17 |

The above table define the correlation between the guest perception of reliability and manager perception of reliability. Both the perception shows no significant relationship with them because the perception value is greater than 0.05 this shows statistically insignificant.

**Table 6. 43 Descriptive Statistics**

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Perception of Responsiveness | 7.4061 | 2.11493 | 330 |
| Manager Perception of Responsiveness | 19.9412 | .24254 | 17 |

The descriptive statistical analysis between hotel management and customers' perceptions of service quality are shown in the table above. The mean of Perception of Responsiveness is 7.4061 and the mean of Manager Perception of Responsiveness is 19.9412.

**Table 6. 44 Correlations**

<table>
<tr><th colspan="5">Correlations</th></tr>
<tr><td colspan="2"></td><td>Perception of Responsiveness</td><td>Manager Perception of Responsiveness</td></tr>
<tr><td rowspan="3">Perception of Responsiveness</td><td>Pearson Correlation</td><td>1</td><td>-.152</td></tr>
<tr><td>Sig. (2-tailed)</td><td></td><td>.561</td></tr>
<tr><td>N</td><td>330</td><td>17</td></tr>
<tr><td rowspan="3">Manager Perception of Responsiveness</td><td>Pearson Correlation</td><td>-.152</td><td>1</td></tr>
<tr><td>Sig. (2-tailed)</td><td>.561</td><td></td></tr>
<tr><td>N</td><td>17</td><td>17</td></tr>
</table>

The above table defines the correlation between the guest Perception of Responsiveness and Manager Perception of Responsiveness. Both the perception shows no significant relationship with them because the perception value is greater than 0.05 this shows statistically insignificant.

**Table 6. 45 Descriptive Statistics**

<table>
<tr><th colspan="4">Descriptive Statistics</th></tr>
<tr><td></td><td>Mean</td><td>Std. Deviation</td><td>N</td></tr>
<tr><td>Perception of Assurance</td><td>10.2061</td><td>2.73110</td><td>330</td></tr>
<tr><td>Manager Perception of Assurance</td><td>19.7647</td><td>.97014</td><td>17</td></tr>
</table>

The descriptive statistical analysis between management and customers' perceptions of hotel service quality are shown in the table above. The mean of Perception of Assurance is 10.2061 and the mean of Manager Perception of Assurance is 19.7647.

**Table 6. 46 Correlations**

| Correlations | | Perception of Assurance | Manager Perception of Assurance |
|---|---|---|---|
| Perception of Assurance | Pearson Correlation | 1 | -.109 |
| | Sig. (2-tailed) | | .678 |
| | N | 330 | 17 |
| Manager Perception of Assurance | Pearson Correlation | -.109 | 1 |
| | Sig. (2-tailed) | .678 | |
| | N | 17 | 17 |

The above table defines the correlation between the guest Perception of Assurance and the Manager Perception of Assurance. Both the perception shows no significant relationship with them because the perception value is greater than 0.05 this shows statistically insignificant.

**Table 6. 47 Descriptive Test**

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | N |
| Perception of Empathy | 9.5364 | 2.59767 | 330 |
| Manager Perception of Empathy | 24.7059 | 1.21268 | 17 |

The above table shows the descriptive statistics of the perception of hotel service quality between managers and guests. The mean of Perception of Empathy is 9.5364 and the mean of Manager Perception of Empathy is 24.7059.

**Table 6. 48 Correlations**

| Correlations | | Perception of Empathy | Manager Perception of Empathy |
|---|---|---|---|
| Perception of Empathy | Pearson Correlation | 1 | -.037 |
| | Sig. (2-tailed) | | .888 |
| | N | 330 | 17 |
| Manager Perception of Empathy | Pearson Correlation | -.037 | 1 |
| | Sig. (2-tailed) | .888 | |
| | N | 17 | 17 |

The above table defines the correlation between the guest Perception of Empathy and the Manager Perception of Empathy. Both the perception shows no significant relationship with them because the perception value is greater than 0.05 which shows the statistically insignificant.

## 6.5   SUMMARY OF QUALITATIVE RESEARCH FINDINGS

Despite the fact that a lot of research on service quality have been conducted throughout the world, the focus on the subject has not waned. Because of its sensitivity, the issue of service quality has remained a popular emphasis. Furthermore, the growing tourist and hospitality industries add to the area's appeal. The literature analysis revealed that service quality in the hospitality and tourist business, with a focus on hotels, is still a difficult subject to master (Malik *et al.,* 2018; Kariru, 2014; Hossain, 2012; Dominici, 2010; Zakaria *et al.,* 2009; Tsang *et al.,* 2000; Kandampully *et al.,* 2000; Juwaheer *et al.,* 2003 and Mei *et al.,* 1999).

The study's goal was to determine the connection and variations between visitors' service quality expectations and perceptions. A comprehensive literature study was undertaken with the SERVQUAL (1988) paradigm in mind to attain this goal. Following a study of the literature, the researcher discovered that no model of service quality had been agreed upon by previous researchers as the best for evaluating hotel customers' service quality expectations and perceptions. Despite their inability to agree on a methodology, several experts used the SERVQUAL approach of Parasuraman *et al* (1985, 1988) for measuring hotel service quality. However, based on their history, environment, and cultural backgrounds, each researcher brought distinct factors to consider for service quality.

The challenges of measuring service quality remain on its nature and characteristics of being intangible, heterogeneous, inseparable, perishable, demand fluctuation and not statistically measurable (Kotler and Keller, 2009).  Researchers, therefore recommended the tangible aspect, although service quality its self is intangible in nature (Akbaba, 2006). Due to the improvement and rapid growth of technology, other scholars recommended for the provision of technological facilities. A Study of Chu and Choi (2000) were of that opinion.

In this study, the qualitative or exploratory approach revealed attributes that were not captured in the traditional SERVQUAL scale of 22 attributes. The new attributes which

were captured during the open-ended question or semi-structured interview are presented in Table 29.

**Table 6. 49 Summary of Attributes identified by Guest through Interviews**

| S/No. | DIMENSION | ATTRIBUTE |
|-------|-----------|-----------|
| 1. | TANGIBLES | i)     Complimentary international newspaper<br>ii)    Smoke/fire/heat detectors<br>iii)   Swimming pool<br>iv)   Halal menu identification<br>v)    Smoking lounge<br>vi)   Green rooms<br>vii)  Electronic devices like a hairdryer<br>viii) Leaking taps in rooms<br>ix)   Power outlets |
| 2. | RELIABILITY | i)   Safety training<br>ii)  Security training<br>iii) Problem-solving skills |
| 3. | RESPONSIVENESS | Power blackout |
| 4. | ASSURANCE | i)    Teamwork and soft skills<br>ii)   Communication problem<br>iii)  Current affairs knowledge<br>iv)  Interpersonal skills |
| 5. | EMPATHY | i)   Use of mobile phone<br>ii)  Begging for tip |

Although the qualitative data was cross-validated through quantitative, both findings revealed tourists in the three and four-star hotels were dissatisfied. Through observation, much of the blames were passed on to staff being less skilled, less creative in dealing with solving guests problems and less devoted to their work.

During the interview between researcher and managers had higher expectations, while having little concern for their employees' wellbeing. Service quality is labour intensive and involves direct contact with customers. If staff are not well remunerated or compensated that bitter feeling is passed on to the customers. The total overall dissatisfaction of customers was caused by this attitude of managers. Management practices form the basic culture of any organization, which then is conveyed to a workforce. That is why this study

did not limit itself to tourists. Even though the study's primary goal was to look at visitor expectations and opinions of quality service in Arusha, Kilimanjaro, and Manyara hotels, The researcher felt it was the right time and relevant to include managers.

Understanding why tourists are not satisfied would not only solve the whole value chain problem. Instead, it would have solved only halfway problem. The qualitative section of the research discovered discrepancies between consumer expectations and perceptions, as well as between customer expectations and management perspectives. The findings of this study are supported by previous studies on the quality of service in the hotel industry. The qualitative section proved that customers were dissatisfied with their verbal responses and that 67.7% responded they would return to the same hotel, whereas 26.3% responded they would return and 9% was undecided.

## 6.6    CHAPTER SUMMARY

Chapter 6 dealt with the data analysis of the study results. The acquired data was thoroughly examined in this chapter. The response rate was presented by all three groups of respondents that are the tourists, the managers, and the employees. Hotels were found to offer services below standard and let to tourists overall dissatisfaction. The analysis started with the qualitative part which was very detailed due to the nature of the interview. Thereafter descriptive and inferential statistics data was analyzed based on SERVQUAL tool. The chapter was finalized by a discussion of qualitative research findings. The next chapter will conclude the study and recommendations for future other uncovered areas of interest.

# CHAPTER 7

# CONCLUSION AND RECOMMENDATIONS

## 7.1    INTRODUCTION

Chapter seven presents the applicable theoretical implications of the study outcomes, likewise demonstrating the implications of prospective managerial applications, summary, conclusion, and recommendations are given. It is suggested that additional discussions and new possibilities be held, as well as the study's shortcomings be noted. The suggested recommendations with reference to the Tanzania Northern Tourism circuit will enhance service quality and therefore improve image and attractiveness.

## 7.2    CONCLUSION

i)   Tourists reserved comments about certain aspects of service reliability. They perceived those materials associated with the services offered are not appealing enough to attract them to choose such hotels when they come back for the second time.

ii)   I Hotel staff are constantly too preoccupied to reply to visitors' problems. As a result, travelers find it difficult to plan their time while waiting for specialized services. As a result, travellers are unable to catch up on appointments during their hotel stay.

iii)   Tourists withheld their opinions on whether they feel secure in all of their transactions and if hotel staff can be trusted.

iv)   Hotel staff have inadequate or no expertise on how to react to client inquiries. This is due to language barriers, a lack of readiness to address particular tourist problems, or a lack of knowledge.

v)   Tourists said hotels provided poor customer service. Particularly, they get just a fraction of the personal attention they need.

vi)   Expectations and actual perceptions of tangibility, dependability, responsiveness, assurance, and empathy varied significantly. Tourists had high expectations for these features, while their actual assessments were moderate, low, or extremely low.

vii) Tangibility and dependability have a large, favourable, and strong relationship. The more the perceived dependability, the more tangibility of the services offered. As a result, the tangibility of the services offered had a significant impact on perceived dependability.

viii) Responsiveness and tangibility have a considerable, favorable, and powerful relationship. The better the perceived responsiveness, the more tangible the services supplied are. As a result, perceived responsiveness might be boosted by tangibility of service quality.

ix) Responsiveness and dependability have a large, favorable, and strong relationship. The greater the perceived dependability of hotel services, the more responsive the hotel personnel become. As a result, perceived responsiveness might be boosted by responsiveness of high quality.

x) Given that the poll was done before to the Covid 19 epidemic, extra customer interaction points are likely to have a direct influence on customer satisfaction. As a result, customer service measuring criteria must be expanded in order to assess the effect of additional contact points on customer satisfaction.

## 7.3    THEORETICAL RESEARCH IMPLICATIONS

The thorough analysis of service quality process elements as demonstrated from empirical literature signifies some major theoretical implications are debated below:

i) The goals and hypotheses revealed that there is a large gap between service quality and consumer expectations. According to the data, there is a significant difference between customer happiness and service quality. As a consequence, if people are properly trained and motivated, and management meets the needs of both internal and external customers, fantastic tourist views may be enhanced. As a result, the findings contribute to the body of knowledge on customer service quality expectations and perceptions by establishing a linkage foundation for three aspects: service quality, employee and management relationships, and customer satisfaction, indicating a logical relationship between them. The research provides a measure of consumer satisfaction in Tanzanian hotels. Parasuraman et al's SERVQUAL model has received both favorable and negative feedback, and its validity has been questioned. According

to the findings, even if changed, the instrument still serves its function and offers useful data as a tool for gauging customer happiness.

ii) The findings exposed that SERVQUAL was relevant to the hotel industry context. This instrument was criticized in another service context. Therefore instead of recommending it as a universal instrument, composition of items may differ in sectors that are not related to hotel services. As it argued that what produces the right results in one area or industry might not be the same in another area or industry. Where SERVQUAL cannot be applied models like TQM or Balanced Score Card can be used instead. This proposition was recommended by the study of Becket and Brookes (2008).

## 7.4    PRACTICAL RESEARCH IMPLICATIONS

### 7.4.1  Managerial implications

The research discovered a strong link between service quality and client pleasure. All actors in the tourism and hotel business, including MNRT, hotel owners, managers, staff, tour operators, and others, are encouraged to apply the study's methodology. The challenge lies in the management where they are expected to know tourists needs. When managers likewise the hotel crew understand, it will be easier than to provide high-quality tourists experiences. In the same manner, managers need to be aware tourists are attached to individualized service elements. Given the dynamic nature of satisfaction data in preparing and organizing management strategies and very limited literature on this concept in Tanzania, these results have a great influence on the hospitality business in Tanzania.

Tourists' satisfaction in the hotel industry, is affected by multi-dimensional factors. Responsible authorities should, therefore, operate in a systematic and synergistic process so as to harness these factors and deliver positive quality experiences to the tourists. Those who operate the hotels should be part of the substantial improvement in the hotel industry. Maintenance and improvement of their hotel facilities as well as the employees' performance in order to ensure they maintain levels of satisfaction. The hotel industry is amongst industries which face stiff competition around the globe today, so the survival depends critically on its aptitude to produce and deliver greater tourists satisfaction and experiences.

Hotel managers need to have timeframe according to their hotel seasons to undertake periodic tourist satisfaction assessment. Services and problems can be improved through studying and measuring them. Better hotel performance can be achieved if managers are aware of this processes that can lead to the overall customer satisfaction. According to According to Akbaba (2006), in order to thrive in a competitive market, hotel managers must first understand their customers' needs, which would lead to improved performance.

Similarly, Akbaba (2006) emphasized the need of identifying the aspects that determine consumers' total pleasure. According to Hu, Kandampully, and Juwaheer (2009), the emphasis should not just be on enhancing customer happiness, but also on improving broad perceptions of service quality. Managers must recognize that focusing on one component is insufficient; they must also consider the perception aspect. Customers who enjoy the entire customer perceived value are more likely to return and become strong word-of-mouth ambassadors to others (Ramsaran-Fowdar, 2006)

Maintaining effective management practices has another impact on service quality, as hotel managers may derive and satisfy total client satisfaction. It's critical how they handle internal customers, such as staff, as well as consumer feedback. Managers must have a strategy in place to teach staff on the job (in-house training) and to create and sustain best practices. Performance evaluations should be completed on schedule, and comments should be offered. Bonuses, incentive systems, and other compensation packages should all be clearly disclosed and fairly awarded. If they are not adequately coordinated, the consequences will be passed on to consumers, tarnishing and distorting the whole goal and notion of service quality and total customer happiness.

The success of every business is determined on the feedback it gets from its clients. Hotel managers should not rely only on other media or third-party sources of information. They must have feedback collection methods in their hotels or on their websites. Hotel managers should provide obvious mechanisms such as a conspicuous suggestion box and an email address for the form presented in the rooms. It's a good idea if hotel managers ask guests to fill out surveys on how important service satisfaction is to them. These systems, if implemented, will have a substantial impact on service quality. Hotel management must recognize that feedback is data that helps them comprehend the link between their procedures and their results. Customer feedback serves as a kind of mirror. Some

consumer attributes, such as gender, age, employment, and reason for visit, may influence the interrelationships between how management functions.

It will be simple to identify how each of these factors influences views of service quality and performance if you are familiar with them. If managers are aware of this variance, it will be critical to their marketing strategy, segmentation, and the kind of service they deliver to their target clients. Customers are not all the same, and hotel management must recognize this. Each consumer is distinct and distinct from the next. So, if a problem emerges, they must not generalize the situation. They must work together to solve the problem without alluding to prior incidents of a similar character. Customers dislike being compared to others. Comparing may be seen as classifying them into previously unidentified issues. As a result, it should be dealt with as a distinct incident in the view of consumers.

Finally, managers must stay up with what is going on in the hotel sector, whether it is local, regional, or worldwide. This enables managers to understand a variety of difficulties relating to the hotel sector and consumer safety. An example is a visitor inspection in response to the terrorism danger and global drug concerns. Prior preparation in dealing with such incidents may keep the hotel premises secure from threats and violations of the law while fulfilling and maintaining service quality standards and perceptions.

### 7.4.2    Employee/Staff implications

The staff of the hotels needs to understand Tanzania has gone through many changes from the time it used to offer free education from primary school to university level. Due to several changes that started in the early 1980s when the government introduced IMF and World Bank backed Structural Adjustment Programmes (SAPs), there were changes in the provision of free education in higher levels. To date, the government through Higher Education Students' Loans Board is offering loans for higher degree programmes. From the findings only 32% of the employees were graduates. The market today is challenging and volatile. So the need for them to grow academically is undeniable. They will be exposed and equipped with new knowledge and skills. Experience and a mere certificate or diploma is a challenge.

Studies show that most of the tourists are educated and knowledgeable. Under such circumstances, the staff might feel they are ignored or demeaned. Education builds

confidence, improves soft skills and the ability to stand challenges. Employees of hotels should consider getting loans from HESLB for further studies. They can enrol in full time or with the Open University of Tanzania. Likewise, the firth government has been spearheading in insisting employers to hire people with good qualifications and who can deliver the best service. This being a challenge it is time for them to consider upgrading themselves, rather than complaining that the best paying and senior positions are provided to foreigners. This was also evidenced by the report as indicated here below:

> *"The tourism and hotel industry in Tanzania has significant hurdles in connecting its skill requirements to the shifting labor market. For generic talents, there is a widespread mismatch between demand and supply. All tourist sub-sectors have skill deficits in communication–multilingual and interpersonal skills (strong organizational, speaking, and public relations abilities); customer care; marketing and sales skills; innovation and creative skills; leadership and management skills; and basic ICT expertise. When opposed to those in supervisory and management positions, personnel at the operational level have a substantial skill gap." (*Anderson, 2015, page x).

All in all employees in the hotel industry should consider upgrading themselves rather than waiting for the government or employers to do that for them. Apart from Anderson report, various reports have highlighted the shortage of skilled labour in the country, with its 80% of the labour force being unskilled (Citizen, 2016).

### 7.4.3   Government implications

In order to control and protect the hotel industry services, the government of Tanzania needs to establish a regulatory authority with the determination of regulating the hotel service industry and related services. The recommended regulatory authority should have a legal obligation in regulating and overseeing the provisions of hotel industry service in Tanzania. For instance, this regulatory authority from time to time can organize quality inspection in these hotels etc. Inspections allow maintenance of good conduct of service quality in hotel operations, also in improving the client contentment.

## 7.5 JUSTIFICATION OF THE USE OF SERVQUAL MODEL IN THE STUDY

Historically the model was established by Parasuraman et al. (1985), later was modified in 1988. Before the researcher chose this model, the researcher had studied other models. The researcher decided to use this model because other models offered a general perspective and were confined to limited areas or specializations. The models had not considered the unique nature of other industry characteristics like a hotel. The same observation likewise is supported by Saleh and Ryan (1991) findings that other available models had failed to provide and prove reliable and valid measures. The models criticized Service quality Model but did not provide a way forward to improve it. Regardless of it not being perfect, but it allows modification or addition of attributes according to concerned industry studied. This, therefore, justified the use of the model and the relevant method for the study was by the use of mixed methodology.

## 7.6 CONTRIBUTION OF THE STUDY

This research was inspired by the investigator's curiosity in service industry particularly hotels. The researcher works and lives in Arusha, the region considered to be amongst the strongest tourism hub in URT. Being part of the people residing in Arusha, the researcher felt she had an obligation to contribute to the region's economy through research work. It was therefore vital to the researcher to add both to the academic and applied literature.

The contribution of this study has been both on the theoretical, academic and practical advancement of service quality expectations and perceptions of customers. The first part presents the contribution of the theoretical advancement:

i)   It contributes to the service quality literature by critically exploring and analyzing some of the key difficulties, with a focus on the Tanzanian three- and four-star hotel environment in the three areas of Arusha, Kilimanjaro, and Manyara, commonly known as the Northern Circuit. Customers/guests selected criteria that were relevant to the service providers or personnel. As a result, it was established that the hotel's workers lacked competitive skills and expertise. In order to fulfill the expectations of customers/guests, staff required to be well-trained in the field of service quality. Employees were found to be lacking in soft skills and restricted in their capacity to look beyond their daily tasks.

ii) This research contributes to a better understanding of the elements and obstacles that influence service quality.This was evidenced during the semi-structured interview with managers. The area of service quality was an area of study which has previously received very little attention, especially in Tanzania. The traditional SERVQUAL model had 22 attributes. During the course of interview other positive attributes positive namely Complimentary international newspaper, Smoke/fire/heat detectors, swimming pool, halal menu identification, smoking lounge, green rooms, electronic devices like hair drier, functioning tap water, power outlets, safety training to staff, security training to staff, stable power, soft skills, current affairs knowledge, use of mobile phones and staff begging for tips were contributions. The existence of these services or the negative attitudes in the hotel were observed to be relevant and of urgent need.

iii) The study has proved that SERVQUAL tool to be worthwhile. While using this model it wise to consider the context to be adopted and other variations that may arise. It is known in each country is different from the other. Therefore these differences make it important to observe how the application of this model will be relevant and be applied.

iv) This study went further by reviewing the literature on safety and security of a destination. This has turned out to be a very sensitive topic and concern to the prospective consumers into the tourism and hospitality industry around the globe. Consumers want to be assured or guaranteed of their security due to the rise of terrorism in the world. While main targets being tourists' most populous areas. However attractive and well equipped a destination may be, safety concerns have shown to be a prerequisite requirement in the tourism and hospitality industry. This was evidenced in the literature.

v) The research used a mixed-methods technique. This has shown the need of doing face-to-face interviews with both consumers and management. It gives you a thorough idea of each side's definition and service quality. There were both qualitative and quantitative methodologies used. As a result of the technique adopted, the research had a larger effect. The study had delivered a great and more diverse methodology compared to previous studies carried out elsewhere around the globe.

The use of mixed approach has proved to provide immediate responses and feelings from the customers and managers-staff.

vi) Findings from the qualitative interview and responses, add to the literature of service quality as they ascertain obstacles as perceived by all players of the hotel industry, which is a significant feature in appraising and understanding the multidimensional service value dynamics.

The following are examples of practical advancements in the literature on service quality expectations and perceptions:

i) Findings from other studies of similar sort were examined and analyzed, providing a more comprehensive picture of service quality in the hotel business.The findings of the study in the Northern Circuit of Tanzania has proved that there are service deficiencies. Therefore this study provides a room for improvement from the way the hotel services are designed, how employees are hired/recruited and the type of employees who are demanded in today's competitive environment. The market today wants employees who fast learners and who master and embrace both the stress and requirements of the technical and soft skills in the hotel industry.

SERVQUAL tool proved to be reliable in the Tanzania market, although it was used together with qualitative to meet and fit the purpose of the study.

## 7.7 LIMITATIONS OF THE STUDY

Despite the extensive empirical investigation, which sought to develop a process that could easily predict service quality by examining customer expectations and perceptions of tourists in the hotels of Arusha, Kilimanjaro, and Manyara, also known as the Northern Tourism Circuit, the study had a number of flaws. The study included the following limitations:

- The study's survey was unable to cover the whole nation of Tanzania, including both the mainland and the islands.It is due to the on-going hotel rating process. To date, the exercise has not been finalized. Furthermore, time and financial constraints contributed to the limitation. The surveyed Northern circuit is the leading destination and has somehow invested in the tourism industry rather than other tourism circuits of Tanzania.

- Taking into account the area of study was in the Northern regions of Tanzania, likewise, Tanzania being a third world country, it is possible some of the findings might be applicable to that context. Tanzanian culture and history may have a significant impact on service quality and customer happiness. If a study of the similar nature is carried elsewhere in the hotels of Tanzania may yield substantial inconsistency outcome. This study was centred towards three regions and hotels of three and four-star only. As the government is improving its policies in tourism and hotel industry, future studies can be dedicated to more regions.

- In defining and analysing the most significant factors in the hotel industry, the questionnaire was formulated using the five specific factors. Other criteria might perhaps be included in the evaluation of service quality expectations and perceptions. These factors could be compared in future empirical studies, as could not be administrated in this study and were not observed significantly.

- This study was conducted during low season and at the time when Tanzania was introducing Value Added Tax (VAT) to the tourism service. It was aimed at boosting the industry which was facing stiff competition from the region. In the previous regimes, tourism service was exempted from the VAT. So the tourism services were now subjected to 18% VAT. According to OBG, (2016):

  *"The European Travel Agents' and Tour Operators' Associations have also criticized the government. If the exemption is not renewed, the group, which represents 70,000 travel agencies and tour operators in 27 European countries, has threatened to rebook passengers to other African destinations, including Kenya, which does not levy VAT on tourism services."*

## 7.8 POLICY RECOMMENDATIONS

Considering the findings of the study, the researcher finds it is sensible good to make some policy recommendations to the governments and practitioners.

- As discussed earlier, the government of Tanzania should consider introducing a regulatory authority in place. The organ will be in charge of supervising hotel sector operations and associated activities.

- Regardless of the government's efforts to design appealing policies in the tourist and hotel sector, due to the changing nature of competition and business throughout the globe.Yet the industry has been experiencing a number of direct and indirect setbacks. In order to stimulate this industry, the government can consider issuing some incentives to hotel developers and operators in order to further stimulation into the hotel industry development.

- The government needs to consider fast-tracking the star rating exercise. This is a universal exercise, as guests are convinced of service quality when hotels are rated, although the criteria for star rating varies from region to region or country to country. Star rating is beneficial because it provides customers with the opportunity for searching for hotels that conform to their desired standards. While at the managerial level it creates a positive image as it portrays the quality of service offered to its customers.

## 7.9 RECOMMENDED AREAS FOR FURTHER RESEARCH

Given numerous issues that have been uncovered and the limitations presented by the study, this, therefore, brings into the limelight areas that may necessitate suggestions of future research. This area might offer a better awareness of the hotel industry in Tanzania for superior management and future achievement. The areas are as follow:

- Expanding the geographical outreach and include more regions of Tanzania or other tourism circuits likewise other hotel star levels like in the regions or zones of Zanzibar, Coastal Region, and Dar-es-Salaam etc. • This indicates that there is still a significant portion of the universe to be sampled in investigations. Furthermore, future research might uncover other choice variables that could be utilized to define service quality, with the results compared to the findings of this study. The study empirical results showed that service quality stood out the most important. There could be other factors which were not considered or compared, as could be administrated out were important in relation to the services of the hotels. It is therefore recommended such further factors can be tested.

- The focus of this study was on hotels i.e. accommodation which is just one aspect of the five aspects that make tourist destination. While other major dimensions of attraction, transport, infrastructure and supporting facilities were not the focus of this

area of study scope. • As a result, further research may be done to analyze visitors' expectations and perceptions of service quality in relation to the other aspects indicated. As a result, a full picture of client satisfaction with total tourist service experience would be available. This will help to provide a more comprehensive picture of service quality in the tourist business.

- Because this was a case study, it may have been done in a different way. This modification in design might be crucial in revealing whether there are differences in service quality perception and customer satisfaction expectations in the hotel business over time, as well as providing a source of more informed interpretations in future research.

- Finally, it would be noteworthy if an inquiry was conducted to assess hotel managers' opinions of service quality and how this is transmitted downstream. When managers were asked their understanding of that, they all responded positively. In practice, there was a gap in downward communication while the leadership style was not appreciated by the staff. It, therefore, signified that there were problems to be unearthed. This, therefore, could be done through a thorough and an in-depth study.

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# PROFILE OF RESEARCH SCHOLAR

Ms Hellen Emmanuel Meshack

Mobile: +255 784 263942

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**Academic Qualifications:**

- MBA Marketing (2002) at the University of Central England in Birmingham (UK)

- B. A. Sociology (1999) University of Madras (India)

- Diploma in International Relations and Diplomacy (1994) Centre for Foreign Relations and Diplomacy (Tanzania)

- Post Graduate Diploma Marketing of Services (2005) Maastricht School of Management (MSM) The Netherlands

**Publications:**

- Meshack, H. E. and Prusty, S. (2021). Service Quality, Satisfaction and Loyalty of Customers in Hotels: the Case of Northern Tanzania. *African Journal of Hospitality, Tourism and Leisure,* 10(4), pp.1430-1451.
- Meshack, H. E. and Prusty, S. (2020). Terrorism and Tourism in the hotel industry in Tanzania. A case of northern regions. *Int. J. Qualitative Research in Services,* 4(1) pp.1-19.
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**LIST OF APPENDICES**

### APPENDIX I: INTRODUCTION LETTER

# Institute of Accountancy Arusha

**P.O. Box 2798      Njiro Hill      ARUSHA      Tanzania**

Telephone:  255 27 254 9264 / 254 9405 / 254 9406

 Fax 255 027 254 9421        Email: iaa@iaa.ac.tz        Website: www.iaa.ac.tz

**From**

DATE **………………..**

      Ms Hellen Meshack -IAA/PF/339
      Institute of Accountancy Arusha (IAA)

**To**

      Hotel Manager
      P.O BOX …….
      ARUSHA

Dear Sir/ Madame,

**RE:    QUESTIONNAIRES ADMINISTRATION AT YOUR HOTEL**

Reference is made to the above heading**.**

My name is Hellen Meshack-Tanzanian National. I work as a lecturer at the Arusha Institute of Accountancy (IAA). At Galgotias University in India, I am now pursuing a PhD in Management. "Service Quality Expectations and Perceptions of Tourists: A Study on the Hotels of the Arusha, Kilimanjaro, and Manyara Regions," is the basis of my research. As a result, I respectfully urge that you allow me to perform my surveys in your hotel, as it has been sampled in my field of research. I pledge to work with you and follow your instructions. Only this research will make use of the information obtained. On your request, the study's findings will be made public.

Thanking you in advance

Hellen Meshack
Email: HMeshack@iaa.ac.tz
Mob:   +255 784 263 942

<div align="right">**NO**</div>

## SECTION I-    EXPECTATIONS

**Title:** "*Service Quality Expectations and Perceptions of Tourists: A Study on the Hotels of Arusha, Kilimanjaro and Manyara Regions*".

**Respected Guest,**
I humbly request you to identify your level of service quality satisfaction in this hotel. *Please **mark** (√)* in a relevant table below. The first sheet indicates your expectations. **What do you, expect from a hotel as a customer?** While the second questionnaire indicates your perceptions (after consumption).

### Part A:  General information

**Gender:**        **MALE**        …………..                    **FEMALE……………**

**Age:**            **TICK (√)** in age groups shown below

| | |
|---|---|
| **18 - 24** | |
| **25 - 44** | |
| **45 - 64** | |
| **65  and above** | |
| **60  and above** | |

**Occupation:**    **TICK (√)** according to your occupation shown below

| | |
|---|---|
| Student | |
| Those who are experts (e.g. lawyers, doctors, engineers) | |
| Self-employed | |
| Employees of the government (e.g. officers, policemen) | |
| A corporation's executive | |
| Others are (e.g. retired, housewives, labourers, etc.) | |

# Part B: Mark the relevant box

| Part B: Mark the relevant box | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Key: **1**=*strongly disagree;* **2**=*Disagree;* **3**=*Moderate;* **4**= *Agree;* **5**=*strongly agree* | | | | | | | | | | | |
| Tourists' EXPECTATIONS of Service Quality in hotel | | | | | | LIST OF ATTRIBUTES | Tourists' PERCEPTIONS of Service Quality in hotel | | | | |
| Q/N | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 |
| **1** | | | | | | TANGIBLES The equipment at a hotel will appear to be cutting-edge | | | | | |
| **2** | | | | | | A hotel's physical facilities should be pleasant to the eye. | | | | | |
| **3** | | | | | | Employees at a hotel should present themselves in a tidy manner | | | | | |
| **4** | | | | | | At a hotel, the documents related with the service (pamphlets or statements) should be attractive. | | | | | |
| **5** | | | | | | RELIABILITY When a hotel says it will accomplish something by a specific date, it should follow through. | | | | | |
| **6** | | | | | | A hotel's workers should be compassionate when it comes to resolving client issues. | | | | | |
| **7** | | | | | | A hotel's services should be done correctly the first time. | | | | | |
| **8** | | | | | | A hotel's services should be delivered on time. | | | | | |
| **9** | | | | | | The hotel should demand that all records be free of errors. | | | | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **10** | | | | | | RESPONSIVENESS<br>The hotel should inform customers of the precise time when services will be given | | | | | |
| **11** | | | | | | A hotel's employees should provide quick service | | | | | |
| **12** | | | | | | Employees at a hotel should constantly be eager to assist guests. | | | | | |
| **13** | | | | | | A hotel employee should never be too busy to reply to a guest's request. | | | | | |
| **14** | | | | | | ASSURANCE<br>Hotel personnel should behave in a way that gives clients trust. | | | | | |
| **15** | | | | | | A hotel's customers should feel secure in all of their transactions. | | | | | |
| **16** | | | | | | Customers should always be treated with respect by hotel workers. | | | | | |
| **17** | | | | | | Employees in a hotel should be able to answer queries from guests. | | | | | |
| **18** | | | | | | EMPATHY<br>Customers should be given particular attention by a hotel. | | | | | |
| **19** | | | | | | A hotel's working hours should be convenient for all of its guests. | | | | | |
| **20** | | | | | | A hotel's employees should pay close attention to its clients. | | | | | |
| **21** | | | | | | A hotel should prioritize the needs of its guests. | | | | | |
| **22** | | | | | | Hotel workers should be aware of their guests' special requirements. | | | | | |

**Part C:  SEMI STRUCTURED INTERVIEW**

1)     How would you rate this hotel service quality provision in relation to your expectations and experiences? If you were asked to rank or position this hotel out of 5. Where would you place this hotel? Reasons!

2)     If you had a chance for a "do-over" in this hotel, what would your advice be to the management or staff of the hotel to do differently? Reasons!

3)     If you are to come back to this region, will choose this hotel again?

NO

**STUDY TITLE: SERVICE QUALITY EXPECTATIONS AND PERCEPTIONS OF TOURISTS: A STUDY ON THE HOTELS OF ARUSHA, KILIMANJARO AND MANYARA REGIONS**

## Part A:  General information

**Gender:**     **MALE** ………….     **FEMALE** ……………

**Age:**     **TICK (√)** in age groups shown below

| | |
|---|---|
| **35 or less** | |
| **45 – 55** | |
| **56 – and above** | |
| **No response** | |

**Have a qualification in Management**

| | |
|---|---|
| **Yes** | |
| **No** | |
| **No response** | |

**Have hotel industry experience**

| | |
|---|---|
| **5 or less** | |
| **6 – 15** | |
| **16 – 25** | |
| **25 or above** | |
| **No response** | |

**Part B: Tick appropriate level of perception**

| Perception | Managers Level of Perception Importance to Service Quality by Hotel to the Tourists' | | | | |
|---|---|---|---|---|---|
| | Not important at all ⟷ Highly Important | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| TANGIBLES<br>1. The hotel's equipment appears to be current. | | | | | |
| 2. The physical aspects of the hotel are aesthetically pleasing. | | | | | |
| 3. Employees at the hotel's front desk are well-dressed. | | | | | |
| 4. At the hotel, service-related documents (such as pamphlets or statements) are attractive. | | | | | |
| 5. RELIABILITY<br>5. The hotel keeps its word when it says it will accomplish something by a specific time. | | | | | |
| 6. When guests have an issue, the hotel really wants to help them solve it. | | | | | |
| 7. The hotel provides excellent service the first time. | | | | | |
| 8. The hotel delivers its service at the time it says it would. | | | | | |
| 9. The hotel requires flawless records | | | | | |
| 5. RESPONSIVENESS<br>Hotel employees inform consumers of the precise time when services will be provided. | | | | | |
| 6. Hotel employees provide quick service to customers. | | | | | |
| 7. The hotel's employees are constantly eager to assist guests. | | | | | |
| 8. The hotel's employees are never too busy to reply to a customer's request. | | | | | |
| ASSURANCE<br>5. The hotel's workers' demeanor instills trust in guests. | | | | | |

| Perception | Managers Level of Perception Importance to Service Quality by Hotel to the Tourists' | | | | |
|---|---|---|---|---|---|
| | Not important at all ⟷ Highly Important | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| 6. Customers have a sense of security while dealing with your hotel. | | | | | |
| 7. Guests are always greeted with a smile by the hotel's workers. | | | | | |
| 8. Hotel staff are competent enough to address queries from visitors. | | | | | |
| EMPATHY<br>5. The hotel pays special attention to each guest. | | | | | |
| 6. The hotel offers hours of operation that are convenient for all of its guests. | | | | | |
| 7. The hotel employs individuals who give personalized service to guests. | | | | | |
| 8. The hotel prioritizes the needs of its guests. | | | | | |
| 9. The hotel's workers are aware of the demands of its guests. | | | | | |

Thank you for your support and cooperation.

## Part B:  SEMI STRUCTURED INTERVIEW

1) How do you see service quality and customer satisfaction in relation to employee performance? How can this relationship be improved?

2) When hiring new employees what criteria do you usually consider the best for your hotel?

**\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\***

# APPENDIX IV:    INTERVIEW CONSENT FORM

## Institute of Accountancy Arusha

P.O. Box 2798, Njiro Hill, Arusha, Tanzania
Telephone: 255 27 254 9605 / 254 9606 / 254 9264/ 254 9265       Telex: 50009 IAA TZ
Fax: 255 027 254 9421        Email: iaa@iaa.ac.tz        Website: www.iaa.ac.tz

### CONSENT FOR PARTICIPATION IN INTERVIEW RESEARCH

I ……………………………… volunteer to participate in a research conducted by Ms. Hellen E. Meshack of the Institute of Accountancy Arusha. My participation is voluntary. I will not be paid. I will not be identified by name in any reports using information obtained from this interview. As a contributor my confidentiality in the study will remain protected. I have read and understood the description provided to me.

_____          _____
Signature                                    Date


Hellen Emmanuel Meshack          _____
                                                  Signature & Date

## Institute of Accountancy Arusha

P.O. Box 2798, Njiro Hill, Arusha, Tanzania
Telephone: 255 27 254 9605 / 254 9606 / 254 9264/ 254 9265
Fax: 255 027 254 9421     Email: iaa@iaa.ac.tz     Website: www.iaa.ac.tz

IAA/BP/37                                    27th January, 2016

Director of Tourism,
Ministry of Natural Resources and Tourism,
Mpingo House,
40 Nyerere Road,
P. O. Box 15472,
DAR-ES-SALAAM,
TANZANIA

**RE:**    **INSTITUTE STAFF RESEARCH CLEARANCE**

The purpose of this letter is to introduce to you Ms Hellen E. Meshack who is our employee at the Institute of Accountancy Arusha (IAA) and who is at the moment conducting Ph.D. research. Our staff members undertake research as part of their employment/academic responsibility. The title of her research is "Service Quality Expectations and Perceptions of Tourists: A Study on the Hotels of Arusha, Kilimanjaro and Manyara Regions."

I request your office to grant the above mentioned member of our Institute academic community any help that may facilitate her to achieve her research objectives. We request you to accommodate her request by offering necessary support in the data collection through interview and help her with secondary data in connection to her research.

The period for which this permission has been granted is from 30 January 2016 to June 2016. In case of any enquiry, please do not hesitate to contact me through above provided addresses.

Yours sincerely,
INSTITUTE OF ACCOUNTANCY ARUSHA

Faraji Kasidi (Ph.D.)
FOR: RECTOR