**Hospitality Management in Nigeria improving service quality and growth satisfaction**

**Within three stars hotel in Lagos Nigeria**

A dissertation by

Zainab Bukola Ogundele

In partial completion of the award of

MSc International Hospitality and Tourism Management

I hereby declare that the dissertation submitted is wholly the work of

Zainab Bukola Ogundele

Any other contributors or sources have either been referenced in the prescribed manner or are listed in the acknowledgements together with the nature and scope of their contribution.’

Bournemouth University

Business School

2024

# DISSERTATION DECLARATION

I agree that, should the University wish to retain it for reference purposes, a copy of my dissertation may be held by Bournemouth University normally for a period of three academic years. I understand that once the retention period has expired my dissertation will be destroyed.

Confidentiality

I confirm that this dissertation does not contain information of a commercial or confidential nature or include personal information other than that which would normally be in the public domain unless the relevant permissions have been obtained. In particular, any information which identifies a particular individual’s religious or political beliefs, information relating to their health, ethnicity, criminal history, or gender, has been made anonymous, unless permission has been granted for its publication from the person to whom it relates.

Ethical and Health & Safety issues

I confirm that the on-line ethics checklist was completed and that any ethical considerations associated with the proposed research were discussed with my supervisor and an appropriate research strategy was developed which would take them into account. I also confirm that any potential health & safety risks associated with the proposed research were discussed with my supervisor and where necessary, appropriate precautions were documented, including an appropriate risk assessment.

Copyright

The copyright for this dissertation remains with me.

Requests for Information

I agree that this dissertation may be made available as the result of a request for information under the Freedom of Information Act.

Signed: xxxxxxxxxxxxxx

Name: Zainab Bukola Ogundele

Date: DD Month 2024

Programme: MSc International Hospitality and Tourism Management.

# ABSTRACT

# ACKNOWLEDGEMENT

I would like to take this opportunity to express my heartfelt gratitude to everyone who has

contributed to the successful completion of my dissertation.

First and foremost, I am immensely grateful to God for granting me the strength, guidance, and inspiration to pursue this research project. His infinite wisdom has been my constant source of motivation and inspiration throughout this journey.

I would like to extend my sincere appreciation to my supervisor xxxxxxxxxxxx, for his invaluable guidance, support, and mentorship throughout this project. His expertise and constructive feedback have been instrumental in shaping my research and bringing it to fruition.

I also wish to acknowledge the unwavering support of my parents and siblings. Their love, encouragement, and unwavering support have been a constant source of strength throughout my academic journey.

To my partner xxxxxxx, I am forever grateful for your love, patience, and support. Your unwavering belief in me has been a tremendous source of motivation, and I could not have completed this dissertation without your unwavering support.

I would also like to extend my appreciation to my friends - xxxxx, xxxxxxxx, xxxxxxxxxxxxx, xxxxxxxxx, and xxxxxxxxxxx. Thank you for your encouragement, support, and belief in me throughout this journey.

Finally, I acknowledge the support of everyone who has contributed to my academic and personal growth. Your support has been invaluable, and I am truly grateful for everything.

Thank you all.

# TABLE OF CONTENTS

[DISSERTATION DECLARATION 2](#_Toc175383320)

[ABSTRACT 3](#_Toc175383321)

[ACKNOWLEDGEMENT 4](#_Toc175383322)

[TABLE OF CONTENTS 5](#_Toc175383323)

[LIST OF FIGURES 8](#_Toc175383324)

[LIST OF TABLES 9](#_Toc175383325)

[LIST OF ABBREVIATIONS 10](#_Toc175383326)

[CHAPTER ONE 11](#_Toc175383327)

[INTRODUCTION 11](#_Toc175383328)

[1.1 Background of the Study 11](#_Toc175383329)

[1.2 Aim and objectives 13](#_Toc175383330)

[1.2.1 Aim 13](#_Toc175383331)

[1.2.2 Specific Objectives 13](#_Toc175383332)

[1.3 Study Rationale 13](#_Toc175383333)

[1.4 Structure of Dissertation 15](#_Toc175383334)

[CHAPTER TWO 16](#_Toc175383335)

[LITERATURE REVIEW 16](#_Toc175383336)

[2.1 Introduction 16](#_Toc175383337)

[2.2 Nigerian Hospitality Industry 16](#_Toc175383338)

[2.3 The Significance of Lagos as a Hospitality Hub 17](#_Toc175383339)

[2.4 Customer Satisfaction 18](#_Toc175383340)

[2.4.1 Customer Responses to Dissatisfaction and Customer Complaining Behavior 19](#_Toc175383341)

[2.5 Relationship between Service Quality and Customer Satisfaction 19](#_Toc175383342)

[2.6 Challenges of Service Quality 21](#_Toc175383343)

[2.6.1 Lack of Universal Approach 22](#_Toc175383344)

[2.6.2 Importance-Performance Analysis (IPA) 22](#_Toc175383345)

[2.6.3 Servqual 23](#_Toc175383346)

[2.6.4 Challenges and Criticisms of IPA 24](#_Toc175383347)

[2.7 Empirical Review 25](#_Toc175383348)

[2.5.1 Tangibles and Customer Satisfaction 25](#_Toc175383349)

[2.5.2 Reliability and Customer Satisfaction 25](#_Toc175383350)

[2.5.3 Responsiveness and Customer Satisfaction 26](#_Toc175383351)

[2.5.4 Assurance and Customer Satisfaction 27](#_Toc175383352)

[2.5.5 Empathy and Customer Satisfaction 28](#_Toc175383353)

[2.6 Summary of Knowledge Gap 28](#_Toc175383354)

[2.7 Conceptual Framework 29](#_Toc175383355)

[2. 8 Theoretical Framework 32](#_Toc175383356)

[2.8.1 Social Exchange Theory and Equity Theory 32](#_Toc175383357)

[2.8.2 Attribution Theory 33](#_Toc175383358)

[2.9 Research Questions 33](#_Toc175383359)

[CHAPTER THREE 34](#_Toc175383360)

[RESEARCH DESIGN AND METHODOLOGY 34](#_Toc175383361)

[3.0 Introduction 34](#_Toc175383362)

[3.1 Research Philosophy and approach 34](#_Toc175383363)

[3.2 Quantitative Research: A Deductive Perspective 35](#_Toc175383364)

[3.3 Data Collection Instruments and Procedure 36](#_Toc175383365)

[3.3.1 Research Design 36](#_Toc175383366)

[3.3.2 Questionnaire 36](#_Toc175383367)

[3**.**3.3Sampling and Access 37](#_Toc175383368)

[3.4 Addressing Ethical Consideration 38](#_Toc175383369)

[3.5 Data Analysis Methods 39](#_Toc175383370)

[REFERENCES 61](#_Toc175383371)

[APPENDIX I 74](#_Toc175383372)

[APPENDEX II 75](#_Toc175383373)

# LIST OF FIGURES

Figure 2.1: Conceptual Framework ………………………………………………………………………………………….29

Figure 4.1: Response Rate ………………………………………………………………………………………………….…….41

Figure 4.2: Gender Response ……………………………………………………………………………………….…….……42

Figure 4.3: Age Bracket ……………………………………………………………………………………….…………….…….43

Figure 4.4: Highest ……………………………………………………………………………………….…………….………..….44

Figure 4.5: Purpose of Visit …………………………………………………………………………..…………….………..….45

Figure 4.6: Number of times you eat out in a month…..………………………………..…………….………..….46

Figure 4.7: Rating of the services provided……………..…..……………..………………..…………….………..….47

# LIST OF TABLES

Table 4.1: Response Rate ………………………………………………………………………………………….……………..41

Table 4.2: Gender Response ………………………………………………………………………………………….…………42

Table 4.3: Age Bracket ………………………………………………………………………………………….………………….43

Table 4.4: Nationality ………………………………………………………………………………………….…………………..44

Table 4.5: Purpose of Visit ………………………………………………………………………………………..…………….44

Table 4.6: Number of times you eat out in a month….………………………………..…………….………….….46

Table 4.7: Rating of the services provided…………….…..………………………………..…………….………....….47

Table 4.2.2: Dimension of service delivery……………..…..………………………………..……….………..….48-50

Table 4.5.2: The joint effect of banking delivery and customer satisfaction on financial performance of money deposit banks……………..…..…………………………………..….54-55

# LIST OF ABBREVIATIONS

GDP - Gross Domestic Product

SERVQUAL – Service Quality

IPA – Importance Performance Analysis

ACSI - American Customer Satisfaction Index

ATM - Automated Teller Machine

SPSS - Statistical Package for the Social Sciences

BU - Bournemouth University

ANOVA – Analysis of Variance

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Service delivery is the primary business activity in the hotel sector when it comes to providing services to consumers. This significance is due to the high level of interaction between guests and hotel service providers. Service delivery can either succeed or fail. If service delivery fails and the issue is not addressed, it can drive hotels out of business. In a hotel setting, if an employee is inattentive or the guest’s expectations are not met, the customer experience can be deemed a failure (Zeithaml et al. 2019). Service failures are partly due to the inherent variability in services in various hotels, unlike the more standardised process of product manufacturing (Writz and Matilda 2013). In hospitality services, consumers' emotional and personal engagement is higher, making the impact of service failure more significant. Furthermore, the simultaneous production and consumption of services prevent pre-delivery quality inspections.

Considering that failures are inevitable in some cases, it is crucial for hotels to establish mechanisms for remedying these adverse events. According to Smith and Bolton (2016), service failure and recovery incidents represent pivotal moments that influence the relationship between the service provider and customers’ satisfaction. Ensuring that services meet the organisation's specifications and customer needs is a significant responsibility of the service provider. Positive service recovery may encourage customers to return or recommend the hotel to others. The hospitality industry in Nigeria, particularly in Lagos, has witnessed substantial growth in recent years. As service quality improves and guest preferences change, proactive measures to address service mishaps become necessary.

This study aims to investigate guest service delivery experiences and their reactions to the service quality provided in three-star hotels. The primary sources of satisfaction must be distinctly measured. Hoffman and Kelly (2018) stated that the outcome of service recovery, whether positive or negative, heavily influences the customer’s perception of the hotel. Therefore, resolving these issues necessitates a focus on service improvement strategies by the management of three-star hotels.

The hospitality sector is increasingly competitive (Gopi and Samat 2020). Hence, three-star hotels must refine their services and overall performance to meet the expectations of today's sophisticated customers. To maintain and increase their customer base, three-star hotels are constantly searching for innovative approaches, given the increasing expense associated with customer attrition. Evaluating service quality is thus vital to maintaining customer loyalty; this role is crucial and expected to become even more significant (Elvira and Shpetim 2016). According to Michel (2010), modern customers are cognizant of the importance of quality products and services, as well as their own rights as customers. Service quality is a crucial success factor in any service industry. However, achieving success heavily depends on performance in service delivery. Given that hospitality is the core business of three-star hotels, customers play a pivotal role in sustaining the business.

A principal contributor to customer satisfaction in three-star hotels is the degree of interaction between guests and frontline staff. Both parties must engage actively to ensure their respective needs and requirements are met (Kuenzel and Katsaris 2009). Moreover, since hotels are part of the hospitality services industry, the products they deliver are intangible, and the expected level of quality relies on customers' perceived expectations. Service failures are inevitable in the hotel industry due to the 'people factor,' which includes high levels of interaction between employees and guests, as well as the increasing demands of modern hotel guests. Service failure occurs when customer expectations are not fulfilled, indicating that the service provider has not met the anticipated service standard. Therefore, hotel management must excel in understanding and meeting customer demands. However, this cooperation necessitates that both parties work together to satisfy mutually desired outcomes. Poor communication and cooperation can lead to service failures due to unclear instructions for both customers and service providers.

(Vaerenbergh 2009) emphasises that since service failures are unavoidable, effective service recovery techniques are essential. Handling dissatisfied customers is challenging due to the frustration involved, necessitating effective strategies to retain them. Additionally, in three-star hotels, the service provider must respond promptly and accurately to rectify failures efficiently. This requires skills and knowledge to devise excellent recovery solutions. This study aims to contribute to the limited research on service quality and customer satisfaction in the hospitality industry.

## 1.2 Aim and objectives

### 1.2.1 Aim

The aim of the research is to examine the relationship between service quality and customers’ satisfaction on three start hotels in Lagos State Nigeria.

### 1.2.2 Specific Objectives

The study was guided by the following objectives.

1. To determine factors influencing customers’ satisfaction on three-star hotels in Lagos State Nigeria
2. To assess customers’ expectations of service quality in three-star hotels in Lagos State Nigeria
3. To investigate the relationship between service quality and customers satisfaction in three-star hotels in Lagos state Nigeria
4. To give managerial recommendation on strategy can help to boost service quality to meet up with customer’s satisfaction in Lagos State ‘3’ star hotels.

## 1.3 Study Rationale

The significance of investigating the factors influencing customer satisfaction and service quality in three-star hotels in Lagos State, Nigeria, is rooted in the critical role these elements play in the competitive dynamics of the hospitality industry. In a rapidly growing market like Lagos, where the hospitality sector is expanding in response to increasing tourism and business travel, understanding and meeting customer expectations are imperative for maintaining a competitive edge. The research question is particularly pertinent given the diverse clientele of three-star hotels, who often seek high-quality service at affordable prices. Prior studies have demonstrated that customer satisfaction in this sector is heavily influenced by factors such as room quality, staff behavior, and the overall ambiance of the hotel. These insights shows the necessity of tailoring hotel services to meet and exceed guest expectations, thereby fostering customer loyalty and repeat patronage, which are essential for long-term success in the hospitality industry.

Moreover, the research question is worth investigating as it addresses the gap between service quality perceptions and managerial strategies in the context of three-star hotels in Lagos State. While previous research has established the importance of service quality in determining customer satisfaction, there is a need for more localized studies that consider the unique cultural, social, and economic factors influencing customer expectations in Nigeria. By focusing on these variables, the research aims to provide actionable insights for hotel managers on how to enhance service quality effectively. This includes identifying the most impactful service quality dimensions, such as empathy and assurance, and developing strategies for staff training and customer engagement that align with the specific needs of the Lagos market. Therefore, this research not only contributes to the academic literature on hospitality management but also offers practical solutions for improving service quality and customer satisfaction, which are critical for the sustainable growth of the hotel industry in Nigeria.

The importance and relevance of the proposed study on service quality and guest satisfaction within three-star hotels in Lagos State, Nigeria, extend beyond the academic realm, impacting both the hospitality industry and broader societal development. Academically, this research addresses a significant gap in the literature by focusing on the Nigerian context, where the interplay between service quality and customer satisfaction has been underexplored. In doing so, it challenges the applicability of established service quality models, which are predominantly based on Western perspectives, to a diverse cultural and economic setting like Nigeria. This study's findings have the potential to advance the theoretical understanding of service quality in hospitality management by incorporating the unique socio-cultural dynamics of Lagos, thereby contributing to the global discourse on service management in emerging markets. Additionally, the research highlights the specific challenges faced by three-star hotels, which represent a significant portion of the market yet are often overlooked in favor of more luxurious establishments.

From a practical perspective, the study's relevance to society is profound, particularly in the context of Nigeria's growing hospitality sector. The insights garnered from this research can directly influence the strategies employed by hotel managers and owners, leading to tangible improvements in service quality and customer satisfaction. In an industry where customer loyalty is crucial for sustaining business success, the study's findings offer actionable recommendations that can help hotels increase their competitive advantage. Enhanced service quality can lead to a virtuous cycle of positive guest experiences, repeat business, and strong word-of-mouth referrals, ultimately contributing to the economic growth of the hospitality sector in Nigeria. Moreover, by equipping hotel staff with the knowledge and skills necessary to meet and exceed guest expectations, the study can help improve job performance and satisfaction, thereby fostering a more motivated and efficient workforce. In a broader societal context, the study contributes to Nigeria's economic development by supporting a key sector that generates employment, attracts foreign investment, and promotes tourism. Thus, the relevance of this study is not confined to academic circles but extends to practical applications that can significantly enhance the quality and sustainability of the hospitality industry in Nigeria.

Despite the extensive literature on hospitality management, significant gaps persist, particularly concerning three-star hotels in Lagos State, Nigeria. Current research often neglects this critical market segment, focusing instead on luxury or budget accommodations. Additionally, the interplay between service quality and customer satisfaction within the Nigerian context remains underexplored, with limited studies considering the cultural and socio-economic dynamics unique to this environment. Existing research fails to adequately address the specific expectations and experiences of guests in Lagos's three-star hotels, leaving a critical gap in understanding how service quality dimensions influence customer satisfaction in this setting. Moreover, there is a lack of empirical evidence on effective managerial strategies tailored to the needs of this segment. This study aims to bridge these gaps by providing a focused analysis of service quality factors, guest expectations, and management practices, thereby contributing to a more nuanced and culturally relevant understanding of the hospitality industry in Nigeria.

The study is poised to make substantial contributions to the field of hospitality management. By zeroing in on this often-overlooked market segment, the study will illuminate the unique challenges and opportunities faced by three-star hotels, offering critical insights into the applicability of service quality models within diverse cultural and economic settings. This focus will advance the understanding of how service quality dimensions impact customer satisfaction, particularly in developing countries like Nigeria, where existing literature is sparse. The study's findings will provide actionable strategies for hotel managers to enhance service quality and guest experiences, thereby informing policy decisions and refining management practices. Furthermore, by emphasizing the relationship between service excellence and customer loyalty, the research will underscore the role of high service standards in driving industry growth.

## 1.4 Structure of Dissertation

The following chapters constitute the study:

Chapter 1 presents the background of the study, the statement of the problem, research objectives, research questions, and the significance and scope of the study.

Chapter 2 reviews literature on the main concepts and discussions of major issues relevant to this study. It covers various applications of service quality, including delivery, recovery, and standards. The review identifies, compares, and acknowledges the contributions of several authors who have conducted related research over time.

Chapter 3 provides an outline of the methodologies used in conducting the study. It details what was done to achieve the objectives and provide answers to the research questions, the adopted methods, and the data collection process. Additionally, it describes the survey instrument used and Data analysis.

Chapter 4 covers the presentation of the research findings, providing answers to the research questions and achieving the research objectives. The analysis and interpretation of the data are presented in accordance with the study's methodology. The results obtained were used to provide feedback on the original research hypothesis.

Chapter 5 focuses on discussing the findings obtained from the research analysis. It includes recommendations based on the research findings and suggests areas for further research. The findings are discussed in relation to the research questions to evaluate whether they adequately address the questions posed. The chapter aims to demonstrate that the research questions have been answered and the research objectives accomplished.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

The literature review aims to critically analyze existing research on service quality and customer satisfaction, focusing on the hotel industry, particularly three-star establishments in Lagos State, Nigeria. This review examines various dimensions of service quality such as tangibles, reliability, responsiveness, assurance, and empathy and their influence on customer satisfaction. By synthesizing empirical studies and theoretical frameworks, it seeks to identify gaps in current knowledge and provide insights into how service quality dimensions impact customer experiences. The review also explores effective managerial strategies for enhancing service quality, contributing to improved customer satisfaction and competitive advantage in the hospitality sector.

## 2.2 Nigerian Hospitality Industry

The Nigerian hospitality industry is a dynamic and growing sector, driven by rising tourism, expanding business opportunities, and an expanding middle class. Lagos and Abuja, as major urban centers, serve as significant focal points, drawing in both local and global tourists. The industry encompasses a variety of services, including hotels, restaurants, and event management. Despite constraints such as regulatory hurdles and limited international investment, the sector has shown resilience, particularly post-pandemic, with occupancy rates recovering to pre-2020 levels.

The industry has experienced remarkable growth over the past decade, making a substantial contribution to the nation's economy. The sector has expanded due to increased urbanization and the rise of a burgeoning middle class, factors that have significantly driven demand for hospitality services. From 2019 to 2023, the industry is projected to grow at a rate of 12%, showing its resilience and potential for continued expansion (Ifediba et al. 2021). Despite its growth, the hospitality industry's contribution to Nigeria’s GDP, approximately 4.8%, implies that there is still much untapped potential, particularly when compared to global benchmarks (Sanni, 2009).

The rise in domestic and international tourism has been pivotal in propelling the Nigerian hospitality industry forward. Nigeria’s promotion of its cultural heritage and natural attractions has attracted tourists, while the growth of business travel, especially in major cities like Lagos and Abuja, has further fueled demand (Yusuff and Aliu 2019). Additionally, the increasing demand for domestic hospitality services has been driven by more Nigerians seeking local travel experiences, contributing to the sector’s growth (Akinyemi 2024). The influx of international hotel brands into the Nigerian market has intensified competition, compelling local establishments to enhance their service quality and adopt more sophisticated marketing strategies (Ifediba et al. 2021).

## 2.3 The Significance of Lagos as a Hospitality Hub

Lagos stands as a pivotal hub for Nigeria's hospitality industry, this position is driven by several critical factors that significantly influence the demand for hotel services, particularly in the three-star segment. As Nigeria's economic epicenter, Lagos attracts a substantial influx of business travelers, notably from multinational corporations in sectors such as oil and gas. This corporate demand is complemented by the city's rich cultural heritage and vibrant social scene, which draw leisure tourists and increase hotel occupancy (Alabi et al. 2013). Furthermore, the growing middle class in Lagos has spurred domestic travel, amplifying the demand for affordable yet quality accommodations (Adeola and Ezenwafor 2016). The presence of international hotel brands in the city also raises competition and service standards, this makes Lagos an appealing destination for both business and leisure travelers, thereby enhancing the appeal of three-star hotels that balance affordability with quality (Olabinjo 2020).

Lagos boasts a significant concentration of three-star hotels, which predominantly cater to business and budget-conscious travelers. As of recent estimates, there are approximately 2,247 hotels in Lagos, with three-star establishments forming a prominent segment due to their balance of affordability and quality services (Patrick et al. 2020). These hotels are more numerous than luxury five-star options, which are fewer in number and target a different market segment focused on high-end services (Pedro et al. 2024). The distribution of three-star hotels is particularly concentrated in commercial areas such as Ikeja and Victoria Island, reflecting the strong demand from business travelers (Tijani et al. 2012). This trend further supports the role of Lagos as a central hub in Nigeria's hospitality industry, accommodating diverse traveler needs.

The influx of international and domestic travelers to Lagos has markedly influenced the city's hospitality industry, driving both growth and diversification. Over the past decade, Lagos has experienced a 12% growth rate in its hospitality sector, fueled by increased urbanization and a rising middle class (Hotel Management Network 2024). The city's role as Nigeria's economic hub has attracted numerous business travelers, particularly from the oil and gas sector, increasing demand for three-star hotels that offer affordable yet essential amenities (Augusto & Co 2020). Additionally, the vibrant cultural and social scene has enhanced the appeal for leisure tourists, contributing to higher hotel occupancy rates (Makhudu 2017). Emerging trends include a rise in mid-range and budget hotels, driven by cost-conscious travelers, and the integration of health and safety protocols accelerated by the COVID-19 pandemic (Pedro et al. 2024; Boniface 2020).

## 2.4 Customer Satisfaction

The concept of customer satisfaction has been extensively studied since the early 1970s (Myers 1992). In recent years, it has become increasingly crucial for businesses due to more sophisticated customers and intense competition. Maintaining and building future with existing customers requires satisfying them during service delivery (Oliver and Swan 2002). However, while organizations strive to provide exceptional service, eliminating dissatisfaction is an unrealistic goal in service delivery (Collie et al. 2010). When dissatisfied, customers may respond in various ways, such as switching providers, voicing their concerns, or remaining loyal (Hirschman 2012).Resolving customer issues presents a chance to fix the problem and favourably shape future customer actions. Studying how organization handle service complaints enables managers to create better and more cost-effective ways to address conflicts, leading to increased customer loyalty and earnings.

According to recent research, most unsatisfied customers do not voice their concerns to the organization; only one in every 20 customers complains. Customers may refrain from complaining when they encounter a service failure due to various reasons, such as lack of time, unwillingness to complain, or the belief that the organisation will not address the issue. Consequently, service providers must encourage customers to seek redress; otherwise, customers may turn to competitors, contact third parties, or spread negative word-of-mouth (Downton 2012)

### 2.4.1 Customer Responses to Dissatisfaction and Customer Complaining Behavior

Hirschman’s theory of exit, voice, and loyalty (David 2010) explains the potential behavioural responses that dissatisfied customers may exhibit. Voice and exit represent active negative responses, while loyalty is considered a passive response (Boshoff, 2011). Individuals may choose to discontinue a business arrangement if the opportunity to voice their concerns does not lead to satisfactory changes (Boniface 2020). Devoted customers may persist in using a dissatisfactory product or service, believing that the situation will eventually get better (Boshoff, 2011).

The connection between the quality of service and customer satisfaction is a subject of ongoing debate. Some scholars have argued that service quality precedes customer satisfaction, while others believe the opposite is true. However, most of the recent research supports the view that service quality is a prerequisite for customer satisfaction (Landon, 2013). It is generally accepted that there is a positive relationship between the quality of service and customer satisfaction. Service quality is considered an attitude-related construct, distinct from, but closely linked to, satisfaction(Landon, 2013). Studies have shown that high-perceived service quality leads to increased customer satisfaction, and that the various dimensions of service quality are key factors influencing customer satisfaction (Singh, 2013). To improve customer satisfaction, organizations must focus on enhancing the different aspects of their service quality.

## 2.5 Relationship between Service Quality and Customer Satisfaction

According to (Zheng et al. 2012), some researchers argue that service quality is an antecedent of customer satisfaction, while others believe that satisfaction precedes service quality. However, most recent publications support the view that service quality is an antecedent to customer satisfaction (Singh and Singh 2018). Generally, it is accepted that a positive relationship exists between service quality and customer satisfaction (Obeng and Peter 2017). (Singla 2012) argues that service quality is an attitude related to, but distinct from, satisfaction. (De Figueiredo Marcos and De Matos Coelho 2021) proposed that high-perceived service quality leads to increased customer satisfaction, a conclusion supported by (Bhuian 2021) and (Teeroovengadum 2022). After studying the relationship between customer satisfaction and service quality, (Buba et al. 2024) concluded that a significant relationship exists between the two, identifying all dimensions of service quality as key factors influencing customer satisfaction.

The study suggested that to improve customer satisfaction, organizations need to enhance the dimensions of service quality. (Fasanmi 2021) studied service quality dimensions and customer satisfaction in the Nigerian telecommunications industry, establishing that all five-service quality dimensions positively impact customer satisfaction, with reliability having the highest impact and tangibility the least. He recommended improving and allocating more resources to all service quality dimensions since they positively affect customer satisfaction. (Pedro et al. 2024), in a study to determine the relationship between service quality and three-star hotel user satisfaction in Lagos Nigeria, found that service quality accounts for 73.9% of user satisfaction, with reliability contributing most to user satisfaction and empathy the least.

A recent study by (Azzam 2015) examined the impact of service quality on customer satisfaction in the Arab Hotel, Irbid City, Jordan. Utilizing the five-dimensional framework, the research found a positive correlation between high-quality services and increased customer satisfaction. The five service quality factors were found to significantly influence customer satisfaction. It is noteworthy that the current study, conducted in three-star hotels in Lagos State, Nigeria, involved a different customer demographic compared to the previous study. This diversity in settings and clientele highlights the importance of a tailored approach to understanding and enhancing service quality and customer satisfaction. The research delved into the satisfaction levels of customers in Syria's mobile telecommunications sector. Researchers gathered data from 600 mobile phone users in Damascus and Aleppo, employing a convenient sampling technique. Confirmatory factor analysis was used to examine the data, revealing a clear and meaningful connection between the quality of services provided and customer satisfaction.

Similarly, a study by (Olatokun and Ojo 2014) focused on the impact of mobile telecommunications service quality on customer satisfaction in Nigeria. Utilizing a survey approach, the researchers assessed customer satisfaction in Ibadan, employing a structure based on the SERVQUAL dimensions, which encompass reliability, responsiveness, assurance, empathy, and tangibility. A convenient sampling method was used to select 431 mobile telecommunications users, whose satisfaction levels were measured. The findings indicated that responsiveness, assurance, and empathy were significant factors in explaining customer satisfaction. These insights could assist regulatory authorities in developing policies that priority customer satisfaction.

The study conducted by (Lee and Cheng 2018) explored how customers in high-end hotels perceive the physical elements of service quality. The aim was to understand the relative significance of tangible service features in shaping diners' satisfaction within this dining segment. The researchers identified tangible service attributes and, through exploratory factor analysis, distinguished five underlying dimensions: presentation value, table aesthetics, sensory perceptions, hygiene purity etc.

## 2.6 Challenges of Service Quality

Service quality refers to the degree to which a service meets or exceeds customer expectations and is critical across various industries due to its direct impact on customer satisfaction, loyalty, and organizational profitability (Zeithaml et al., 2009). The key dimensions of service quality include reliability, responsiveness, assurance, empathy, and tangibility, which together contribute to positive customer experiences, repeat business, and enhanced brand reputation (Khan and Fasih 2014). As a result, businesses that maintain high service quality are more likely to achieve a competitive advantage and foster customer loyalty, ultimately leading to increased profitability and a stronger market position (Rane et al. 2023).

### 2.6.1 Lack of Universal Approach

The absence of a standardized method for measuring service quality is primarily due to the diverse and complex nature of services across different industries. Services are inherently intangible, heterogeneous, and often involve direct customer interaction, making it difficult to establish universal metrics that apply across all contexts (Grönroos 2024). This complexity is compounded by the subjective nature of service quality, which is influenced by individual perceptions and expectations (BMJ Quality & Safety 2024). As a result, various evaluation frameworks, such as SERVQUAL and customer satisfaction surveys, have been developed, each with their strengths and weaknesses (Parasuraman 1989). However, these frameworks may not be universally applicable, leading to a context-dependent choice of measurement tools (Hamer, 2003).

The lack of a universal approach significantly impacts both research and practice in service quality evaluation. In research, it creates inconsistencies in data collection and analysis, making it challenging to compare results across different studies and develop generalizable insights (Rane et al. 2023). This variability hinders the formation of a cohesive body of knowledge and complicates the development of best practices in service quality assessment (YachouAityassine et al. 2022). In practice, organizations struggle to identify areas for improvement without a common framework, resulting in inconsistent service delivery and customer experiences (Khan and Fasih 2014). The absence of standardized metrics limits the ability to benchmark performance effectively, potentially leading to missed opportunities for enhancing customer satisfaction and loyalty (Johnson et al. 2001).

### 2.6.2 Importance-Performance Analysis (IPA)

Importance-Performance Analysis (IPA) is a strategic tool widely utilized for evaluating service quality by assessing both the importance of various service attributes and the organization’s performance in delivering them. IPA operates by plotting these attributes on a two-dimensional grid, where the x-axis represents performance, and the y-axis represents importance. This visual representation is divided into four quadrants: "Keep Up the Good Work," "Concentrate Here," "Low Priority," and "Possible Overkill," which guide organizations in making strategic decisions to enhance service quality (Rane et al. 2023). By identifying areas that require attention and improvement, IPA enables organizations to prioritize resource allocation and optimize service management strategies (Martilla and James 1977). However, some researchers have criticized IPA, arguing that the measurement of attribute importance may not be static and could be influenced by changes in performance (Sampson and Showalter 1999).

The application of IPA spans various sectors, demonstrating its versatility in improving service quality. In the healthcare industry, IPA has been employed to assess patient satisfaction and pinpoint critical areas for enhancement in patient care (YachouAityassine et al. 2022). Similarly, in the hospitality sector, it has been used to prioritize service dimensions based on customer feedback, enabling managers to focus on key areas such as responsiveness and empathy (Dabestani et al. 2016). Universities have also utilized IPA to develop strategic plans aimed at improving student satisfaction by identifying areas where institutional performance may be lacking (Naz et al. 2023). Despite its benefits, IPA faces criticism regarding its methodology, particularly in terms of axis placement and the dynamic nature of importance, prompting researchers to propose alternative approaches and enhancements to the tool (Rita et al. 2019; Ormanovic et al. 2017).

### 2.6.3 Servqual

SERVQUAL is a widely recognized tool for measuring service quality, developed by Parasuraman, Zeithaml, and Berry in the 1980s. This model evaluates service quality by comparing customer expectations with their perceptions across five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman 1989). SERVQUAL’s structured and diagnostic approach allows organizations to identify specific service gaps, making it a valuable tool for understanding and enhancing service delivery (Zheng et al. 2012). Its significance lies in its ability to provide a detailed analysis of service quality, guiding businesses in pinpointing areas that need improvement to meet customer expectations effectively (Buttle 1996).

When compared to Importance-Performance Analysis (IPA), SERVQUAL offers a more in-depth evaluation by focusing on the discrepancies between what customers expect and what they perceive they receive (YachouAityassine et al. 2022). While SERVQUAL is primarily diagnostic, IPA aids in strategic decision-making by visually mapping the importance and performance of service attributes (Martilla and James 1977). IPA’s straightforward and easily interpretable format allows organizations to prioritize areas for improvement based on customer perceptions of importance and performance (Naz et al. 2023). Although both tools serve different purposes, combining them can provide a comprehensive evaluation, offering valuable insights for service quality enhancement (Haming et al. 2019).

### 2.6.4 Challenges and Criticisms of IPA

Importance-Performance Analysis (IPA) has been widely adopted as a service quality evaluation tool across various sectors, including higher education and healthcare. Despite its popularity, IPA faces significant credibility and consistency issues. One major concern is its reliance on subjective self-reported data, which can introduce biases and inconsistencies in the results (Llosa et al. 1998). Furthermore, the assumption that importance and performance are independent variables has been questioned, with studies indicating a potential correlation between the two (Matzler et al. 2004). Critics also argue that IPA lacks statistical rigor, as it primarily relies on graphical representations that may not offer deeper analytical insights (Çerri 2012). The arbitrary placement of axes in the IPA grid further complicates the interpretation of results, potentially affecting the prioritization of service improvements (Dabestani et al. 2016).

The simplicity of IPA, while offering practical value, may overlook the complexity of service quality dimensions, leading to oversimplified conclusions (YachouAityassine et al. 2022). This has sparked debates about the effectiveness of IPA, particularly in its potential to misguide strategic decisions if not used alongside more comprehensive tools (Martilla and James 1977). The visual representation provided by IPA can be misleading without the appropriate context, potentially resulting in inaccurate evaluations (Michel 2001). Studies by (Llosa et al. 1998) have contributed to this scrutiny by advocating for the integration of more robust statistical methods into service quality evaluations, thereby addressing IPA's limitations. Their work underscores the need for a more nuanced and multifaceted approach to service quality assessment, combining IPA with other evaluation techniques to enhance its validity and reliability.

Evaluating service quality remains a complex challenge, as researchers continue to grapple with the lack of a universally accepted approach. Two prominent tools used to analyze service quality, besides perception measurement, are Importance-Performance Analysis (IPA) and Servqual. IPA provides a visual representation of the relative importance of various attributes and the corresponding performance of the organization or destination. This technique can effectively pin areas for service quality enhancement, enabling policymakers to allocate resources and programs accordingly. However, the credibility and consistency of IPA have been subject to debate and scrutiny (Llosa et al. 1998).

## 2.7 Empirical Review

This section reviews research conducted by various scholars on service quality and customer satisfaction, focusing on studies that explore the relationship between different service quality dimensions and customer satisfaction.

### 2.7.1 Tangibles and Customer Satisfaction

The findings revealed a statistically significant causal relationship between the service factors and guests’' satisfaction in upscale hotel service delivery. In contrast, Santos (2016) emphasized the importance of both tangible and intangible aspects of service quality as perceived by customers and service providers across four different industries. Research on service quality in the hotel industry has provided valuable insights into the relationship between tangible and intangible aspects and their impact on customer perceptions. Another study examining consumers and providers across various service sectors found that the level of tangible components positively influences the perceived importance of the tangible dimension in service quality. This investigation focuses on consumers of three-star hotels in Lagos, Nigeria.

### 2.7.2 Reliability and Customer Satisfaction

The research by (Mohajerani and Miremadi 2012) delved into the significance of reliability and its influence on customer satisfaction within the hotel industry. The findings suggest that the tangible aspects of hotels, such as their design, equipment, and ambient conditions, play a crucial role in shaping customers' overall perceptions. Moreover, the intangible factors of empathy and assurance exhibited by hotel staff have a substantial impact on customers' overall perception of service quality. These studies highlight the intricate relationship between the tangible and intangible elements of service quality, and how they profoundly shape customer experiences and loyalty within the hotel industry.

The study by (Omar et al. 2015) examined the impact of service quality reliability on customer satisfaction among Libyan e-commerce customers. The research aimed to understand how the reliability component of e-commerce affects customer satisfaction in Libya. Through customer surveys, the study revealed a strong correlation between service quality (reliability) and customer satisfaction. In the context of e-commerce, reliability was defined as the website's ability to accurately fulfil orders, deliver promptly, and maintain the security of personal information. While Omar's research focused on Libyan e-commerce customers, the current study investigates hotel customers in three-star establishments.

Furthermore, (Gagnon and Roh 2008) evaluated the influence of customization and reliability on customer satisfaction in three-star hotels. The study investigated the connection between customers' views of reliability, personalization, general quality, and fulfilment levels in the U.S. hotel industry. Analysing data from the American Customer Satisfaction Index (ACSI), the researchers found that hotel visitors in the United States were generally content with the overall standard of their lodgings. The results suggested that general quality, personalization, and reliability all substantially contributed to increasing customer satisfaction.

(Galetzka et al. 2006) explored how the validity and reliability of services affected customer satisfaction across different service types, including search, experience, and credence services. They manipulated these service attributes in simulated encounters and measure satisfaction through surveys. Their findings revealed that for search services, both validity and reliability independently influenced customer satisfaction. However, for experience services, both were necessary conditions for satisfaction. Interestingly, for credence services, validity had no impact, but reliability had a profound effect on satisfaction. In contrast, the current study focused on three-star hotels.

### 2.7.3 Responsiveness and Customer Satisfaction

This section examines the connection between a Hotel's responsiveness and its impact on customer satisfaction across various regions and industries. (Pandey and Devasagayam 2010) investigated responsiveness as a precursor to satisfaction and referrals in financial services marketing. Their researched with over 9,000 customers of a multinational hotel operating the emerging Indian economy, provided empirical evidence suggesting that responsiveness to customer inquiries and complaints might be a strong driver of customer satisfaction, regardless of the resolution outcome.

(Iberahim et al. 2016) conducted a comprehensive study to examine the level of satisfaction regarding the dependability and responsiveness of self-service technology for hotel guests. The research aimed to assess the current quality of ATM services at a major Malaysian hotel, explore the link between ATM service reliability, responsiveness, and customer satisfaction, and identify areas for service improvement. The study gathered data through a survey of 271 respondents and direct observations at the ATM service point. Using SPSS for data analysis, the results revealed that three out of the four service quality dimensions – consistency, dependability, and timeliness – are crucial for maximizing customer satisfaction. While this current study focused on service quality and customer satisfaction, previous research had primarily concentrated on customer satisfaction alone.

### 2.7.4 Assurance and Customer Satisfaction

This section explores the intricate relationship between assurance and its impact on customer satisfaction, encompassing various geographic regions and industry sectors. A study by (Rachman 2017) delved into the effects of physical evidence and service assurance on customer satisfaction and loyalty within the car rental industry (PT Pusaka Prima Transport Cases). Utilizing a descriptive analysis method, including multiple regression and a survey of 107 consumers, the findings revealed a significant 42% influence of these factors. Remarkably, 18.40% of customer happiness was attributed to reliable service, while 64.8% was linked to customer satisfaction, ultimately leading to loyalty.

Shifting the focus, (Park et al. 2010) investigate connection between third-party assurance seals, customer satisfaction, and repeat-purchase intention in an online setting. Their research suggests that when vendors offer these seals, intended to alleviate customer concerns, it can result higher overall satisfaction and a greater likelihood of repeat purchases. Furthermore, the study found that customers tend to be less to the service performance of vendors who provide these seals, compared to those who do not. The previous studies delve into how diverse strategies for handling client anxieties can sway contentment levels. In contrast, this research concentrates on the of various service excellence facets on client satisfaction.

### 2.7.5 Empathy and Customer Satisfaction

The study undertaken by (Ye et al. 2017) examines the long-term impact of empathy and responsiveness, utilizing 24 quarters of patient satisfaction data and financial records from 25 medical units in a large healthcare institution. The results showed that diminishing empathy and responsiveness enables organizations to trim expenditures, leading to productivity gains. Yet, this approach has a lasting detrimental effect on client satisfaction, ultimately undermining profitability in the end. This inquiry was conducted in the healthcare domain, while the present study took place at three-star hotels.

(Bahadur et al. 2018) explored the indirect impact of employee compassion on client loyalty and its consequences intervening factors such as client emotional commitment, perceived service quality, and client satisfaction. The study concentrated on employee-client interactions and gathered data through an online survey of 360 active telecommunication service users in Anhui, China. The findings revealed that environmental education had a favourable and indirect impact on client loyalty and positive behaviours, like sharing positive word-of-mouth and expressing intentions to make repeat purchases. the economic landscape, China stands as an advanced nation, whereas the focus of this study rests on Lagos, Nigeria, a developing economy, presenting a stark contrast in their respective stages of economic progress.

## 2.8 Summary of Knowledge Gap

Understanding service quality dimensions in the hotel industry is vital for various stakeholders, including hotel managers, policymakers, and customers. While existing research has examined aspects of service quality in various sectors, the unique dynamics of the hotel industry where customer experiences are intricately tied to service delivery require a focused analysis. Specifically, three-star hotels in Lagos State, Nigeria, face increasing competition and evolving customer expectations, making it essential to identify the key service quality factors that influence customer satisfaction (Omar 2015; Lee et al. 2016; Pandey & Devasagayam 2010; Rachman 2017; Bahadur et al. 2018). This research aims to provide actionable insights that can enhance service quality management, inform policy decisions, and ultimately improve customer experiences within this specific sector.

Addressing the identified research gaps is crucial for advancing both academic knowledge and practical applications in the hotel industry. By investigating how specific service quality dimensions such as Service Quality, Perceived Quality, and Service Encounter affect customer satisfaction, this study can provide hotel managers with evidence-based strategies to enhance service delivery (Olakutan & Ojo, 2016; Omar, 2015). Moreover, it contributes to the broader academic discourse by offering new perspectives on service quality in the hotel industry, particularly in a developing economy like Nigeria. This research not only fills a critical gap in the literature but also has the potential to drive improvements in customer satisfaction, leading to increased customer loyalty and competitive advantage for hotels

The research is well-grounded in a positivist research philosophy and employs a quantitative, deductive approach, ensuring its feasibility and rigor. A descriptive research design is adopted, targeting a representative sample of 120 guests from three-star hotels in Lagos State. The study uses structured questionnaires to collect data, ensuring both validity and reliability through pre-testing and ethical adherence, including participant consent and confidentiality. Data analysis will be conducted using SPSS software, facilitating a robust examination of the relationships between service quality dimensions and customer satisfaction. This methodological approach ensures that the research is systematically planned and executable, contributing valuable insights to the field.

## 2.9 Conceptual Framework

This highlights the relationship between dependent and independent variables.

**Figure 2.1 Conceptual Framework**

**Independent Variables Dependent Variable**

Service Encounters

Perceived Quality

Service Quality

Service Delivery on customer satisfaction

**Source: Author (2024)**

The presented model focuses on assessing service quality in the hospitality industry using the SERVQUAL framework, which identifies service quality gaps by comparing customer expectations with actual experiences. It evaluates five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. By quantifying these differences, the model helps identify areas for improvement, aiming to enhance overall customer satisfaction. The framework emphasizes the importance of consistent service delivery and effective service recovery strategies in maintaining customer loyalty and satisfaction, particularly in environments with high interaction levels like hotels. It serves as a guide for hotel managers to refine service quality and improve guest experiences.

The model developed by (Zeithaml et al. 2009) serves as a useful tool for identifying service quality deficiencies and guiding the research. The SERVQUAL model suggests that customers evaluate a hotel’s service quality by comparing their expectations to their actual experience. This assessment is quantified by measuring customer expectations and perceptions, with the quality gap (Q) calculated as the difference between perception (P) and expectation (E), or P-E=Q. Summing all the quality gaps provides an overall rating that indicates the relative importance of different service quality dimensions in shaping customers' overall impressions.

SERVQUAL is a standardized tool used across various industries to evaluate service quality. The SERVQUAL questionnaire consists of two sections: one measuring expected service and the other measuring perceived service. It includes 22 Likert-type items covering five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Customers rate both their expectations of excellent service and their perceptions of the actual service delivered using a 5-point scale. This allows for the identification of any discrepancies between what customers expect and what they experience. SERVQUAL score represents the average of the calculated differences between the anticipated and the experienced levels of service quality. This metric captures the divergence between customers' expectations and their actual perceptions, allowing organizations to identify areas for improvement and enhance the overall service experience.

Disruptions in service delivery can leave customers dissatisfied when the experience falls short of their expectations. Due to the complex and variable nature of services, various factors, both human and non-human, can lead to service failures that require corrective action, such as refunds, exchanges, repairs, or apologies. Inconsistencies in service performance, a common challenge in the service industry, are a significant contributor to these breakdowns. While service failures are unavoidable, proactive management efforts to ensure reliable and high-quality service can help minimize their occurrence. Customers often assess the quality of a service based on its dependability and accuracy, emphasizing the importance of delivering on promised service standards.

Consistent service delivery is essential for a firm's credibility. While friendly staff and apologies can be appreciated, they cannot make up for unreliable service. Even if customers receive an apology, the memory of the service failure remains. If a pattern of service lapses emerges, customers will conclude that the firm is not dependable, regardless of staff amiability or apologetic attitudes. Consequently, service providers must prioritize enhancing service reliability.

In the hospitality industry, service delivery breakdowns can manifest in various ways. For instance, a guest (Mr. Patrick) may be warmly welcomed and presented with a menu, but while he peruses it, the server may attend to another guest (Miss Tabby) who is ready to order. If Mr. Patrick is in a hurry and his order is not taken promptly, he may become impatient and dissatisfied with the delay - a service delivery failure. Such instances are human-controlled and can be quickly rectified through management policies, training, and employee responsiveness. Nonetheless, naturally occurring events can also lead to service delivery failures, which involve minimal or no human intervention, often resulting from natural disasters.

Nature's unexpected intrusion can disrupt the tranquillity of a dining experience, as seen in cases where wind blows debris onto the tables while guests are enjoying their meals. Although this occurrence is beyond human control, proactive measures like wind barriers and collection devices should be implemented in areas prone to such disturbances. In such situations, staff members would promptly relocate the patrons and offer sincere apologies, this incident would still be categorized as a service failure (Zemke & Bell, 2013).

To have the idea of the Service Pivotal Interaction there is a need for hotels managers to Understand Consumer Responses, because Interactions between customers and businesses are fundamental in comprehending how consumers react to service failures and recovery. Each encounter, whether via phone, email, or in-person, constitutes a service experience that collectively shapes the customer-Hotel relationship. Consequently, effectively managing and monitoring these interactions is crucial for customer satisfaction (Bitner et al. 2010). Customers have specific expectations for each service encounter, and their satisfaction hinges on how well these expectations are met. These expectations are influenced by factors such as prior experiences, advertising, word-of-mouth, and personal needs (Michel 2001).

To understand how consumers will respond to compensation and their willingness to return, it is essential to first grasp their expectations leading up to the service failure and their preconceived notions of effective recovery strategies. Research indicates that when a service failure is handled appropriately by the Hotel, consumers are more likely to be satisfied with the outcome, as the primary cause of dissatisfaction is not the failure itself, but the failure to respond effectively (Bitner et al. 2010). Customers who voice their discontent to the service provider will determine their post-recovery satisfaction based on their perception of fairness. This can result in either positive outcomes, like a desire to repurchase or recommend the service, or negative behaviours (Blodgett et al. 2016; Kim and Lee 2011). The customer's assessment of how fairly they were treated during the recovery process will shape their future interactions and loyalty towards the service provider (Kim and Lee 2011).

## 2. 10 Theoretical Framework

### 2.10.1 Social Exchange Theory and Equity Theory

Researchers have explored how customers evaluate service recovery efforts by applying social exchange theory and equity theory. These frameworks suggest that the exchange relationship should be balanced and fair for both parties. From this perspective, the consumer-provider relationship is seen to have a mutual relationship. In the context of service delivery and consumption, customers often perceive injustice when their experiences do not align with their expectations or established standards (Oliver, 2011). Service failures can represent economic losses (e.g., money, time) and/or social losses (e.g., status, esteem) for customers within the exchange. Consequently, customers view these failures as an imbalance and will seek to restore equity through their post-service actions (Lapidus and Pinkerton, 2014). Service providers attempt to reestablish balance by offering customers economic compensation (e.g., discounts) or social resources (e.g., apologies) (Smith et al., 2016). Ultimately, the perceived equity or inequity of a customer's inputs compared to their received outputs determines their sense of justice, which then shapes their satisfaction or dissatisfaction (Andreassen, 2010).

### 2.10.2 Attribution Theory

Customers' beliefs about the reasons behind event influence their subsequent emotions, attitudes, and behaviours. These causal attributions have three key dimensions: stability, origin, and controllability (Swanson and Kelley 2001; Weiner 1985). Attribution theory has been used to explain how customers respond to quality-of-service delivery and service failures. Research highlights the mediating roles of these attribution factors. Generally, dissatisfied customers are more likely to switch and spread negative word-of-mouth if they believe the issue has an external cause, is likely to persist, and is within the provider's control, compared to those who see the problem as temporary and uncontrollable (Folkes 1984).

## 2.11 Research Questions

The study sought to answer the following research questions.

1. What are the factors influencing customers’ satisfaction in three-star hotels in Lagos state Nigeria?
2. What are the customers’ expectations of service quality in three-star hotels in Lagos State Nigeria?
3. What is the relationship between service quality and customers’ satisfaction in three-star hotels in Lagos state Nigeria?
4. What is the managerial strategy that can help to boost service quality to meet up with customers’ satisfaction in Lagos State ‘3’ star hotels?

# CHAPTER THREE

# RESEARCH DESIGN AND METHODOLOGY

## 3.0 Introduction

This section outlines the research approach and methods employed in the study. Participant responses were obtained, and data was collected through a survey questionnaire. The chapter is divided into six parts: research approach, target audience, design, data collection tools, ethical considerations, and data analysis methods. Generally, this specifically refers to the broad guidelines for inquiry that form the foundation of a study's underlying theoretical and philosophical presumptions.

## 3.1 Research Philosophy and approach

The foundation of this investigation lies in the philosophical approach to research. (Saunders et al. 2019) define research philosophy as the way in which knowledge is developed and understood. For this study, a positivist stance, which (Bell et al. 2019) describe as an objectivist-based epistemological position is adopted. (Saunders et al. 2019) assert that reliable knowledge can only be derived from observable phenomena. (Sekaran and Bougie 2016) argue that positivist philosophy enables researchers to uncover truths, forecast outcomes, and exert control over these realities. The positivist method, as outlined by (Saunders et al. 2019), involves operating within a tangible social reality and generating generalizations akin to natural laws, much like those found in the scientific and physical disciplines. In a positivist framework, data collection often involves survey techniques or observation of occurrences (Bell et al. 2019).

The current study follows a deductive approach, building on the well-established concept of source trustworthiness proposed by Ohanian (Saunders et al. 2019). The concept of source trustworthiness refers to the perceived credibility and reliability of a source providing information. This concept emphasizes that consumers are more likely to accept and act upon information from sources they deem trustworthy. Trustworthiness is typically evaluated based on three dimensions: expertise, trustworthiness, and attractiveness. These dimensions influence how consumers perceive and respond to marketing communications, ultimately affecting their decision-making processes and behaviours. Understanding source trustworthiness is crucial for researchers and practitioners in developing effective communication strategies that resonate with target audiences and foster positive relationships (Saunders et al., 2019).

Given the study's focus on clarifying the connections between variables like service quality, service delivery, and customer satisfaction, an explanatory research design is deemed appropriate. This study conducted explanatory research to examine the causal relationships between variables, specifically how service delivery in three-star hotels impacts customer satisfaction in Lagos State, Nigeria. According to (Saunders et al. 2019) explanatory research seeks to clarify the reasons behind observed phenomena, enhancing understanding of underlying dynamics. Additionally, the research seeks to investigate the service quality of the hotels under consideration.

## 3.2 Quantitative Research: A Deductive Perspective

A deductive approach is inherently linked to a quantitative research methodology (Greener 2008). Quantitative research is characterized by an objectivist perspective on social reality, a deductive reasoning process, the collection of numerical data, and the application of a natural science approach (Bell et al. 2019). Quantitative research emphasizes the use of statistical methods to uncover relationships between different factors. This approach aims to analyze numerical data systematically, seeking to identify patterns and trends that can provide insights into the topic under investigation (Dudovskiy 2019).

Quantitative research has numerous benefits, making it an invaluable tool for scholars. First, it makes use of statistical data analysis, which conserves resources and time (Bell et al. 2019). By emphasizing numerical data and figures, quantitative research improves the study's scientific rigor (Bell et al. 2019). Researchers can speed up interpreting results by employing statistical software such as SPSS to evaluate data in an effective manner (Gorard et al. 2001; Connolly 2007).

The scientific foundation of quantitative research makes generalization easier. Larger groups can benefit from extrapolating findings from interactions with one group (Trierweiler and Stricker 1998). For example, examining how students are taught to solve problems in a particular classroom might reveal larger social trends and patterns (Shank et al. 2015; Cohen et al. 2017). Replicability is another important advantage of quantitative research. The utilization of hypothesis testing guarantees well-defined protocols and goals, facilitating the uniform replication of research (Litchman 2013). According to (Shank et al. 2015), this quality raises the legitimacy of study findings and encourages trust in their dependability.

## 3.3 Data Collection Instruments and Procedure

### 3.3.1 Research Design

The overall blueprint and organization of the investigation, crafted to address the research queries, is known as the research design. This study will adopt a descriptive research design, as stated by (Mugenda and Mugenda 1999). Descriptive research design portrays and reports the current situation, presenting the facts as they stand; consequently, if another individual replicates the study now, the circumstances would be discovered as described.

### 3.3.2 Questionnaire

The primary data collection method in this study is a questionnaire, a systematic tool for gathering information efficiently. The questionnaire was meticulously designed to capture both quantitative and qualitative data. It includes a combination of open-ended and closed-ended questions, allowing respondents to express their perspectives in detail while also providing structured responses. This approach ensures a comprehensive understanding of the respondents' views on service quality dimensions, particularly in the context of three-star hotels in Lagos State, Nigeria. The inclusion of open-ended questions enables respondents to elaborate on their experiences, offering unique insights into their satisfaction levels.

The questionnaire was self-designed, drawing on themes identified in the literature review and existing studies on service quality by Omar et al. (2015), Lee and Cheng (2018), and Bahadur et al. (2018). These studies highlighted various dimensions of service quality, such as Service Delivery, Perceived Service, Service Quality, and Service Encounter, which were carefully incorporated into the questionnaire. The focus was on capturing the specific service environment of three-star hotels, ensuring that the questions were relevant and specific to this setting. The use of a Likert scale format allowed respondents to rate their level of agreement with various statements, making it easier to quantify their satisfaction levels.

A pilot test was conducted with a small sample like the study population. This is to ensure the questionnaire's validity. This pre-testing phase was crucial for refining the questions, ensuring clarity and accuracy in measuring the intended constructs. Feedback from industry experts was also incorporated during the questionnaire design and testing stage, further enhancing the questionnaire's relevance and effectiveness. The instrument was designed to be straightforward and easy to understand, minimizing the risk of misinterpretation and ensuring that the responses accurately reflected the respondents' experiences.

To check for Reliability, Cronbach's alpha test was used, which it results demonstrated strong internal consistency across the various dimensions of service quality. The structure of the questionnaire, with its mix of open-ended and closed-ended questions, provided a balanced approach to data collection. This design not only allowed for the systematic gathering of data but also ensured that respondents could freely express their unique viewpoints. By combining structured questions with opportunities for detailed responses, the questionnaire effectively captured the various aspects of customer satisfaction in three-star hotels.

### 3**.**3.3Sampling and Access

The target population for this research encompasses a complete group of 120 hotel guests, including both males and females from various age groups and income levels who frequent three-star hotels in Lagos State, Nigeria. According to Mugenda and Mugenda (2009), the population represents the full set of cases from which a sample is drawn. The research aims to capture a comprehensive view of customer satisfaction within this population, focusing on individuals who share common characteristics relevant to the study’s objectives. By targeting this specific group, the study seeks to provide valuable insights into the factors influencing customer satisfaction in Lagos’s hospitality industry.

To ensure the sample's representativeness and minimize bias, a stratified random sampling method was employed. This approach involved dividing the population into distinct subgroups or strata based on key characteristics such as age, gender, and nationality. By randomly sampling within each stratum, the study ensures that the sample accurately reflects the diversity of the broader population of hotel guests. This method is particularly effective in reducing sampling bias, it enhances the reliability of the findings and ensures that the conclusions drawn can be generalized to the wider population of hotel guests in Lagos's three-star hotels.

Participants were systematically recruited to further ensure the sample's representativeness. During their stay at various three-star hotels in Lagos State, guests were approached and invited to participate in the survey. The recruitment process was meticulously designed to minimize selection bias, making deliberate efforts to engage a diverse range of participants across different demographics. This approach aligns with the descriptive nature of the study, which aims to capture a broad spectrum of customer perceptions related to service quality. The proposed sample size of 70%, as supported by Gay (2008), was considered sufficient to achieve reliable and valid results, thereby laying a solid foundation for deriving insights about the broader hotel guest population.

Before conducting the survey, the researcher sought permission from hotel management by clearly explaining the study's purpose and securing access to relevant information from the organization’s employees. The target audience and units of investigation were carefully determined, and the draft inquiries were pre-tested to eliminate any ambiguity and ensure high accuracy. Any questions that failed to provide the necessary data were excluded from the final questionnaire. This thorough approach ensured that all units of analysis were systematically examined, and the population was accurately represented, contributing to the overall validity and reliability of the research findings.

## 3.4 Addressing Ethical Consideration

In alignment with ethical guidelines for quantitative research, this study ensured the protection of participants' privacy and confidentiality throughout the data collection process (Costley et al., 2010; Dooly et al. 2017). Participants were informed of the study's purpose, procedures, and their rights. Consent was obtained by requesting participants to agree to the terms before proceeding with the questionnaire. The survey was designed to ensure anonymity, with no identifying information being collected, thereby safeguarding the privacy of respondents. Data was stored securely, accessible only to the research team, and used solely for academic purposes, adhering to ethical standards for conducting quantitative research. This approach ensured that all ethical considerations were adequately addressed, fostering trust and integrity in the research process.

Respondents were given assurance that participation is entirely optional and that there will be no repercussions if they decide to withdraw their agreement at any point. To mitigate any ethical difficulties, participants will have to agree to these agreements before the research can begin (Bell et al. 2015). To protect participant confidentiality, the researcher will handle all gathered information anonymously. Only the researcher will have access to the participant's personal information, and their names will not be linked to their answers. With this precaution, participants' privacy will be safeguarded, and their data will be kept private for the duration of the study. This study aimed to preserve the integrity of the research while giving participants' rights and well-being top priority by abiding by certain ethical principles and standards.

In addition to the measures taken to protect participants' privacy and data, this study received approval from the Bournemouth University (BU) Research Ethics Committee, ensuring that all ethical standards were met. The approval process involved completing the Ethics Checklist, which confirmed that the study adhered to the necessary ethical guidelines, including safeguarding participants' rights and well-being. By obtaining this approval, the research was conducted with a strong commitment to ethical integrity, prioritizing the confidentiality and autonomy of the participants throughout the study.

## 3.5 Data Analysis Methods

According to Gay (2008), data analysis involves systematically organizing and structuring collected information to effectively communicate findings. After fieldwork, all questionnaires were verified for reliability and accuracy. The data preparation process included editing, coding, and tabulation. Quantitative analysis was carried out using statistical methods. Diagrams such as tables and figures were used to summarize and visualize the data. The statistical program SPSS facilitated this analysis, helping to explore relationships between variables (Saunders et al., 2019).

The statistical analysis of the data involved categorizing responses into meaningful segments using a systematic approach. Percentage distributions were employed to interpret trends and patterns within the dataset. This method allowed for a clear understanding of demographic profiles, service usage patterns, and satisfaction ratings. To enhance the reliability of the findings, statistical analysis was conducted using SPSS, focusing on descriptive statistics such as frequency counts and percentages. This approach enabled the quantification of response rates and service ratings, providing insights into customer satisfaction and service quality. The analysis examined various factors, including service quality and staff behavior, to assess their impact on customer experiences in three-star hotels in Lagos State. The data were also presented in tables and figures and visualized with various distribution graphs, charts and plots. The study identified patterns and relationships between variables, ensuring accurate and insightful conclusions.

The analysis also included exploring relationships between various factors affecting customer satisfaction. Cross-tabulation was used to assess the correlation between service quality dimensions, such as staff professionalism and service attentiveness, and overall customer satisfaction. Plots and figures, such as scatter plots, were employed to visualize these relationships and identify trends. This approach allowed for an effective understanding of how service delivery impacts customer experiences in three-star hotels in Lagos State, leading to well-informed conclusions about the quality of service and customer satisfaction.

This research design and methodology employed in the study emphasizes a positivist approach and a deductive quantitative methodology to explore the impact of service delivery on customer satisfaction in three-star hotels in Lagos State. The research design, including a descriptive approach and a well-structured questionnaire, was tailored to capture both quantitative and qualitative data. Ethical considerations, which were carefully addressed, ensured participant privacy and consent. Data analysis, facilitated by SPSS, involved categorization and statistical techniques, which includes cross-tabulation and graphical representation, to draw accurate and insightful conclusions about service quality and customer experiences.

**CHAPTER FOUR**

**DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS**

**4.1 Introduction**

This chapter explains the analysis done on the data, which was collected by the researcher. It represented thepresentation of findings and summary of data analysis that have been collected

**4.2 Presentation of Findings**

**4.2.1 Response Rate**

**Table 4.1 Response Rate**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Response | 150 | 82 |
| Non response | 33 | 18 |
| **Total** | **183** | **100** |

**Source: Author (2024)**

**Figure 4.1 Response Rate**

**Source: Author (2024)**

Table 4.1 and figure 4.1 indicate the response rate from the respondents who were given the questionnaires 82% responded while 18% did not respond. This indicated that the organization greatest percentage of the customers responded to online questionnaires given.

**4.2.2 Gender Response**

**Table 4.2 Gender Response**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Male | 111 | 74 |
| Female | 39 | 26 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.2 Gender Response**

**Source: Author (2024)**

Table4.2 and figure 4.2 indicated the response on the gender where it was found that organization has more male than female customers, with male represented by 74% while ladies were represented by 26%. This indicated that majority of the respondents were male.

**4.2.3 Age Bracket**

**Table 4.3 Age Bracket**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Below 19 years | 24 | 16 |
| 20 – 29 years | 51 | 34 |
| 30 – 39 years | 45 | 30 |
| Above 40 years | 30 | 20 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.3 Age Bracket**

**Source: Author (2024)**

Table 4.3 and figure 4.3 indicated the age bracket of the respondents were below 19 years was represented by16%, 20 – 29 years was represented by 34%, 30 – 39 years indicated 39% while above 40 years is represented by 20%. This indicated that majority of the respondents were in the age bracket of 20 – 29 years.

**4.2.4 Nationality**

**Table 4.4 Nationality**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Kenyan | 21 | 14 |
| Rest of Africa | 63 | 42 |
| Europe | 30 | 20 |
| Asia | 36 | 24 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.4 Highest**

**Source: Author (2024)**

Table 4.4 and figure 4.4 indicated the response on the nationalities that responded, were majority of those who responded were from the rest of Africa with a represented of 42%, Kenyan was represented by 14%, Europe 20% while Asia was represented by 24%. This indicated that majority of the respondents are from the rest of Africa

**4.2.5 Purpose of Visit**

**Table 4.5 Purpose of Visit**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Business | 36 | 24 |
| Conference | 63 | 42 |
| Leisure | 24 | 16 |
| Transit | 27 | 18 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.5 Purpose of Visit**

**Source: Author (2024)**

Table 4.5 and figure 4.5 indicated the purpose of visit of the respondents where majority of respondent’s conference purposes with a representation of 42%, business 24%, leisure 16% and transit was represented by 18%. From the findings it indicated that majority are mostly coming in for conference purposes.

**4.2.6 Number of times you eat out in a month**

**Table 4.6 Number of times you eat out in a month**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Below 5 times | 33 | 22 |
| 6 – 10 times | 57 | 38 |
| 11 – 15 times | 36 | 24 |
| More than 15 times | 24 | 16 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.6 Number of times you eat out in a month**

**Source: Author (2024)**

Table 4.6 and figure 4.6 indicated the number of times the guest ate out in a month where the findings shows that 22% of the respondentswere below 5 times, 38% indicated were 6 – 10 times, 11 – 15 times was represented by 24%, while more than 15 times was represented by 16%.

**4.2.7 Rating of the services provided**

**Table 4.7 Rating of the services provided**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Excellent | 39 | 26 |
| Very good | 75 | 50 |
| Good | 24 | 16 |
| Poor | 16 | 8 |
| **Total** | **150** | **100** |

**Source: Author (2024)**

**Figure 4.7 Rating of the services provided**

**Source: Author (2024)**

Table 4.7 and figure 4.7 indicated the rating of the services provided where 26% of the respondents indicated excellent, very good was represented by 50%, good 16% while 8% of the respondents indicate poor. From the findings service deliverywas rated very good.

**4.3 Section B (Factors that influencing customers’ satisfaction in Lagos state three star hotels)**

**Table 4.2.2 Dimension of service delivery**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Items/Questions | SA | A | U | SD | D | Total |
| Q(1)The employees are professional | 68  (45.3) | 11  (7.3) | 24  (16) | 43  (28.7) | 4  (2.7) | 150  (100%) |
| Q(2)They give personal attention | 30  (20) | 48  (32) | 26  (17.3) | 32  (21.3) | 14  (9.3) | 150  (100%) |
| Q(3)The Service attentiveness is high | 64  (42.7) | 23  (15.3) | 40  (26.7) | 14  (9.3) | 9  (9) | 150  (100%) |
| Q(4)Staff are well behaved | 48  (32) | 20  (13.3) | 41  (27.3) | 31  (20.7) | 10  (6.7) | 150  (100%) |
| Q(5) There is timeliness of service | 44  (29.3) | 11  (7.3) | 63  (42) | 22  (14.7) | 10  (6.7) | 150  (100%) |
| Q(6) Staff are always willing to help | 28  (18.7) | 36  (24) | 51  (34) | 13  (8.7) | 12  (8) | 150  (100%) |
| Q(7)Staff are friendly and courteous | 38  (25.3) | 26  (17.3) | 40  (26.7) | 52  (34.7) | 14  (9.3) | 150  (100%) |

**4.3 Section (Customers expectation of service quality inLagos state three star hotels)**

**Table 4.2.2 Dimesion of service Quality**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Items/Questions | | SA | | A | | U | | SD | | D | Total | |
| Q(8)  Hotel physical appearance and cleanliness is well kept | 58  (38.7) | | 43  (28.7) | | 26  (17.3) | | 17  (11.3) | | 5  (3.3) | | | 150  (100%) |
| Q(9)  The staff show sincere interest of solving a problem | 20  (13.3) | | 35  (23.3) | | 74  (49.3) | | 11  (7.3) | | 10  (6.7) | | | 150  (100%) |
| Q(10)  They offer prompt services and respond quickly | 41  (27.3) | | 57  (38) | | 28  (18.7) | | 15  (10) | | 9  (6) | | | 150  (100%) |
| Q(11)  The staff are constantly courteous with you | 37  (24.7) | | 55  (36.7) | | 28  (18.7) | | 17  (11.3) | | 19  (8.7) | | | 150  (100%) |
| Q(12)  The hotel staff gives you individual attention | 56  (37.3) | | 34  (22.7) | | 31  (20.7) | | 12  (98) | | 17  (11.3) | | | 150  (100%) |
| Q(13) The staff are always willing to help you | 32  (21.3) | | 34  (22.7) | | 48  (32) | | 13  (8.7) | | 23  (15.3) | | | 150  (100%) |
| Q(14)  The hotel has your interests at heart | 40  (26.7) | | 43  (22.7) | | 29  (19.3) | | 16  (10.7) | | 22  (14.7) | | | 150  (100%) |

This critically examined service delivery and service quality and customers’ satisfaction in three stars’ hotel in Lagos state Nigeria. In fact, many hotels subscribe to the fact that high customer satisfaction will lead to greater customer loyalty, which in turn, leads to future revenue for the hotel business. It therefore, follows that many hotels that tend to resort to having superior services quality could be market leaders in terms of long-term customer loyalty and retention.

From the analysis gathered from the respondents’ responses, 45.3% strongly agreed, 7.3% agreed, 16% disagreed, 28.7% strongly disagreed while 2.7% of the customers (respondents) that the employees are professional. It suggests that high level of proffesionality of the staff to an extent create some elements of satisfaction to them. It was observed from the respondents’ response that they give personal attention. This was ascertained by the 20%, 32%, 17.3%, 21.3% and 9.3% of the respondents who strongly agreed, agreed, strongly disagree, disagreed as well as undecided about the question raised. 64 hotel customers representing 42.7% and 23 customers representing 15.3% said the staffs of the three-star Hotels where they receive services are friendly and courteous to them during service delivering.

From this very analysis, the proportion of the three star customers who submitted positively to it outweighs those who do not positively submit to it. This again enhances the comfort and satisfaction the hotel customers derive from the services the hotels offered them. In response to the item five (4) in the questionnaire, it can be observed that majority (48 representing 32%) of the three-star customers said the staffs are well behaved. This intuitively tends to affect the satisfaction they receive from the bank services delivering in a positive way. One of the factors observed from the customers’ response not really much enhancing the satisfaction they derive from the three-star hotel services deliveryis that there is timeliness of service. This was seen from the respondents’ response who strongly disagreed, with 42%, being the highest response rate and is undecided.

In response to question eight in the questionnaire, 38.7% strongly agreed, 28.7% agreed, 17% were undecided, 11.3% strongly disagreed while 3.3% disagreed that Hotel physical appearance and cleanliness is well kept. The implication of this is the image and integrity of the three-star hotels is very much intact, thus affecting the satisfaction they derive from the services. 24.7% strongly agree, 36.7% agreed, 18.7% were undecided, 11.3% strongly disagreed while 8.7% disagreed by their response that the staff are constantly courteous with you.

Anyway, this response is positive in the direction of the respondents’ (Hotel customers’) view point about this component of the services the hotels offered to the customers, 26.7% and 22.7% strongly agreed and The hotel has your interests at hearton the services offered. This affects their satisfaction and consequently the tendency to continue the patronage with three star hotels.The above findings deduced from the respondents’ response tend to clearly define what determines three-star hotel customers’ responses wish was carried out within Lagos state Nigeria.

**4.6SECTION E: Testing of Hypothesis**

**4.6.1 Test of Hypothesis One**

Ho: There is no relationship between service delivery and customer satisfaction in the Nigerian three star hotels.

H1: There is a relationship between service delivery and customer satisfaction in the Nigerian three star hotels.

**COMPUTATION OF CHI-SQUARE VALUE**

Data for the hypothesis is obtained from the average of the responses from dimension of service delivery and dimension of service encounter as shown in table below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Question | SA | A | U | SD | D | Total |
| Dimension of service delivery | 41 | 57 | 28 | 15 | 9 | 150 |
| Dimension of service encounter | 46 | 72 | 18 | 10 | 4 | 150 |
| Total | 87 | 129 | 46 | 25 | 13 | 300 |

Source: field survey, 2014

**Row 1 =** 150x87 = 43.5

300

150x129 = 64.5

300

150x46 =23

300

150x25 =12.5

300

150x13 =6.5

300

**Row 2**

150x87 =43.5

300

150x129 =64.5

300

150x46 =23

300

150x25 =12.5

300

150x13 =6.5

300

The decision criteria here is to determine the chi-square value (X2) from the computation of row 1 and 2

**Contingency table**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Observed frequency  O | Expected frequency  E | O-E | (O-E)2 | (O-E)2  E |
| 41 | 43.5 | -2.5 | 6.2 | 0.14 |
| 57 | 64.50 | -7.5 | 56.2 | 0.9 |
| 28 | 23 | 5 | 25 | 1.09 |
| 15 | 12.5 | 2.5 | 6.2 | 0.5 |
| 9 | 6.5 | 2.5 | 6.2 | 0.9 |
| 46 | 43.58 | -25 | 6.3 | 0.1 |
| 72 | 64.5 | -75 | 56.3 | 0.9 |
| 18 | 23 | 5 | 25 | 1.09 |
| 10 | 12.5 | 2.5 | 6.3 | 0.5 |
| 4 | 6.2 | 2.5 | 6.3 | 0.9 |
|  |  |  |  | 7.1 |

X2 = 7.1

Computation of degree of freedom

Df = (R-1) (C-1). R represents the number of rows in the chi- square table above minus one; while C represents the number of columns in the chi- square table minus one.

(2-1) (5-1)

1 x 4 = 4

At 5% significant level for the degree of freedom, the critical value of chi-square is 9.488

**Decision Rule and Interpretation**

Since the calculated chi-square value of 7.1 is less than the chi-square critical value of 9.488, we simply reject the null hypothesis (Ho) and accept the alternative hypothesis that there is a relationship between service delivery and customer satisfaction in the Nigerian hospitality management sector.

**4.5.2 The joint effect of banking delivery and customer satisfaction on financial performance of money deposit banks**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .929a | .863 | .861 | 1.23384 |
| a. Predictors: (Constant), SUMCUSTOMERSATISFACTN, SUMBANKSERVICE | | | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1409.715 | 2 | 704.857 | 463.006 | .000b |
| Residual | 223.785 | 147 | 1.522 |  |  |
| Total | 1633.500 | 149 |  |  |  |
| a. Dependent Variable: SUMFINANCIALPERFORMANCE | | | | | | |
| b. Predictors: (Constant), SUMCUSTOMERSATISFACTN, SUMBANKSERVICE | | | | | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -22.339 | .880 |  | -25.381 | .000 |
| SUMBANKSERVICE | .380 | .097 | .483 | 3.928 | .000 |
| SUMCUSTOMERSATISFACTN | .354 | .096 | .453 | 3.684 | .000 |
| a. Dependent Variable: SUMFINANCIALPERFORMANCE | | | | | | |

**4.7 Effects of Bank service delivery and customer satisfaction on financial performance**

The results of the regression model of the effect of three star hotels service delivery and customer satisfaction on financial performanceare shown in Table.

The result of the linear regression model was chosen as the lead equation because it best explains the relationship between the dependent and independent variables. The value of the coefficient of determination (R2) implies that 86.3% of the variation in the dependent variable were explained by the variables included in the regression model, while the remaining 13.7% was as a result of error in estimation, omission of important explanatory variables and error in data collection. This alsoindicates that the combination of the independent variables (hotel service delivery and customer satisfaction) reliably predicts financial performance (F = 463.006, p = 0.000).

The results show that three star hotels service delivery(β = 0.380, p = 0.000), indicating that for each unit increase in hotel service delivery, increases by 0.380 units, holding customer satisfaction constant and that hotels service delivery positively and significantly affected the level of satisfaction customers will derive from the three star hotels. The regression analysis shows that both hotelsquality service delivery significantly have effect on customers satisfaction.

**4.3 Summary of Data Analysis**

**4.3.1 General Information**

The findings indicated the response rate from the respondents who were given the questionnaires where 83% responded while 17% did not respond. This indicated that the organization greatest percentage of the employees responded to questionnaires given. On the other hand, the response on the gender showed that organization has more male than female customers, with male represented by 74% while ladies were represented by 26%. Majority of respondents had been in the company for between 6 - 10 years and they are represented by 34% of the total population this indicate that respondents had been in the company long enough and would be able to provide the required information based on their experience in the company while 16% represented below 5 years, 11 – 15 years indicated 30% while 20% indicated more than 15 years and on the service failure the response from the secondary level was 14% while that of college was represented by 42%. Majority of the respondents were from the university level with a representation of 44%. This indicated that the organization has well qualified employees to discharge their duties appropriately. Finally the age bracket of the respondents between the ages of 26 – 32 years was represented by 42%, 19 - 25 years 24%, 33 – 39 years 16% and above 39 years was represented by 18%. From the findings it indicated that majority are in the age bracket of 26 – 32 years.

**4.3.3 Service Encounters**

The analysis shows that effects of service encounters on service delivery and service recovery in three-star hotels where 94% of the respondents agreed it does affect while 6% disagreed that service encounters does not affect service delivery and service recovery in three-starhotels. This indicated that there should be proper service encounters policies in place to facilitate proper management

**4.3.4 Customer Satisfaction**

The effects of customer satisfaction on service delivery and service recovery in three star hotel showed that 74% of the respondents indicated that yes it does affect service delivery and service recovery in three star hotels while 26% of them indicated that it does not affect the implementation in anyway.

**4.3.5 Management Practices**

The findings shows the effects of management practices on service delivery and service recovery in three star hotels where there was an agreement that management practicesdoes affect with 54% representation while 46% indicated it does not affect service delivery and service recovery in three star hotels. This showed that management practices does affect the organization as indicated by the respondents.

**Chapter 4**

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

**5.1 Introduction**

This chapter consisted of summary of major findings, answers to research questions, conclusion and recommendation of the study.

**5.2 Summary of Findings**

**5.2.1 To what extent does service failure affect service delivery and service recovery in three-starhotels?**

From the findings the extent to which service failure affect service delivery and service recovery in three star hotels where 26% of the respondents indicated that very large extent, large extent was represented by 50%, small extent 16% while 10% of the respondents indicate very small extent. This indicated that majority of the respondent showed that service failure affects the organization at large extent.

**5.2.2 What is the effect of service encounters on service delivery and service recovery in three star hotels?**

The analysis shows the rating of service encounters on the service delivery and service recovery in three star hotelswhere 38% indicated very high, 34% high, moderate was represented by 22% while 6% indicated low and this showed that service encounters affect service delivery and service recovery in three star hotels. This indicated that majority of the respondent showed that working condition affects the organization very highly.

**5.2.3 To what extent does customer satisfaction affect service delivery and service recovery in three star hotels?**

The findings indicated the extent to which customer satisfaction affect service delivery and service recovery in three star hotels where 40% indicated very large extent, 34% large extent, 16% small extent and very small extent was represented by 10%. This showed that customer satisfaction does affect service delivery and service recovery in three star hotels

**5.2.4 How does the management practices affect service delivery and service recovery in three star hotels?**

From the findings it showed the rating of management practices on service delivery and service recovery in three star hotelswhere 38% indicated very high, 34% high, moderate was represented by 22% while 6% indicated low and this showed that management practices affect service delivery and service recovery in three star hotels. This indicated that majority of the respondent showed that working condition affects the organization very highly ?

**5.3 Conclusion**

Based on the findings we conclude that service failure recovery has not been given adequate attention in the hotels, hotel workers are not adequately trained and empowered to handle service recovery. These suggest that majority of the hotels are not cognizance of the realities and implications of not resolving customers complaints as quickly as they occur. Service delivery failures can put restaurants out of business, if attention is not paid to the problem. In a restaurant, the customer experience process failure if the employee is inattentive and outcome failure if the chosen menu item is not available. Knowing that failures will always occur, it is imperative that restaurant make provisions for recovery of these unfavorable instances. If customers are pleased with the service recovery, they may have intention to revisit or refer services to family and friends.

**5.4 Recommendation**

Service recovery is important for the restaurant industry especially in the Nigerian three star hotels. From the empirical findings, it concluded that the service recovery strategy is influential in determining future behavioral intention. Verbal recovery strategy is the most important strategy that must be adopted by the, and no cost in nature, therefore, must be used frequently during failure incidents. Secondly, it concluded that, in offering service recovery, the restaurateurs must ensure the customers satisfy with the recovery strategy because satisfaction is a powerful force for influencing service quality intention. The different perceptions, especially among the restaurant customers of those attributes have significant impact and implications for Nigerian three star hotels operators. For future works, it recommended having several new dimensions like recovery speed and brand loyalty as part of the overall service recovery strategy framework. The empirical findings mention previously based on several limitations. The limitation that applies to this study is the difficulty to identify restaurants that have critical failure incidents as well as to get identical restaurants with similar failure incidents. Apart from that, the strategies that apply based on the overall feedback biased to the verbal action. It strategy is slightly simple relatively to the fast food and upscale restaurant.

Chapter 5

# REFERENCES

Adeola, O. and Ezenwafor, K., 2016. The hospitality business in Nigeria: issues, challenges and opportunities. *Worldwide Hospitality and Tourism Themes* [online], 8 (2), 182–194. Available from: https://doi.org/10.1108/whatt-11-2015-0053.

Akinyemi, Y. C., 2024. Determinants of International Tourist Arrival in Nigeria. *Tourism* [online], 72 (2), 163–172. Available from: https://doi.org/10.37741/t.72.2.3.

Alabi, A. A., Otegbulu, C. A. and Gambo, Y., 2013. *Consumers Preference for Hotel Amenities and Willingness to Pay in Lagos* [online].

Al-Karim, R. and Chowdhury, T., 2014. Customer Satisfaction on Service Quality In Private Commercial Banking Sector In Bangladesh. *British Journal of Marketing Studies*, 2(2), pp. 1-11.

Andreassen, S. (2010) Management Theory Practice 2nd Edition William Brooks Publishers England UK

Augusto & Co, 2020. *2020 Hotel Industry Report - Nigeria’s First Credit Rating Company* [online]. Nigeria’s First Credit Rating Company. Available from: https://www.agusto.com/reports/2020-hotel-industry-report/ [Accessed 13 Aug 2024].

Azzam, A. F. M. A., 2015. The Impact of Service Quality Dimensions on Customer Satisfaction: A Field Study of Arab Bank in Irbid.

Bahadur, W., Aziz, S. and Zulfiqar, S., 2018. Effect of employee empathy on customer satisfaction and loyalty during employee–customer interactions: The mediating role of customer affective commitment and perceived service quality. *Cogent Business & Management* [online], 5 (1), 1491780. Available from: https://doi.org/10.1080/23311975.2018.1491780.

Bell, E., Bryman, A. and Harley, B., 2019. *Business Research Methods* [online]. Google Books.

Berchoux, M.W and Chen, b. (2015). Service Quality and Customer Satisfaction: Qualitative Research Implications for Luxury Hotels. *International Journal of Culture, Tourism and Hospitality Research*, 9 (2), 168-182

Bhuian, D., 2021. *The Impact of Service Quality on Customer Satisfaction in Hotel Business Development : Correlation Between Customer Satisfaction and Service Quality* [online]. DIVA.

Bitner, M. J., Zeithaml, V. A. and Gremler, D. D., 2010. Technology’s Impact on the Gaps Model of Service Quality. *In*: *Service science: research and innovations in the service economy* [online]. 197–218. Available from: https://doi.org/10.1007/978-1-4419-1628-0\_10.

Blodgett, J. G., Wakefield, K. L. and Barnes, J. H., 2016. The effects of customer service on consumer complaining behavior. *Journal of Services Marketing* [online], 9 (4), 31–42. Available from:

BMJ Quality & Safety, 2024. *Homepage | BMJ Quality & Safety* [online]. BMJ Quality &Amp; Safety. Available from: https://qualitysafety.bmj.com/ [Accessed 14 Aug 2024].

Bohse, J. (2009) *Service encounters for All, Policies and Pitfalls in Expanding Access 4th Edition* Jain Publishers Limited Washington D.C USA

Boniface, R., 2020. SERVICE DELIVERY AND CUSTOMERS’ SATISFACTION IN SOME SELECTED HOTELS IN IKEJA AREAS OF LAGOS STATE - *cenresinjournals* [online]. Cenresinjournals.

Boshoff, D. (2011) *Marketing Metrics*: *The Definitive Guide to Measuring Marketing Performance,* Upper Saddle River, New Jersey USA

Buba, N., Aliyu, Assoc. Prof. A. A., Baba, A. M. and Zailani, A., 2024. *DOES CUSTOMER SATISFACTION MEDIATE THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER LOYALTY IN PUBLIC BUS TRANSPORT? EVIDENCE FROM GOVERNMENT-OWNED PUBLIC BUS TRANSPORT IN NORTH-EASTERN NIGERIA* [online].

Buttle, F., 1996. An investigation of the willingness of UK certificated firms to recommend ISO 9000. *International Journal of Quality Science* [online], 1 (2), 40–50. Available from: https://doi.org/10.1108/13598539610126605.

Çerri, S., 2012. Exploring the Relationships among Service Quality, Satisfaction, Trust and Store Loyalty among Retail Customers. *Journal of Competitiveness* [online], 4 (4), 16–35. Available from: https://doi.org/10.7441/joc.2012.04.02.

Cohen, L., Manion, L. and Morrison, K., 2017. *Mixed methods research. In: Routledge eBooks* [online]. 31–50. Available from: https://doi.org/10.4324/9781315456539-2.

Connolly, P., 2007. *Quantitative Data Analysis in Education* [online]. Routledge eBooks. Available from: https://doi.org/10.4324/9780203946985.

Dabestani, R., Shahin, A., Saljoughian, M. and Shirouyehzad, H., 2016. Importance-performance analysis of service quality dimensions for the customer groups segmented by DEA. *International Journal of Quality & Reliability Management [online],* 33 (2), 160–177. Available from: https://doi.org/10.1108/ijqrm-02-2014-0022.

Danish, R., 2018. The Impact of Service Quality and Service Value on Customer Satisfaction through Customer Bonding: Evidence from Telecommunication Sector. *European Online Journal of Natural and Social Sciences:* Proceedings, 7(1).

De Figueiredo Marcos, A. M. B. and De Matos Coelho, A. F., 2021. Service quality, customer satisfaction and customer value: holistic determinants of loyalty and word-of-mouth in services. *The TQM Journal [online],* 34 (5), 957–978. Available from: https://doi.org/10.1108/tqm-10-2020-0236.

Downton, E. (2012) *Tactics of Logistics Management*, 4th Edition McGraw- Hill, New York USA

Dudovskiy, J., 2019. *The Ultimate Guide to Writing a Dissertation in Business Studies* [online]. Research-Methodology. Available from: https://research-methodology.net/about-us/ebook/.

Elvira & Shpetim, 2016. *An Assessment of Service Quality and Customer Satisfaction in the sector,* Rijeka: University of Rijeka Press.

Esther, G. & Bambale, A., 2016. The Impact of Service Quality on Customer Patronage: Mediating Effects of Switching Cost and Customer Satisfaction. *International Journal of Global Business*, 9(1), pp. 39-58.

Fasanmi, O. O., 2021. *Relationship Management and Customers’ Patronage in Telecommunication Industry; Evidence from Selected Tertiary Institutions in South-West, Nigeria - ProQuest* [

Folkes, R. (1984*) Strategic Material and Cost Management, 3rd Edition* the Free press New Publishers, New Jersey USA.

Folkes, 1984. *Consumer reactions to product failure: An attributional approach* [online]. APA PsycNet. Available from: https://psycnet.apa.org/record/1984-19214-001 [Accessed 15 Aug 2024].

Gagnon, G. B. and Roh, Y. S., 2008. The Impact of Customization and Reliability on Customer Satisfaction in the U.S. Lodging Industry. *Journal of Quality Assurance in Hospitality & Tourism* [online], 8 (3), 60–78. Available from: https://doi.org/10.1080/15280080802080276.

Galetzka, M., Verhoeven, J. W. M. and Pruyn, A. Th. H., 2006. Service validity and service reliability of search, experience and credence services. *International Journal of Service Industry Management* [online], 17 (3), 271–283. Available from: https://doi.org/10.1108/09564230610667113.

Gay, L. R. (2008). *Educational Competencies for Analysis and Applications Columbus*, Ohio, C. Merrill Publishing Company England UK .

Gopi & Samat, 2020. The Influence Of Food Trucks' Service Quality On Customer Satisfaction And Its Impact Toward Customer Loyalty.. *British Food Journal, 122(10).*

Gorard, S., Fitz, J. and Taylor, C., 2001. School Choice Impacts: What Do We Know? Educational Researcher [online], 30 (7), 18–23. Available from: https://doi.org/10.3102/0013189x030007018.

Greener, S., 2008. Business Research Methods [online]. Google Books.

Grönroos, C., 2024. Service-informed marketing reform. Journal of Services Marketing*/the Journal of Services Marketing [online],* 38 (10), 32–43. Available from: https://doi.org/10.1108/jsm-04-2024-0168.

Hamer, L. O., 2003. A Pragmatic View of Perceived Service Quality Measurement. *Services Marketing Quarterly* [online], 24 (3), 29–42. Available from: https://doi.org/10.1300/j396v24n03\_03.

Haming, M., Murdifin, I. and Syaiful, A. Z., 2019. *The Application of SERVQUAL Distribution In Measuring Customer Satisfaction of Retails Company* [online]. Journal of Distribution Science.

Hapsari, R., Clemes, M. and Dean, D., 2017. The Impact of Service Quality, Customer Engagement and Selected Marketing Constructs on Airline Passenger Loyalty. *International Journal of Quality and Service Sciences*, 9(1).

Hartog , J. and Verburg, T. (2012) *Managing the Supply Chain 4th Edition* McGraw Hill New York USA

Hashem, T. and Ali, N., 2019. The Impact of Service Quality on Customer Loyalty: A Study of Dental Clinics in Jordan. *International Journal of Medical and Health Research*, 5(1), pp. 65-68.

Hoffman and Bateson, (2007) *Economic Development and Financial Accessibility*, Central Indiana, Indianapolis, IN: Center for Urban Policy and the Environment

Hoffman and Kelly, 2018. *Proceeding of 3rd International Conference on Information and Communication Technologies: From Theory To Applications (ICTTA 08), Preliminary Literature Review of Policy Engineering Methods – Toward Responsibility Concept..* Damascus, Syria, s.n.

Hotel Management Network, 2024. Home - Hotel Management Network [online]. Hotel Management Network. Available from: https://www.hotelmanagement-network.com/ [Accessed 13 Aug 2024].

Huang, P., 2017. *The Influence of Service Quality on Customer Satisfaction and Loyalty in B2B Technology Service Industry*. Total Quality Management and Business Excellence, 30(13-14), pp. 1449-1465.

Iberahim, H., Mohd Taufik, N. K., Mohd Adzmir, A. S., and Saharuddin, H. (2016). Customer Satisfaction on Reliability and Responsiveness of Self-Service Technology for Retail Banking Services. *Procedia Economics and Finance*, 37(16), 13–20.

Ifediba, Emeka, E., Abada and D, A. U. D. Ph., 2021. *The Impact of Hospitality and Tourism Marketing on Nigeria Economy: Empirical Analysis* [online].

Iqbal, M., 2018. *Impact of Self-Service Technology (Sst) Service Quality on Customer Loyalty and Behavioral Intention: The Mediating Role of Customer Satisfaction*. Cogent Business and Management, 5(1).

Ismail, A., and Yunan, Y. (2016). *Service Quality as a Predictor of Customer Satisfaction and Customer Loyalty*. LogForumJ.LOG, 124(124), 269–283.

Johnson, M. D., Gustafsson, A., Andreassen, T. W., Lervik, L. and Cha, J., 2001. The evolution and future of national customer satisfaction index models. Journal of Economic Psychology [online], 22 (2), 217–245. Available from: https://doi.org/10.1016/s0167-4870(01)00030-7.

Kaura, V., Prasad C. S. D. and Sharma, S. (2015). Service quality, service convenience, price and fairness, customer loyalty, and the mediating role of customer satisfaction. *International Journal of Bank Marketing*, 33 (4), 404-422, 2015.

Khan, F., Yusoff, R. and Kakar, P., 2017. Impact of Service Quality and Customer Satisfaction on Tourism Industry. *Journal of Advanced Research in Social and Behavioural Sciences*, 6(2), pp. 48 146-155.

Khan, M. M. and Fasih, M., 2014. Impact of service quality on customer satisfaction and customer loyalty: Evidence from banking sector [online]. Available from: https://hdl.handle.net/10419/188141.

Kim, Y. K. and Lee, H. R., 2011. Customer satisfaction using low-cost carriers. Tourism Management [online], 32 (2), 235–243. Available from: https://doi.org/10.1016/j.tourman.2009.12.008.

Kotler, P. (2009) *Principles of Marketing 11th Edition* Pittsboro Education Limited Washington DC, USA

Kuenzel and Katsaris, (2009) *Business Financial Theory and Practice 2nd Edition* Macdonald and Evans Limited New York, USA

Lai, I., 2015. *The Roles of Value, Satisfaction, and Commitment in the Effect of Service Quality on Customer Loyalty in Hong Kong–Style Tea Restaurants*. Cornell Hospitality Quarterly, 56(1), pp. 118-138.

Landon, Q. (2013) *Measuring the Economic Impact of Community-Based Service encounters Programs.* Washington, DC USA.

Lapidus, K. and Pinkerton, E. (2014) *Listening Habits* 3rd Edition William Publishers London, United Kingdom.

Lee, W.-H. and Cheng, C.-C., 2018. Less is more: A new insight for measuring service quality of green hotels. International Journal of Hospitality Management [online], 68, 32–40. Available from: https://doi.org/10.1016/j.ijhm.2017.09.005.

Lee, K. and Madanoglu, M., 2018. The Impact of Service Quality and Customer Satisfaction on Consumer Spending in Wineries*. The Service Industries Journal*.

Leedy, D., P. and Ormond, E., E. (Eds). (2015). *Practical Research: Planning and Design*. London: Pearson Lu, C.,

Litchman, M., 2013. Qualitative Research for the Social Sciences [online]. Google Books. Available from: [Accessed 15 Aug 2024].

Llosa, Chandon, and Orsingher, (2014) *Financial Sustainability*. Washington, DC: Center for Service encounters Policy.

Llosa, S., Chandon, J.-L. and Orsingher, C., 1998. An Empirical Study of Servqual’s Dimensionality. Service Industries Journal [online], 18 (2), 16–44. Available from: https://doi.org/10.1080/02642069800000017.

Makhudu, T., 2017. IN FOCUS: LAGOS HOTEL MARKET UPDATE. HVS. HVS.

Markovic, S. and Loncaric, D., 2014. Service Quality and Customer Satisfaction in the Health Care Industry- Towards Health Tourism Market. *Tourism and Hospitality Management*, 20(2), pp. 155170.

Martilla, J. A. and James, J. C., 1977. Importance-Performance Analysis. Journal of Marketing [online], 41 (1), 77–79. Available from: https://doi.org/10.1177/002224297704100112.

Masrul, M., 2019. Impact of Service Quality on Customer Satisfaction in Bangladesh Tourism Industry: An Empirical Study. *Advances in Management*, 12(1), pp. 136-140.

Matzler, K., Bailom, F., Hinterhuber, H. H., Renzl, B. and Pichler, J., 2004. The asymmetric relationship between attribute-level performance and overall customer satisfaction: a reconsideration of the importance–performance analysis. Industrial Marketing Management [online], 33 (4), 271–277. Available from: https://doi.org/10.1016/s0019-8501(03)00055-5.

Michel, S., 2001. Analysing service failures and recoveries: a process approach. International Journal of Service Industry Management [online], 12 (1), 20–33. Available from: https://doi.org/10.1108/09564230110382754.

Minh, N., Ha, N., Anh, P. and Matsui, Y., 2015. Service Quality and Customer Satisfaction: A Case Study of Hotel Industry in Vietnam. Asian Social Science, 11(10), pp. 73-85.

Mohajerani, P. and Miremadi, A., 2012. Customer Satisfaction Modeling in Hotel Industry: A Case Study of Kish Island in Iran. International Journal of Marketing Studies [online], 4 (3). Available from: https://doi.org/10.5539/ijms.v4n3p134.

Mugenda, A. and Mugenda, O. (2009) *Research Methods, Quantitative and Qualitative Approaches* 3rd Edition African centre for technologies Nairobi Kenya.

Naz, S., Asrar-Ul-Haq, M., Iqbal, A. and Ahmed, M., 2023. Relationship between brand innovativeness and customer satisfaction: a moderated mediation model from Generation M perspective. *Journal of Islamic Marketing* [online], 14 (11), 2928–2948. Available from: https://doi.org/10.1108/jima-01-2022-0029.

Obeng, A. Y. and Peter, M. L., 2017. Interrelationships and consequential effects among technological innovation, service consistency, customer satisfaction and loyalty in banking [online].

Olabinjo, 2020. Appraisal of hospitality industry’s response to human resource management issues and challenges: Evidence from Lagos, Nigeria [online].

Olatokun, W. M. and Ojo, F. O., 2014. Influence of service quality on consumers’ satisfaction with mobile telecommunication services in Nigeria. Information Development [online], 32 (3), 398–408. Available from: https://doi.org/10.1177/0266666914553316.

Oliver, Z. (2011) *Management Issues in Sacco’s in Africa Cambridge*, MA: Joint Center for Housing Studies.

Omar, Hamed. F. H., Saadan, K. B. and Seman, K. B., 2015. Determining the Influence of the Reliability of Service Quality on Customer Satisfaction: The Case of Libyan E-Commerce Customers. International Journal of Learning and Development [online], 5 (1), 86. Available from: https://doi.org/10.5296/ijld.v5i1.6649.

Ormanovic, S., Ćirić, A., Talović, M. and Čaušević, D., 2017. IMPORTANCE-PERFORMANCE ANALYSIS: DIFFERENT APPROACHES. ResearchGate [online].

Pandey, S. K. and Devasagayam, R., 2010. Responsiveness As Antecedent of Satisfaction and Referrals in Financial Services Marketing [online]. Docest. Available from: https://docest.com/doc/341067/responsiveness-as-antecedent-of-satisfaction-and-referrals-in-financial-services-marketing [Accessed 13 Aug 2024].

Parasuraman, A., 1989. Servqual: A Multiple-Item Scale for Measuring Consumer Perc - ProQuest [online].

Park, I., Bhatnagar, A. and Rao, H. R., 2010. Assurance Seals, On-Line Customer Satisfaction, and Repurchase Intention. International Journal of Electronic Commerce [online], 14 (3), 11–34. Available from: https://doi.org/10.2753/jec1086-4415140302.

Patrick, L., Solomon, A. and Salome, I., 2020. Moderating Factors and Customer Loyalty of Selected Hotels in Lagos State, Nigeria. Journal of Asian Business Strategy [online], 10 (1), 1–12. Available from: https://doi.org/10.18488/journal.1006.2020.101.1.12.

Pedro, I. G., Ajayi, O. O., Adeniyi, V. D. and Awoyinfa, D. O., 2024. Assessment of Users’ Satisfaction Levels in Selected Hotels in Lagos State, Nigeria. Deleted Journal [online], 14 (1), 220–232. Available from: https://doi.org/10.62154/fpenn659.

Rachman, A., 2017. Analysis of Effect of Physical Evidence and Service Assurance on Customer Satisfaction and Customer Loyalty in using Car Rental Service (PT Pusaka Prima Transport Cases). IOP Conference Series Materials Science and Engineering [online], 180, 012256. Available from: https://doi.org/10.1088/1757-899x/180/1/012256.

Rane, N. L., Achari, A. and Choudhary, S., 2023. ENHANCING CUSTOMER LOYALTY THROUGH QUALITY OF SERVICE: EFFECTIVE STRATEGIES TO IMPROVE CUSTOMER SATISFACTION, EXPERIENCE, RELATIONSHIP, AND ENGAGEMENT. International Research Journal of Modernization in Engineering Technology and Science [online]. Available from: https://doi.org/10.56726/irjmets38104.

Rita, P., Oliveira, T. and Farisa, A., 2019. The impact of e-service quality and customer satisfaction on customer behavior in online shopping. Heliyon [online], 5 (10), e02690.

Santos, L. M. P. (2016). *Avaliação da satisfação dos usuários e da responsividade dos serviços em municípios inscritos no Programa Mais Médicos*.

Sampson, S. E. and Showalter, M. J., 1999. The Performance-Importance Response Function: Observations and Implications. Service Industries Journal [online], 19 (3), 1–25. Available from: https://doi.org/10.1080/02642069900000027.

Sanni, 2009. The Influence of the Economy on Hospitality Industry in Nigeria. Ethiopian Journal of Environmental Studies and Management [online], 2 (1). Available from: https://doi.org/10.4314/ejesm.v2i1.43499.

Saunders, M. N., Lewis, P., Thornhill, A. and Bristow, A., 2019. “Research Methods for Business Students” Chapter 4: Understanding research philosophy and approaches to... ResearchGate [online].

Sekaran, U. and Bougie, R., 2016. Research Methods for Business A Skill-Building Approach. 7th Edition, Wiley & Sons, West Sussex. - References - Scientific Research Publishing [online].

Shank, G., Pringle, J. and Brown, L., 2015. Understanding Education Research [online]. 1st ed. Routledge eBooks. United States. Available from: https://doi.org/10.4324/9781315631394.

Singh, A. K. and Singh, A., 2018. Antecedents of Customer Satisfaction : A Conceptual Study [online].

Singla, V., 2012. Role of service quality and customer satisfaction in predicting customer loyalty. J for Global Business Advancement [online], 5 (3), 248. Available from: https://doi.org/10.1504/jgba.2012.052268.

Smith, K. and Bolton, Y. (2006), *Financial Management: Theory and Practice* Thomson Southwestern Publishers Washington DC USA.

Swanson, S. R. and Kelley, S. W., 2001. Service recovery attributions and word‐of‐mouth intentions. European Journal of Marketing [online], 35 (1/2), 194–211. Available from: https://doi.org/10.1108/03090560110363463.

Teeroovengadum, V., 2022. Service quality dimensions as predictors of customer satisfaction and loyalty in the banking industry: moderating effects of gender. European Business Review [online], 34 (1), 1–19. Available from: https://doi.org/10.1108/ebr-10-2019-0270.

Tijani, N., Okunola, G. A. and Yina, O. D., 2012. Service delivery and customers’ satisfaction in some selected hotels in Ikeja areas of Lagos state / Tijani Nasiru … [et al.]. [online].

Trierweiler, S. J. and Stricker, G., 1998. Issues in Quantitative Analysis. In: Springer eBooks [online]. 105–147. Available from: https://doi.org/10.1007/978-1-4899-1944-1\_5.

Vaerenbergh (2009) *Brand Synthesis: The Multidimensionality of Brand Knowledge, Journal of Consumer Research* 3rd Edition Pearson Education Inc. New Jersey USA.

Weiner, B., 1985. Attribution Theory. In: Springer eBooks [online]. 275–326. Available from: https://doi.org/10.1007/978-1-4612-5092-0\_7.

Writz, M. and Matilda, L. (2013) *Personnel and Human Resource Management*, 5th Edition Book Power Publishers London UK.

YachouAityassine, F. L., Al-Ajlouni, M. M. and Mohammad, A., 2022. The Effect of Digital Marketing Strategy on Customer and Organizational Outcomes. Marketing and Management of Innovations [online], 13 (4), 45–54. Available from: https://doi.org/10.21272/mmi.2022.4-05.

Ye, J., Dong, B. and Lee, J.-Y., 2017. The long-term impact of service empathy and responsiveness on customer satisfaction and profitability: a longitudinal investigation in a healthcare context. Marketing Letters [online], 28 (4), 551–564. Available from: https://doi.org/10.1007/s11002-017-9429-2.

Yusuff, M. A. and Aliu, A. A., 2019. ANALYSIS OF THE PULL FACTORS FOR DOMESTIC TOURISM IN NIGERIA. European Journal of Accounting Finance & Business [online], 7 (1). Available from: https://doi.org/10.4316/ejafb.2019.715.

Zeithaml, D., Bitner, L. and Gremler, F. (2009) *The effect of Information Technology on Strategic Decision Making. Journal of Management studies* Vol 32, No 3: 283- 311.

Zemke, J. and Bell, Y. (2013) *Financial and Economics* 4th Edition Prentice Hall Publishers London, England.

Zheng, Q., Yao, T., Mu, L. and Cao, H., 2012. Paradigm Shift of Customer Satisfaction Studies in Service Research: A Meta-analytical Review of the Antecedents of Service Satisfaction. [online]. Available from: https://doi.org/10.1109/ijcss.2012.58.

# APPENDIX I

**CUSTOMERS’ QUESTIONNAIRE**

Dear respondent,

**RE: COLLLECTION OF DATA**

I am a MSC student in the Department of Tourism Management and Management University. As part of the requirement for the award of the degree, I am expected to undertake a research study on **THE INFLUENCE OF SERVICE DELIVERY ON CUSTOMER SATISFACTION IN SELECTED THREE STAR HOTELS LAGOS NIGERIA**.I am therefore, seeking your assistance to fill the questionnaires attached. The attached questionnaire will take about ten minutes to complete. Kindly answer all the questions. The research results will be used for academic purposes only and will be treated with utmost confidentiality. Only summary results will be made public. No one, except the institution will have access to these records.

Should you require the summary, kindly indicate so at the end of the questionnaire. A self-addressed envelope is provided for your reply. Your co-operation will be appreciated. Your response shall be accorded all the confidentiality it deserves and will only be used for academic purposes.

Yours sincerely,

Zainab Bukola Ogundele

# APPENDEX II

**QUESTIONNAIRE**

Dear respondent, please provide answers to the following questions by ticking (√) against the most suitable alternative or giving narrative responses in the spaces provided. **SECTION A: GENERAL INFORMATION**

1. **Gender**

Male Female

1. **Age Bracket**

Below 19 years 20 – 29 years

30 – 39 years Above 40 years

1. **Nationality**

Kenyan Rest of Africa

Europe Asia

1. **Purpose of visit**

Business conference

Leisure Transit

1. **How would you rate the services provided**?

Excellent Very good

Good Poor

**SECTION B: factors influencing customer satisfaction**

This part concerns how you feel about aspects of service delivery, quality, encounters and perceived service levels at the hotel. Please tick (√) in the appropriate box to show the extent to which you believe the hotel has features described by the statement. A “1” means you strongly disagree while a “5” means that you strongly agree.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Dimension of service delivery** | **Strongly disagree** | **Disagree** | **Normal** | **Agree** | **Strongly agree** |
| 1. The employees are professional |  |  |  |  |  |
| 1. They give personal attention |  |  |  |  |  |
| 1. The Service attentiveness is high |  |  |  |  |  |
| 1. Staff are well behaved |  |  |  |  |  |
| 1. There is timeliness of service |  |  |  |  |  |
| 1. Staff are always willing to help |  |  |  |  |  |
| 1. Staff are friendly and courteous |  |  |  |  |  |
| **Dimension of perceived service** |  |  |  |  |  |
| 1. The hotelis ambient and clean |  |  |  |  |  |
| 1. The appearance of employees is catching |  |  |  |  |  |
| 1. There overall service is outstanding |  |  |  |  |  |
| 1. You are likely to visit this hotel again |  |  |  |  |  |
| 1. You would recommend the place to friends |  |  |  |  |  |
| 1. Improvement needed to the current service |  |  |  |  |  |
| 1. High safety and security attention |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Dimension of service quality** | Strongly disagree | Disagree | Normal | Agree | Strongly agree |
| 1. Hotel physical appearance and cleanliness is well kept |  |  |  |  |  |
| 1. The staff show sincere interest of solving a problem |  |  |  |  |  |
| 1. They offer prompt services and respond quickly |  |  |  |  |  |
| 1. The staff are constantly courteous with you |  |  |  |  |  |
| 1. The hotel staff gives you individual attention |  |  |  |  |  |
| 1. The staff are always willing to help you |  |  |  |  |  |
| 1. The hotel has your interests at heart |  |  |  |  |  |
| **Dimension of service encounter** |  |  |  |  |  |
| 1. Quick response to service failure |  |  |  |  |  |
| 1. Professionalism in handling a complain |  |  |  |  |  |
| 1. Staff responsiveness to problem solving |  |  |  |  |  |
| 1. Management participation in service delivery failure. |  |  |  |  |  |
| 1. The compensation given meets your needs |  |  |  |  |  |
| 1. Problem resolution time |  |  |  |  |  |
| 1. Safety and security |  |  |  |  |  |

**Thank you for the co-operation**