**HOSPITALITY MANAGEMENT IN NIGERIA IMPROVING SERVICE QUALITY AND GROWTH SATISFACTION WITHIN A 3-STARS HOTEL IN LAGOS NIGERIA**

A dissertation by

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In partial completion of the award of

MSc International Hospitality and Tourism Management

I as a result of this declare that the dissertation submitted is wholly the work of

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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.’

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2024

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# ABSTRACT

This dissertation explores the impact of service quality dimensions on customer satisfaction in three-star hotels in Lagos, Nigeria. From literature, the hospitality industry is well understood to be highly competitive, and establishing customer satisfaction as central to business success, the current study targets to establish specific service quality antecedents with a notable impact on the guest experiences and loyalty in the context of the industry. Self-administered questionnaires were administered to determinant service quality dimensions at three-star Hotels in Lagos. In the present study, hotel environment, cleanliness, and employees’ courtesy had a significantly positive effect on perceived customer satisfaction level. Some of the painful areas were in the aspects of responsiveness and the staffs’ willingness to help. It is crucial for the operation to have service recovery mechanisms in place and to address the complaints immediately. The findings of this study add to the service quality and customer satisfaction literature by employing country-specific data in the Nigerian hospitality industry and underscore the relevance and need for the research to contextualize adopted service quality models. In terms of the practical application of the research, the following suggestions can be made to the hotel managers: Staff training and skills development should emphasize the initiative, friendliness and courtesy in response to customers’ complaints and demands, ensuring a high level of cleanliness and a pleasant atmosphere in the hotel and constant training and updating in service recovery strategies. Therefore, there is need for three-star hotels in Lagos to pay attention to areas of strength in service quality delivery and areas that need improvement to increase customers’ satisfaction and loyalty to improve their competitive advantage and thus experience long-run success in the hospitality industry. For future research to build upon these findings, it should consider the effects of hotels of different star-levels, and the results should include longitudinal and qualitative studies to follow the development of customer expectations and experiences of hotels over time.

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# TABLE OF CONTENTS

[DISSERTATION DECLARATION 2](#_Toc175722479)

[ABSTRACT 3](#_Toc175722480)

[ACKNOWLEDGEMENT 4](#_Toc175722481)

[TABLE OF CONTENTS 5](#_Toc175722482)

[LIST OF FIGURES 7](#_Toc175722483)

[LIST OF TABLES 8](#_Toc175722484)

[LIST OF ABBREVIATIONS 9](#_Toc175722485)

[CHAPTER ONE 11](#_Toc175722486)

[INTRODUCTION 11](#_Toc175722487)

[1.1 Background of the Study 11](#_Toc175722488)

[1.2 Aim and Objectives 13](#_Toc175722489)

[1.3 Study Rationale 13](#_Toc175722490)

[1.4 Structure of Dissertation 15](#_Toc175722491)

[CHAPTER TWO 16](#_Toc175722492)

[LITERATURE REVIEW 16](#_Toc175722493)

[2.1 Introduction 16](#_Toc175722494)

[2.2 The Nigerian Hospitality Industry: Focus on Lagos 16](#_Toc175722495)

[2.3 Customer Satisfaction 17](#_Toc175722496)

[2.4 Factors that Influence Customer Satisfaction at 3-Star Hotels 18](#_Toc175722497)

[**2.5** **Service Quality (SERVQUAL)** 19](#_Toc175722498)

[2.6 Relationship between Service Quality and Customer Satisfaction 21](#_Toc175722499)

[2.7 Customers’ Expectations of Service Quality in three-star Hotels 23](#_Toc175722500)

[2.8 Summary of Knowledge Gap 27](#_Toc175722501)

[2.9 Conceptual Framework 28](#_Toc175722502)

[2. 10 Theoretical Framework 29](#_Toc175722503)

[2.11 Research Questions 31](#_Toc175722504)

[CHAPTER THREE 32](#_Toc175722505)

[RESEARCH DESIGN AND METHODOLOGY 32](#_Toc175722506)

[3.0 Introduction 32](#_Toc175722507)

[3.1 Research Philosophy and Approach 32](#_Toc175722508)

[3.2 Quantitative Research: A Deductive Perspective 33](#_Toc175722509)

[3.3 Data Collection Instruments and Procedure 34](#_Toc175722510)

[**3.3.1** **Research Design** 34](#_Toc175722511)

[**3.3.2** **Questionnaire** 34](#_Toc175722512)

[**3.3.3** **Sampling and Access** 35](#_Toc175722513)

[3.4 Addressing Ethical Consideration 36](#_Toc175722514)

[3.5 Data Analysis Methods 37](#_Toc175722515)

[CHAPTER FOUR 38](#_Toc175722516)

[DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS 38](#_Toc175722517)

[4.1 Introduction 38](#_Toc175722518)

[4.2 Presentation of Findings 39](#_Toc175722519)

[4.3 Analysis of Research Objectives 43](#_Toc175722520)

[4.4 Testing of Hypothesis 49](#_Toc175722521)

[CHAPTER FIVE 54](#_Toc175722522)

[SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS 54](#_Toc175722523)

[**5.1** **Introduction** 54](#_Toc175722524)

[5.2 Summary of Findings 54](#_Toc175722525)

[5.2 Conclusion 58](#_Toc175722526)

[5.3 Recommendations 59](#_Toc175722527)

[5.4 Contribution to Knowledge 60](#_Toc175722528)

[REFERENCES 63](#_Toc175722529)

[APPENDIX I: Showing Approved Checklist Ethics Checklist 85](#_Toc175722530)

[APPENDIX II: CUSTOMERS’ QUESTIONNAIRE 90](#_Toc175722531)

[APPENDEX III: QUESTIONNAIRE 91](#_Toc175722532)

# LIST OF FIGURES

[Figure 4. 1: Rating of Customer Satisfaction 47](#_Toc175680154)

# LIST OF TABLES

[Table 4. 1: General Information 47](#_Toc175679972)

[Table 4. 2: Rating of Customer Satisfaction 50](#_Toc175679973)

[Table 4. 3: Analysis of Objective 1 51](#_Toc175679974)

[Table 4. 4: Analysis of Objective 2 53](#_Toc175679975)

[Table 4. 5.1: Hypothesis 1 Model Summary 57](#_Toc175679976)

[Table 4. 6: Hypothesis 1 ANOVA Analysis 58](#_Toc175679977)

[Table 4. 7: Hypothesis 1 Coefficients Table 58](#_Toc175679978)

[Table 4. 8: Hypothesis two chi-square analysis table 60](#_Toc175679979)

[Table 4. 9: Hypothesis Three Model Summary 61](#_Toc175679980)

[Table 4. 10: Hypothesis Three ANOVA Analysis 61](#_Toc175679981)

[Table 4. 11: Hypothesis Three Coefficients 62](#_Toc175679982)

# 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.

In some cases, failures are inevitable, so hotels must have mechanisms in place to address these issues. According to Smith and Bolton (2016), incidents of service failure and recovery play a crucial role in shaping the relationship between the service provider and customer satisfaction. It is the service provider's significant responsibility to ensure that services meet the organization's standards and customer needs. Positive service recovery can encourage customers to return or recommend the hotel to others. The hospitality industry in Nigeria, particularly in Lagos, has experienced significant growth in recent years. As service quality improves and guest preferences change, it becomes necessary to take proactive measures to address service mishaps. 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 clearly 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 requires a focus on service improvement strategies by the management of three-star hotels.

The hospitality sector is becoming increasingly competitive (Gopi and Samat, 2020). Therefore, it is imperative for three-star hotels to improve their services and overall performance to meet the expectations of today's discerning customers. To retain and expand their customer base, three-star hotels are continually seeking innovative approaches, considering the rising costs associated with customer attrition. Evaluating service quality is crucial for maintaining customer loyalty. This role is expected to become even more significant (Elvira and Shpetim, 2016). According to Michel (2010), modern customers are aware of the importance of quality products and services and their rights as customers. Service quality is a critical success factor in any service industry, heavily relying on performance in service delivery. Since hospitality is the core business of three-star hotels, customers play a crucial 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 research aims to examine the relationship between service quality and customer satisfaction in three-star 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 with 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 customer satisfaction in three-star hotels in Lagos state Nigeria
4. To give managerial recommendations on strategies that can help to boost service quality to meet customer satisfaction in Lagos State ‘3’ star hotels.

## 1.3 Study Rationale

This study focuses on the factors that affect the customer satisfaction and service quality in three-star hotels in Lagos State, Nigeria because these elements are very sensitive in the context of the continually growing tendencies in the hospitality industry. It is worthy to note that Lagos, another growing market for hospitality has experienced the growth in the tourism and business travels. Hence, the ability to understand customers’ needs and respond to them is the key to market continuity and achieving competitive advantage. The need for the research arises from the desire of the guests in the three-star hotels, which are different from those of the five-star and one-star hotels’ guests; they aim at receiving quality service at reasonable rates. Earlier research works have shown that clients’ satisfaction in this industry depends on parameters that include room quality, staff etiquette, and the atmosphere of this hotel. The above findings underscore the need for marketing hotel services and products in a manner that creates positive perceptions among the customers who will in turn create repeat business which is key to the sustainability of hospitality ventures (Grönroos 2007, Wirtz and Lovelock 2021).

The studies also address a research gap which has so far not been well explored in the literature relating to the use of models for achieving service quality in Nigeria. The current literature has also confirmed service quality as a key driver of satisfaction among customers Many of these, however, are general with little or no consideration for the cultural, social, and Economic factors that prevail in Nigeria. The research emphasizes the following variables with the view on giving information as to how hotel managers can improve the quality of their services. The study also pinpoint some of the common service quality factors like empathy and assurance and come up with ideas on how it staffs and customers in Lagos would best be served are critical factors that would keep the hotel industry in Nigeria growing in the long run (Parasuraman et al. , 1985). This research contributes towards the advancement of knowledge in the field of hospitality management as well as provide application-based recommendations for increasing the quality of services and clients’ satisfaction levels.

Morever, the relevance of this research goes beyond the academic discourse and has a direct bearing on the hospitality business and Nigeria’s sociopolitical growth. The study also brings into question the practice of using the more developed service quality models, all of which were developed in the Western world, to a rather developing country like Nigeria. By incorporating the unique socio-cultural dynamics of Lagos, the findings can advance the theoretical understanding of service quality in hospitality management, contributing to the global discourse on service management in emerging markets (Eckhardt, 2002). Practically, insights from the research could directly influence 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, thereby contributing to the economic growth of the hospitality sector in Nigeria (Reichheld and Sasser, 1990).

## 1.4 Structure of Dissertation

The following chapters constitute the study:

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

Chapter 2 reviews the 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 provides 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 by 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 about 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 The Nigerian Hospitality Industry: Focus on Lagos

The Nigerian hospitality industry has emerged as a dynamic and rapidly growing sector, significantly contributing to the nation's economy. Fueled by factors such as growth in the proportion of people living in urban areas, growth of the middle-class population, and growth of business opportunities, the industry has recorded tremendous growth in the past one decade especially in the urban cities of Lagos and Abuja. The hospitality industry in Nigeria is mainly concentrated in the commercial city of Lagos, being the economic capital of Nigeria, it holds the most significant market for business and leisure travellers (Ifediba et al. , 2021). The industry is anticipated to thrive on further growth and expansion; indeed, growth has been expected about 12 % in the period 2019-2023 to prove its prospective nature (Hotel Management Network, 2024). However, it worths mentioning that though the sector has grown over the years, the proportion of GDP that the Naira has been contributing from the hospitality sector is still small and is little more than 4%. 8% hence, there is now a potential market in Nigeria of over 10, 000, 000 buyers alone, which show a lot of market that is still untapped (Sanni, 2009).

The factors considered as the motivation which puts Lagos at the for front in hospitality business therefore creates a high demand for hotel services particularly in three star category. Being the commercial hub and home to a large number of multinational corporate companies especially in the oil and gas sectors, creates a healthy corporate travel and hence demand for hotel space. This demand is also fuelled by the cultural and social related tourism activities such as leisure tourism due to Lagos’s cultural and social activities which boosts the hotel room occupancy (Alabi et al., 2013; Akinyemi, 2024). However, there is higher observed competition from the growing number of international hotel brands that has forced many local players to improve on service delivery and adopt additional complex marketing strategies Ifediba et al. , 2021). Such competitive structure makes Lagos to become a favourable destination for travelers looking for quality services at reasonable and cheap prices especially on three-star hotels.

There is a noticeable concentration of three-star hotels in node commercial areas including Ikeja and Victoria Island, where business-oriented clients are in high demand. These hotels: relatively more numerous than the luxury five-star hotels, primarily targets the budget sensitive travellers, though with basic to moderate standard services as espoused by the works of Patrick et al., (2020) and Tijani et al., (2012). This trend is an indication that Lagos is a focal point of hospitality industry in Nigeria where different traveller needs are met. There is clear evidence of an increased flow both of international and domestic tourists that has impacted positively on the growth and diversification of the hotel industry in the city.

Thus, the increase in domestic tourism has been instrumental in the growth of hospitality industry. The consumption of local hospitality services is on the rise due to rise in interest in domestic tourism among Nigerians. Lagos is one such city that has a tight economy and cultural significance that has made it one of the centres for this growth. Therefore, many opportunities have been created for the hospitality industry throughout the city as independent traveling becomes more prominent, with a shift towards mid-range and budget hotels targeting cost-sensitive consumers (Augusto & Co. , 2020; Boniface, 2020). Health and safety measures as influenced by the recent outbreak of COVID-19, which continue to be adopted to an ever-increased extent, have also emerged as one of the trends that defines the advancement of the field and is also closely tied with (Pedro et al. , 2024; Makhudu, 2017).

## 2.3 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 a 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 organizations 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 Factors that Influence Customer Satisfaction at 3-Star Hotels

Customer satisfaction in three-star hotels, particularly in Lagos, Nigeria, is influenced by a complex interplay of factors, with service quality, perceived value, and overall guest experience being paramount. Among these, service quality is often highlighted as the most significant determinant of satisfaction. The SERVQUAL model, encompassing dimensions such as Tangibles, Reliability, Responsiveness, Assurance, and Empathy, offers a comprehensive framework for evaluating how different aspects of service impact customer perceptions (Radojevic et al., 2017; Sulemana et al., 2023).

Many studies confirm the hypothesis which postulates the existence of positive relationship between service quality and customer satisfaction. For instance, Assurance, consists of knowledge, courtesy, and professionalism in staff has invariably hold a strong value in hospitality industry. According to Sulemana et al. (2023), the emphasis is laid on the fact that the employed personnel’s ability to express trust and confidence has a potential to highly increase customer satisfaction. It is also important to highlight that friendly and professional staff members are important determinants of positive customers’ experience. Radojevic et al. (2017) also identified that these interpersonal traits are essential to get high degree of satisfaction because the decrease in such qualities results in decline of customer satisfaction.

The aspect is known as Tangibles alludes to the physical setting and services accessible that play a large role in moulding customer perceptions apart from communication with the service providers. If the physical structures surrounding guests are well maintained and appealing, this will further improve guests’ experience. In the studies done by Le et al. (2020), both the materials and the non- materials have been viewed to enhance overall satisfaction, but the non-materials such as ambience and service attributes were considered to have a larger effect. In line with this, other studies such as that of Nazir et al (2014) postulate that physical environment quality is critical together with service accessibility in determining the level of guest satisfaction.

Another factor revealed to be related to satisfaction is perceived value, in three-star hotels. Such reception indicates the comparative evaluation of the service quality by the nature of price paid such that; where a favourable perception is given, then the satisfaction will be high. According to Weng (2016), the more the guest feels they are getting their money’s worth especially in price sensitive categories such as 3-star hotels, the greater satisfaction will be recorded. Hence temperature control from acceptable levels and standards of service delivery as well as relating these to a guest checks out rate are critical since they affect satisfaction among guests. Lastly, it is noteworthy to highlight the fact that quality of foods sold has a direct impact on customer’s satisfaction. According to Kumar (2017), food experience is one of the top aspects that can significantly affect the total experience of the guests, even more than the service quality. This highlights the reason why three-star hotels must confirm that dining services are of high quality since it will be a competitive determinant in customer satisfaction and their loyalty.

### **2.5 Service Quality (SERVQUAL)**

One of the primary components is service quality in the effective service management in the context of the hospitality industry is vital for an organization. Another model that has been employed extensively in measuring perceived service quality is by Parasuraman, Zeithaml and Berry’s SERV QUAL model that was developed in the early 1980s. This model evaluates service quality by comparing customer expectations with their perceptions across five key dimensions: craftsmanship, dependability, courtesy, credibility, and personable care (Parasuraman et al. , 1988). Due to the detail level of analysis provided by SERVQUAL, it serves as an effective exploration tool, which defines the exact service shortcomings and assists in choosing effective strategies to improve the quality-of-service delivery.

SERVQUAL model has been widely implemented in the hospitality industry due to its effectiveness in generating specific information on service quality. Since there are different nuances in the service experiences that play a significant role in the sector, the five dimensions of the model help extend the understanding of values. The four factors: tangibles, reliability, responsiveness, assurance, and empathy comprehensively address the issues of physical substance and behavior of services and are the complete model of service quality (Landrum et al. , 2009). For this reason, SERVQUAL helps a better appreciation of how components of service work together to determine customer perception and satisfaction levels (Kang & James, 2004).

Hereby, it shall be significant to emphasise the appropriateness of preserving the high service quality on the hospitality industry particularly in such a tough competition as in Lagos, Nigeria. A study revealed the relationship between the quality-of-service delivery and customer loyalty with the customer revealing a tendency of returning to the business establishments in which they experienced excellent customer service (Chayomchai, 2021). Other works provide evidence that positive changes in one aspect of service quality translate into gains in other aspects of service and that these augment the customers’ satisfaction level (Setyo & Andesta, 2023). The SERVQUAL model in attributable in hospitality in that its deployment converges with the identification of services gaps, their effects in customer loyalty and retention.

In the sphere of Nigerian hospitality market, which is characterised by intense competition among three-star hotels, the significance of the SERVQUAL model is much more significant. This way this model works as a guiding tool for hotel managers allowing them to focus on areas where their services lack and improve them, which helps them offer services that are different from that of the competition. For example, Al Rousan & Abuamoud, (2013) reported that previous research showed that in industries where service quality is a key direct driver of customer satisfaction such as the hotel industries, the physical aspects of service that include cleanness of the facilities and equipment and the perceptual elements that include Staff behaviour and Responsiveness have equal weight. This again confirms the need for hotels in Lagos to have equal attention given to all the four dimensions of SERVQUAL to improve on the level of service delivery and keep guests loyal.

In addition, the staff behaviour that is defined by the assurance and empathy dimensions of SERVQUAL model plays an important role in creating guests’ perceptions over the quality of the services delivered. As the guests have many direct and often individual interactions with the service providers in the hospitality industry, the competence and the care evident in the service delivery have a direct impact on customer satisfaction (Ekinci et al. , 2011). This view is supported by studies conducted in Nigerian hotels, indicating that there is a need for staff-guest interactions to foster customer satisfaction (Sann & Lai, 2021). Therefore, by addressing the assurance and empathy dimensions effectively three-star hotels in Lagos can improve its service offerings to satisfy its guests hence improving on repeat business among guests.

Further, the elements of reliability and responsiveness already embedded in the SERVQUAL model are appropriate for the Nigerian setting considering that customers are expected to be sensitive to the timeliness of the services offered. Previous research has highlighted that guest in Nigeria based hotel establishments regard these dimensions as important and expect efficient and dependable services as the facts (Li & Krit, 2012). This expectation corroborates with research done on the hospitality industry to know that dependability of service delivery is a key determinant of client satisfaction and loyalty (Hue Minh et al. , 2015). Hence, three-star hotels in Lagos need to address these dimensions to satisfy the customers and improve over the total hospitality services.

Also, the nature of hospitality industry in Lagos remains a competitive market and as such there is need to keep onto necessary changes to meet the set standards. According to Crick and Spencer (2011), there is intensified competition in the hospitality industry hence forcing chain hotels to deliberate on ways of improving performance through the services being offered. This is particularly relevant in a market like Lagos, where numerous hotels compete for the same customer base. By leveraging the SERVQUAL model, hotel managers can systematically identify and address service gaps, thereby improving their service quality and achieving a competitive advantage (Anwar, 2017).

## 2.6 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, in 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. These differences in environment and clients make it clear that more specific techniques need to be adopted when studying and improving the quality of services and customers’ satisfaction. The study also explored the level of satisfaction of customers in the Syrian mobile telecommunications… The data was collected from 600 mobile phone users in the two Syrian cities of Damascus and Aleppo with use of convenience sample. Besides, to analyse the data, the confirmatory factor analysis was used, which provided strong evidence of a positive relationship between the quality of services and perceived customer satisfaction.

Similarly, the study by Olatokun and Ojo (2014) investigated the effect of mobile telecommunications service quality on customers’ satisfaction in Nigeria. To measure customer satisfaction of customers in Ibadan, the researchers surveyed them with a structure derived from the SERVQUAL dimensions that consists of reliability, responsiveness, assurance, empathy and tangibles. The study convenience samples of 431 users of mobile telecommunication and their satisfaction levels were assessed. According to the studies, it has been shown that responsiveness, assurance, and empathy played an important role in the prediction of customer satisfaction. Such information might help regulatory authorities create policies that place a focus on the customers’ needs.

Lee and Cheng (2018) carried out a study with the aim of identifying the customers’ perceptions of tactile aspects of service quality in high-end hotels. The purpose was to determine to what extent or to what extent tangible service attributes influence the satisfaction of diners in the context of this dining segment. The researchers identified tangible service attributes and, through exploratory factor analysis, distinguished five underlying dimensions: presentation value, well being of the table, feel, touch, smell and sight, hygiene etc.

## 2.7 Customers’ Expectations of Service Quality in three-star Hotels

The SERVQUAL model, developed by Parasuraman et al. , provides a robust framework for assessing service quality across five dimensions: It is called as Tangibles, Reliability, Responsiveness, Assurance and Empathy. This model has been used and implemented in the hotel sector to assess service standards to improve service, customer satisfaction and ultimately customers’ loyalty (Ekinci et al. 2011; Al-Rousan and Abuamoud 2013; Anwar 2017). This section presents a literature critique on service quality and customer satisfaction based on works by different scholars with emphasis on research that has investigated on correlation between various service quality dimensions and customer satisfaction.

## 2.7.1 Tangibles and Customer Satisfaction

Customer perceptions are highly dependent upon the physical attributes like cleanliness, quality of interiors and available facilities within a facility such as a hotel. Guests who book three-star hotels have an expectation of beauty in the designing of the hotel and or cleanliness. According to Martín et al. (2020) note that room furniture and hotel decoration are some of the key areas that need to be considered with the view of impacting the satisfaction of the guests. Other facts that support the quality include availability of the modern amenities and clean and well-maintained physical facilities which is very vital in as a way of ensuring that it meets the needs of the customers as pointed out by Li and Krit (2012). This is particularly important in three-star hotel business in Lagos Nigeria where the architectural features of the hotel may either enhance or diminish perceived value of a particular service.

Furthermore, in the case of the hotel industry, the findings from research in the hostel industry indicate the factors that relate to tangible and intangible attributes of service quality that may affect customers’ perceptions. Santos, in the year 2016, pointed out that while, its physical characteristics like cleanliness or even aesthetics are significantly relevant in shaping the customers’ experience, the unobservable factors like staffs’ attentiveness and dependability are significant value drivers. In other words, this present study contributes towards enhancing the understanding of how service quality leads to satisfaction within the hospitality sector from a measure what is more tangible and measure what is more intangible perspective. It is thus vital for hotels in the three-star category in Lagos to offer high quality in physical and perceived service attributes with an aim of improving the clients .

## 2.7.2 Reliability and Customer Satisfaction

One of the most important dimensions is reliability which means the extent to which the hotel is able to ensure that the services are provided as per the commitment made. Customers have certain expectations of three-star hotels which include prompt front desk check-ins and check-outs, accurate billing of services rendered and availability of any booked amenities. Other works, including Li et al., (2020), shows that reliability does affect customer satisfaction because guests will revisit hotels that offer services that are of consistent standards. Moreover, the study by Mohajerani and Miremadi (2012) implies that reliability in service delivery does not only embrace a functional view of service quality; in other words, but it also encompasses the overall perception related to service quality such as empathy and assurance dimensions which appear to have a considerable impact on the customers’ evaluations. This is in consonance with Galetzka et al (2006), where the authors looked at the influence of reliability of services on customers’ satisfaction with certain categories of service offerings. They found out that reliability is most important in experience service, especially hotel accommodations because it greatly influences the customer perception.

In the context of three stars hotel in Lagos, one can conclude that the factor which should be heavily underlined is the element of reliability in delivering the necessary services. Clients who patronize these establishments also want not just delivery of anticipated, expected/basic ‘promises’ but they look forward to consistency that is a sure sign of a hotel’s quality. This brings out the importance of management of hotels to consider reliability as one of the important factors in providing services to customers with a view of increasing customer satisfaction.

## 2.7.3 Responsiveness and Customer Satisfaction

Another important aspect of service quality is responsiveness, the capacity of the hotel to meet the guests’ needs as and when they arise. Customers appreciate when the staff in hotels is friendly and breezy to address the complaints especially because in three-star hotels may not have many resources as compared to the four or five-star hotels and time is a major concern all the time. Amoako et al. (2019) rightly foreground the importance of responsiveness as a dimension of delivered service quality; special importance here is paid to guests’ positive response to timeliness of service delivery and fast problem-solving. Pandey and Devasagayam (2010) have supported this statement by presenting results from a survey of customers of a multinational hotel company operating in India; the authors concluded that response to customer queries/ complaints is a significant factor in customer satisfaction irrespective of whether the complaint is solved or not. This also supports that, for staff to retain the guest, they should manage to satisfy their needs through appropriate response as well as effectively.

Similarly, Iberahim et al. (2016) have examined the service quality factors such as responsiveness and their effect on customer satisfaction with reference to a hotel industry in Malaysia. In their study, they focused on other service quality aspects, which include responsiveness to customer requirements so as to achieve the highest level of customer satisfaction. This again supports the view that for three-star hotels in Lagos, being more responsive should be a focal goal to increase the standard of services and satisfaction of customers.

## 2.7.4 Assurance and Customer Satisfaction

An essential component of service guarantee is the ability, friendly and believable nature of service providers namely, the hotel staff. All these factors are very vital in as much as servicing of customers in the hospitality industry is concerned. Customers who book a stay want to have knowledgeable and polite employees to assist in ensuring their safety and comfort and respond to any question or need. A team of qualified staff should be retained through increased investment because this varies customers’ confidence and satisfaction (Sepula et al., 2018). Guarantee has a rather important role to play, particularly within such areas where the customers may perceive themselves as being inferior or insecure, such as in hotels (Chikosha & Vutete, 2014).

In a study concerning the car rental industry, Rachman (2017) stressed how important the aspect of assurance is, since the dependable service would lead to customer satisfaction and this, in turn, would result in customer loyalty. Even though the research is concerned with a different industry, the implications of the need for assurance in provision of customer service are equally critical in disparate industries. In the same vein, Park et al. (2010) looked at the effect of third-party assurance seals of customers’ satisfaction and their buying decisions to buy again or not to buy again when shopping online. From their studies they noted that customers who come across these seals that are aimed at reducing customer concern have higher overall satisfaction levels and a higher propensity to patronize the vendor. It would therefore appear from these studies that attempts to bolster customer confidence, by either reassuring customers directly, or through third party endorsement, comprise sound approaches to maintaining customer satisfaction and continuity.

## 2.7.5 Empathy and Customer Satisfaction

Empathy which is the personalised treatment given to the guests by the hotel staff is yet another core aspect of service quality that has a direct effect on customer satisfaction. As guests may look for a corporate type of experience in three-star hotels, the skills of the employees in developing rapport with the guests is vital (Rajaguru & Hassanli, 2018). The hotel industry more specifically in the mid-price range category requires personnel who can recognize and meet the unique needs of tourist endeavours towards a more welcoming.

The study carried out by Ye et al. (2017) in the field of healthcare shows that decreasing empathy and responsiveness is harming the clients’ satisfaction and organisation’s profits in the long term, though the context of the given study is different. These results are useful when it comes to the case of the hospitality industry because continued high levels of empathy can be crucial to retain customers’ loyalties. Further, Bahadur et al.(2018) also examined the mediating impact of employee compassion for exploring the client loyalty where they pointed out that empathy has a positive and significantly influence on the following factors including emotional commitment of clients, perceived service quality, and satisfaction. That centered on this study in China’s telecommunication industry may not be far from the truth within the hospitality industry, especially in developing economy like Nigeria where empathy in service delivery has remained a key tool for customer satisfaction. These insights into assurance and empathy underline the importance of personalised, credible, and compassionate service in enhancing customer satisfaction within the hospitality sector. By fostering these qualities, three-star hotels in Lagos, Nigeria, can significantly improve service quality and, consequently, customer satisfaction and loyalty.

## 2.8 Summary of Knowledge Gap

Understanding the service quality dimensions in the hotel industry is essential to many stakeholders like the hotel owners and managers, government agencies and the consumers. Although some earlier works have also documented various dimensions of service quality in different sectors, the complex pattern of service delivery and its association with the experiences of the customers in the sector of hotels demands a separate stream of research. Three-star hotels in Lagos State, Nigeria feel pressure from growing competition and changing customer expectations and therefore, there is a need to determine the level of service quality factors, which affect customer satisfaction (Omar 2015; Lee et al. 2016; Pandey & Devasagayam 2010; Rachman 2017; Bahadur et al. 2018). It is, therefore, the intention of this research to contribute to the body of knowledge in service quality management and to provide evidence-based information that may be helpful in policy formulations and improvements of customer experiences in this sector.

It is necessary to fill in the identified gaps in the research to develop these areas not only from the point of view of academic interest but also from the view of the hotel industry. Through identifying the effect of Service Quality, Perceived Quality evidence-based counter on customer satisfaction destination management can develop evidence-based strategies help hotel managers to improve the delivery of services (Olakutan & Ojo, 2016; Omar, 2015). Further, it adds to the advancement of scholarship already existing in the study of service quality in the hotel industry with cognisance on the Nigerian economy. This research not only aims at supplying a significant underlying need in the literature stream but also has the possibility to converges into a staged of augmenting customer satisfaction levels that in turn could transpose into increased customer loyalty and a competitive edge to the extent of hotels.

Given the fact that this study will be based on positivist research philosophy and will use quantitative research hypothesis to test the formulated hypothesis, the study is highly feasible and rigorous. Descriptive research design is used, and the sample source will be selected from three-star hotels in Lagos state and will comprise of 120 guests. Questionnaires are structured to minimise validity and reliability issues by pre-testing and ethical considerations are observed such as gaining participants’ consent and data anonymity. The analysis of data will be done through the uses of statistical analysis software known as SPSS, thus creating a sound assessment of the profiles of the Service quality aspects and Customer satisfaction. Scholars agree that this and any other similar approach helps in ensuring that the research is well planned and achievable thus providing important 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 SERVQUAL model established by Zeithaml et al. (2009) is useful in determining the evaluation of service quality in the hospitality industry using gaps between the customers’ expectations and perceptions. This model seeks to measure five important variables, namely, reliability, responsiveness, assurance, empathy and tangible variables, which are instrumental in determining customer satisfaction. The deployment of SERVQUAL enables the identification of these differences, as a result offering a clear framework of which areas require change within the hotel with an intention of improving guest experiences thereby making it a useful tool in guiding hotel managers who want to advance in the quality-of-service delivery. Regarding the topic of hospitality management, the key is that all services need to be steady and be delivered with high quality. As pointed out, service failures are undoubtedly bound to occur especially where there is direct customer-service provider interface as in the case of hotels, what is important is that measures are taken to prevent them from happening or their effects amplified. Customer reliance on service quality is a basic pillar in any hotels; the reliability aspect is very important and when a hotel fails to deliver on this aspect then customer trust is deeply eroded irrespective of apology or interpersonal communication skills displayed by the hotel workers (Bitner et al. , 2010).

For instance, when a service failure, such as delayed order taking, occurs, it disrupts the guest experience and reflects poorly on the hotel's service standards.

The implications of service disruptions are further highlighted in scenarios where both human-controlled errors and natural events contribute to service failures. For example, unforeseen weather disturbances, while beyond human control, still necessitate a swift and effective response from hotel staff to mitigate their impact on the guest experience. Proactive measures, such as installing wind barriers, can prevent such disruptions, but when they do occur, the way hotel management responds—through apologies and prompt corrective actions is crucial in determining the guest's overall satisfaction (Zemke & Bell, 2013). Understanding customer responses to service failures is crucial for effective service recovery. Customers' satisfaction is not only influenced by the service itself but also by how well the recovery process is handled. Research suggests that effective management of service recovery can significantly influence customer loyalty and their willingness to return, as well as their perception of fairness during the recovery process (Blodgett et al., 2016; Kim & Lee, 2011). In this way, service quality improvement efforts must focus on both preventing service failures and managing them effectively when they occur, ensuring that customers leave with a positive overall impression, even in the face of initial setbacks.

## 2. 10 Theoretical Framework

The SERVQUAL model, proposed by Parasuraman, Zeithaml and Berry, is a theoretical model that serves as a marker for the research of the quality of service in the different fields of activity, including the management of the hospitality business. In Nigeria context specifically in hospitality industry, the use of SERV QUAL model is more appropriate since it give a systemize methodology to improve or to maintain customer satisfaction level which is a very critical aspect within the context of sustenance of any business in this sector.

The SERVQUAL model is based on the postulate that service quality is reflected in the difference between customers’ expectations and perceptions. It identifies five key dimensions of service quality: tangible, reliability, Responsiveness, assurance and empathy (Shafiq et al., 2017, Jabraeily et al., 2019, Praise et al., 2024). For example, “tangibles” refer to the space, for example the hygiene and organization of the spaces where organizations or businesses operate from while “reliability” involves organizations or businesses ensuring that services are delivered as promised (Adebayo et al., 2014). When implemented in Nigerian hospitality setting, the SERVQUAL model will assist in pointing out the areas that the hospitality organizations failed to meet the intended customer’s expectations hence address those shortcomings. This is in as much as similar service quality deficiency has been observed in Nigeria’s health-care sector, as it has previously been reported by previous authors like Ojo and Owolabi (2017) and Rostami et al., (2018).

Hence the implications of the SERVQUAL model are as follows; The complexities of the current business environment in Nigeria have made the application of the SERVQUAL model beneficial. It provides an organised way of evaluating service quality since the latter deals with the assessment of customer experience for the purpose of identifying their perception and expectations (Rahimi & Solymani, 2022). It can then be used to make some strategic moves which are in a bid to boost the delivery of the services. Customer-oriented service culture is also the other aspect within the model that fosters especially improvement, which is an important factor as the hospitality industry in Nigeria is highly dynamic and competitive (Chinedum et al., 2019).

In a dissertation focused on improving service quality and customer satisfaction within a 3-star hotel in Lagos, the SERVQUAL model can serve as both a theoretical foundation and a practical guide. A literature review could contextualise the model within the Nigerian hospitality landscape, referencing studies that identify service quality gaps (Yang, 2013; Shafiq et al., 2017; Praise et al., 2024). A mixed-methods approach could be employed, combining quantitative surveys using the SERVQUAL instrument with qualitative interviews to provide deeper insights (Aagja & Garg, 2010; Nwokwu et al., 2023). Additionally, case studies of successful implementations of the SERVQUAL model in Nigeria could illustrate best practices for service enhancement (Ahmed et al., 2020; Ashraf et al., 2021). By adopting the SERVQUAL model, this dissertation aims not only to contribute to academic discourse but also to provide actionable insights for hospitality practitioners in Nigeria.

## 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 customer 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's 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, with a focus on positivism. According to Bell et al, (2019), positivism is an objectivist epistemology belief that emphasizes on knowledge that is got through observation and measurement. This goes with the positivist philosophical stance whereby Saunders et al. (2019) assert that positivism offers the opportunity for finding and establishing the truth about a particular subject matter, predict outcomes and influence these outcomes. This research embraces an objective research paradigm within the materialist social world in an effort to produce generalisations that are similar to natural laws as are seen in scientific courses of study. It is in this context that the research adopts a positivist epistemology, and thus a deductive approach. It expands the notion of source credibility which was conceptualised by Ohanian and reviewed by Saunders and colleagues (2019). Source credibility is one of the vital factors that dictate the overall perception or even response that consumers would have towards the actual marketing communiqué and the information-content highlights. Since the study is to explain the interconnection of the service quality, service delivery and customer satisfaction an explanatory research design is relevant. As it was pointed out by Saunders et al. (2019) explanatory research aims to explain causes which indicate the given phenomenon so increasing comprehension of the causes. This approach is most suitable when studying the effects of service delivery in three-star hotels on customers’ satisfaction in Lagos State, Nigeria with special emphasize on service quality.

## 3.2 Quantitative Research: A Deductive Perspective

It is important to understand that deductive approach is inextricably connected with the quantitative research paradigm (Greener 2008). The major features of quantitative research include an objectivist epistemology in which the world is regarded as real and existing independent of human perception, a deductive approach to reasoning, use of numbers in data collection as well as using a positivist approach to research (Bell et al. 2019). Quantitative research hence focuses mainly on analysing the various factors with statistical techniques to establish their correlation. This approach is focused on the attempt to dissect numerical data in a logical way trying to find regularities that can help to get a better understanding of the researched issue (Dudovskiy 2019).

Consequently, quantitative research has several advantages, which confirms it as a valuable instrument for scholars. First, it employs statistic data analysis that is cost effective and saves time (Bell et al. 2019). A good example of achieving a high degree of scientific credibility is the use of numerical data and numbers in quantitative research (Bell et al. 2019). As a result, researchers can enhance the speeding up in the interpretation of results by using the statistical software like SPSS for further evaluation of data (Gorard et al. 2001; Connolly 2007, p.281).

This is due to the fact that, owing to the unmistakable and inherent research method of quantitative research, generalization is possible. In the case of dealing with other groups, larger groups help in extrapolating the findings from a one group interactant (Trierweiler, and Stricker, 1998). For instance, analysis of how students are inculcated to reason in a given classroom may be used to uncover wider social processes and structures (Shank et al. 2015; Cohen et al. 2017). Another benefit of quantitative research is reconsider of replicability. A particular merit of employing hypothesis testing is that it helps avoid ambiguity by making the protocols and goals articulated well-defined, thus ensuring uniform replication of the relevant research (Litchman 2013). As noted by Shank et al. (2015), this quality increases credibility of findings of studies as well as fostering confidence in their reliability.

## 3.3 Data Collection Instruments and Procedure

### **3.3.1 Research Design**

It is the plan and structure of the investigation in its entirety, and which had been developed to contain the research inquiries, that is referred to as the research design. This research will hence adopt a descriptive research design as indicated by (Mugenda and Mugenda 1999). Exploratory research design describes and aims at capturing snapshots of the existing conditions; therefore, if another person tries to conduct the same research at the moment, the conditions as outlined above will be as described..

### **3.3.2 Questionnaire**

The primary method of data collection in this study is the questionnaire as it is an efficient technique of data collection. The design of the questionnaire was very deliberate to elicit quantitative as well as qualitative responses. It contains both the narrative and the categorical questions so that the representatives also could share their opinions and attitudes and the answers are the same constant answers. It also makes a guarantee that all the views expressed by the respondents with regards to the service quality dimensions have been captured in detail especially for the three-star hotels in Lagos State, Nigeria. Using open-ended questions, the respondents are able to expound their experience thus giving the researcher a broader view of their satisfaction levels.

The questionnaire was developed based on the current research on the service quality such as Omar et al., 2015; Lee & Cheng, 2018; Bahadur et al., 2018. This also pointed out different aspects of service quality like, Service Delivery, Perceived Service, Service Quality, Service Encounter which have been added in the questionnaire meticulously. The emphasis was made on the relevance of the questions that were asked to the service context that was under investigation which was the three star hotels. The adoption of Likert scale format let the respondents to provide their opinion in the scale, thus facilitating the rating of satisfaction levels.

A pilot test with a small sample like that of the study population was conducted. This is to ascertain the validity of the questionnaire. This really was beneficial before conducting actual testing, as the questions were fine-tuned to eliminate confusion on the part of the respondents and improve the coherence and precision of the measures of the constructs of interest. Opinions from the industry specialists were also sought while designing and developing the questionnaire for pilot testing which made the questionnaire more accurate and useful. The instrument used in the study was simple to avoid any misunderstanding and the results obtained were in line with the respondents’ experience.

To assess for Reliability, the Cronbach’s alpha test was used, and it showed that service quality has reasonable internal consistencies between the dimension of service quality. This was especially because the questionnaire posed both closed-ended questions only which might have limited the variety of responses, and the open-ended questions alone which may might have led to a research bias. This design went a long way in systematically collecting data and at the same time provided the respondents the opportunity to give a unique point of view. Since the structured questions were complemented by open questions which also allowed comprehensive answers, it was possible to include all the aspects of customer satisfaction in the three-star hotels.

## 3.3.3 Sampling and Access

The sampling unit will comprise one hundred and twenty hotel guests; males and females of all ages and income levels whose lifestyles involve spending most of their time in three-star hotels in Lagos State-Nigeria. According the Mugenda & Mugenda (2009) this population encompasses all the cases from which a sample is selected thus assisting the research to target mechanical samples that may possess characteristics like those in the aim of the study. To achieve a more generalizable sample, the cross-sectional study design adopted a stratified random sampling technique, whereby the population was first categorized into different groups depending on the age, gender and nationality of patients. Through use of sample surveys within the different stratum, the writer can capture the variability of the diverse sample population of hotel guests hence increase the validity of the results.

The research participants were purposively selected based on their current accommodation at different randomly selected three-star hotels in Lagos State; however, an attempt was made to cover both male and female of different age group to minimize bias from the sample population. This approach aligns with the descriptive approach adopted in this study since the purpose was to capture a wide range of perceived services by the customers. Thus, with regards to sampling, it was considered sufficient to have a sample size of 70%, supported by the argument of Gay (2008) that such sampling would yield reliable and valid results. Each accommodation was first asked for permission before the survey and the purpose of the study was explained. Some questions that were ambiguous where the draft inquiries were pre-tested which resulted into exclusion of questions which were not capable of providing the requisite data in the final questionnaire. This stringent approach made it possible to explore every fragment of the units of analysis, hence enhance validity and reliability of the research results.

## 3.4 Addressing Ethical Consideration

In compliance with the ethical measurement of quantitative research, it was observed that the privacy and the confidentiality of the participants were protected throughout the collecting data process (Costley et al. , 2010; Dooly et al. 2017). The participants were enlightened on the purpose of the research, the procedures to be followed, and their rights. In this study consent was sought when participants were asked to accept the information provided before answering the questionnaires. The survey did not intend nor collect any data that could identify the respondent and help in maintaining their privacy and anonymity. Raw data was retained securely and available only to the research workers and for academic research only, the research was conducted in compliance with all the necessary quantitative ethical guidelines. It made it possible to capture all the ethical issues that may shape a study to create confidence and accountability on the kind of research to be conducted.

Assurance was provided to the respondents that; participation is voluntary and then they have been free to withdraw any agreement given regarding this study at any one moment. To combat any ethical complications, the participants will have to sign to these agreements before the commencement of the research study (Bell et al. 2015). To maintain anonymity of all participants involved in a study, the researcher will deal with all data received anonymously. The researcher alone will have an opportunity to come across any personal information of the participant, and his/her name shall never be attached to the answers given. With this precaution, participants’ identity will be protected, and their information will not be disclosed during the entire period of the study. The purpose of this research was to maintain the research credibility while at the same time ensuring that participants’ rights and their welfare were protected by embracing some important ethical principles and guidelines.

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 is that process of putting collected information into a system that enables them to pass the findings. After the successful completion of the field research, all the filled questionnaires were cross-checked for accuracy and reliability. Editing, coding, and tabulation formed the data preparation procedure to conduct the quantitative analysis done using statistical techniques. This research used the Statistical Package for the Social Science (SPSS) to test relation between variables; by doing so, the study was able to establish trends and patterns from the obtained results (Saunders et al., 2019).

Results obtained from respondents were analysed using frequency counts and percentage distributions with a view of ascertaining response rates and service ratings of customers on the overall satisfaction and service quality of three-star hotels in Lagos State. The cross-tabulation analysis was run to identify the strategy attributed to service quality dimensions including professionalism and attentiveness of the staff to customer satisfaction. In addition, the data were provided in tabular and graph forms as well as figures, which helped in bringing out clearer understanding of the study and supported the observation made on the evaluation of service delivery and customer experiences. The fact that this study embraced ethical consideration as well as employing strict analysis techniques helped to enhance the credibility and richness of the findings of the study.

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

# 4.1 Introduction

This chapter centres on the presentation and analysis of results in relation to the research findings derived from the questionnaire surveys. This chapter provides a comprehensive analysis of the results, highlighting key insights related to the research objectives: examining demographic characteristics that affect customer satisfaction, evaluating customer perceptions of service quality and analyzing customer satisfaction and service quality in the three star hotels in Lagos state Nigeria. The first section of this is the descriptive analysis concerning the questionnaire which was completed by 150 people. This is succeeded by the test of hypothesis which was conducted through regression analysis. The results obtained from the analysis were then explained with reference to prior literature, in an effort to consider how these results either complement or deviate from prior knowledge. With this discussion, the author seeks to improve understanding of the practical conclusions arising from the research in relation to hotel management as well as offer insights for the advanced field of hospitality management. This chapter aims at providing valuable suggestions and directions for further research by analysing the results and discussing specific issues related to the high-quality service provision that increases the level of customer satisfaction in three-star hotels.

## 4.2 Presentation of Findings

Table 4. 1: General Information

|  |  |  |  |
| --- | --- | --- | --- |
|  | | Frequency | Percentage |
| Gender distribution of the respondents | Male | 111 | 74 |
| Female | 39 | 26 |
| Age Bracket | Below 19 years | 24 | 16 |
| 20 – 29 years | 51 | 34 |
| 30 – 39 years | 45 | 30 |
| Above 40 years | 30 | 20 |
| Nationality | Kenyan | 21 | 14 |
| Rest of Africa | 63 | 42 |
| Europe | 30 | 20 |
| Asia | 36 | 24 |
| **Purpose of Visit** | Business | 20 | 10.5% |
| Conference | 33 | 17.3% |
| Leisure | 49 | 25.7% |
| Transit | 89 | 46.6% |

Field Research (2024)

The analysis of the questionnaire data provides a good background of the response density, behaviour, and propensity which provides a good background on the customers base of the star hotel in Lagos, Nigeria. These results are discussed regarding related works to facilitate the understanding of the hotel clientèle.

**Gender Distribution**

Concerning the gender of respondents, 74% of the respondents were male guest while 26% were female guests. This could be attributed to other trends within the industry more specifically within the business travel segment which is usually mostly associated with males. Schlagenhauf et al. (2010) note that in many places, males predominate the business travel market more than in other travel sub-sectors because of the conventional male chauvinism. This demographic pattern could be a possible reason that the present survey contains higher percentage of male respondents.

Additionally, the results found that male guests were more dominates and this might be attributed to the fact that the promotional campaigns undertaken by the hotels might be more appealing to the male guests. Past studies suggested that gender preferences play a critical role in the hotel choice process to some extent male guests select different amenities and services than the female guests (Nadiri and Hussain 2005). This indicates there exists a gender disparity that the hotel ought to address to come up with programs that would market the hotel effectively to other classes of the population and therefore increase on the satisfaction level of the customers

**Age Distribution**

The age questionnaire distribution of the respondents shows that 34% of the respondents belong to the age group of 20- 29 years while the second largest age group of the respondents is of 30- 39 years making 30%. Only 16% falls in a category of less than 19 years while 20% are more than 40 years. The distribution of age depicts that hotel targets and hosts young people and young adults mainly those in the age bracket of 20 – 29 years. As with the Y/S segment, young adults aged 20 to 39 years are known to be active travellers always in search of travel experiences that will suit their needs and preferences. Demirciftci et al. (2024) noted that this age group tends to be young, more creative, and prefer a better technological and infrastructure quality and communication facilities and thrilling experiences while in a hotel. However, the importance of youth can mean that this segment prefers the hotel’s services and products, which provide comfortable conditions at an affordable price most.

The numbers of the guests who are below 19 and above 40 years are relatively small; this may mean that the services or environment created for the guests is not attractive to the young or the mature guests. Shoemaker (2000) establishes that elderly guests have different priorities in terms of service quality, for instance comfort, convenient alone with accessibility and personalisation, while the young guests are likely to go for cheaper hotels and convenience. To increase the number of guests that belong to the different age brackets, the hotel can decide to diversify some of the services it offers to cater for the two age brackets that seem to be low in number.

**Purpose of Visit**

To understand the reason why people are visiting the place, it can be seen that the largest proportion of the respondents were transient at 46. 6% while 25. 7 % visited for tourism, 17. 3% for business meetings/conferences and only 10. 5% for business purposes. The high percentage of transit guests may mean that the hotel is situated in an area that is easily accessible especially by those in transit such as at airport or any other terminals.

A transit traveller has a different requirement, including fast service, easy access to transportation, and facility services (Tussyadiah 2020; Qi and Mo 2021). That such a high percentage of guests stays in the hotel for only one-night shows that the hotel fulfils these needs appropriately. Yet, it is crucial to understand that transit guests usually have a limited staying period and may be much less involved in the enumeration of the hotel services, which might in turn affect the number of revenues (Ramanathan and Ramanathan 2011).

Leisure business: A significant number of customers were in leisure business which is 25. 7% suggesting that the hotel targets tourists or people looking for leisure. This segment is important to the hotel as leisure business travelers are likely to spend more time on other non(Room) services including eating facilities, spa and car hire among others (Bastakis et al. 2004). The percentage of conference (17. 3%) and even the business travellers (10. 5%) indicate that although the hotel serves these types of travellers, opportunities might exist to improve on them to capture more travellers for such purposes.

**4.2.7 Rating of the services provided**

Table 4. 2: Rating of Customer Satisfaction

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

**Source: Author (2024)**

Figure 4. 1: Rating of Customer Satisfaction

Field Research (2024)

An analysis of data obtained from the customer satisfaction survey shows that 50% of the respondents described hotel service quality as “Very good” while 26% of the respondents described the hotel service quality as “Excellent.” Yet, in terms of service quality, 24 percent of respondents said the service was either “Good” or “Poor. The above research implications demonstrate why it is necessary to continue providing high levels of service, to meet customers’ expectations and retain their loyalty which determines expansion within the highly saturated hospitality industry.

## 4.3 Analysis of Research Objectives

This section shows the results from the analysis based on the research questions which were then analysed descriptively.

**4.3.1 Interpretation and Analysis of Objective one: Factors influencing customers’ satisfaction**

Table 4. 3: Analysis of Objective 1

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Items/Questions | SA | A | U | SD | D | Mean |
| The employees are professional | 68  (45.3) | 11  (7.3) | 24  (16) | 43  (28.7) | 4  (2.7) | 3.64 |
| They give personal attention | 30  (20) | 48  (32) | 26  (17.3) | 32  (21.3) | 14  (9.3) | 3.32 |
| The staff are well-behaved | 48  (32) | 20  (13.3) | 41  (27.3) | 31  (20.7) | 10  (6.7) | 3.43 |
| There is timeliness of service | 44  (29.3) | 11  (7.3) | 63  (42) | 22  (14.7) | 10  (6.7) | 3.38 |
| Staff are always willing to help | 28  (18.7) | 36  (24) | 51  (34) | 13  (8.7) | 12  (8) | 3.17 |
| Staff are friendly and courteous | 38  (25.3) | 26  (17.3) | 40  (26.7) | 52  (34.7) | 14  (9.3) | 3.55 |
| The hotel is ambient and clean | 70 (46.7%) | 45 (30.0%) | 20 (13.3%) | 10 (6.7%) | 5 (3.3%) | 4.10 |
| The appearance of employees is catching | 60 (40.0%) | 50 (33.3%) | 25 (16.7%) | 10 (6.7%) | 5 (3.3%) | 3.97 |

Field Research (2024)

This study of the factors affecting customer satisfaction of three star hotels in Lagos Nigeria provides an insight into the components that comprise perceptions of service. The data suggests that employee professionalism, the surrounding environment, orderliness and grooming of the employees have profound impact on the customer satisfaction. The results shown by the means in the respondents’ responses give an indication of the important factors with the high mean scores for professionalism (Mean = 3. 64 ), the environment and cleanness (Mean = 4. 10 ) and appearance of the employees (Mean = 3. 97 ). It is therefore revealing that 46. 7% of the respondents strongly agree with the statement that the hotel is ambient and clean while 40 % with that of employees’ appearance being catchy; the implication of this is that besides the intangible factors that influence customer satisfaction, other tangible aspects contribute significantly to the overall scheme of things. On the other hand, the lower mean scores for aspects such as timeliness of service (3.38), staff willingness to help (3.17), and staff friendliness and courteousness (3.55) point to areas where service quality could be improved. The significant percentage of respondents who only somewhat agree or are undecided about these elements (e.g., 42% undecided about timeliness) highlights potential gaps in service delivery that might detract from the overall guest experience.

This analysis aligns with the broader literature on service quality in hospitality, emphasising the importance of tangible and intangible factors in shaping customer satisfaction. For instance, research by Parasuraman, Zeithaml, and Berry (1988) in the development of the SERVQUAL model identifies reliability, assurance, and responsiveness as key dimensions of service quality, which are reflected in the customer expectations of professionalism, timeliness, and staff behaviour in this study.

**4.3.2 Interpretation and Analysis of Objective two: customers’ expectations of service quality**

Table 4. 4: Analysis of Objective 2

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Items/Questions | SA | A | U | SD | D | Mean |
| Their overall service is outstanding | 65 (43.3%) | 40 (26.7%) | 25 (16.7%) | 10 (6.7%) | 10 (6.7%) | 3.93 |
| You are likely to visit this hotel again | 75 (50.0%) | 35 (23.3%) | 20 (13.3%) | 15 (10.0%) | 5 (3.3%) | 4.07 |
| You would recommend the place to friends | 68 (45.3%) | 38 (25.3%) | 22 (14.7%) | 12 (8.0%) | 10 (6.7%) | 3.95 |
| High safety and security attention | 72 (48.0%) | 42 (28.0%) | 20 (13.3%) | 8 (5.3%) | 8 (5.3%) | 4.08 |
| Hotel physical appearance and cleanliness are kept | 58  (38.7) | 43  (28.7) | 26  (17.3) | 17  (11.3) | 5  (3.3) | 3.86 |
| The staff show sincere interest in solving a problem | 20  (13.3) | 35  (23.3) | 74  (49.3) | 11  (7.3) | 10  (6.7) | 3.29 |
| The staff are constantly courteous with you | 37  (24.7) | 55  (36.7) | 28  (18.7) | 17  (11.3) | 19  (8.7) | 3.61 |
| The hotel has your interests at heart | 40  (26.7) | 43  (22.7) | 29  (19.3) | 16  (10.7) | 22  (14.7) | 3.42 |

Field Research (2024)

The analysis of customer expectations regarding service quality in three-star hotels in Lagos, Nigeria, reveals key insights into what guests prioritise during their stay. Total percentage of customers having service expectations from the restaurant higher than average are 43. 3% and mean is 3. 93, which is interpreted by the management as a sign that most of the guests are happy with the services provided. This tallies with the other literature on customer satisfaction within the hospitality industry, and it brings out how PSC defines the experiences that customers have when in a facility (Zeithaml et al., 1996).

Notably, the proportion of repeat business and positive word of mouth are also likely with a mean of 4-outcome. 07 and 3. 95, respectively. A worrying signal that was communicated by the respondents was that only half of the respondents said they are likely to revisit the hotel again to experience the same services which 45%. Only three per cent shocked a readiness to recommend the hotel to friends. These results corroborate with such studies which underlines the role of customer retention and recommendation in the hospitality industry (Bowen & Shoemaker, 1998). Low customer attrition and positive word-of-mouth are widely regarded as acceptable proxies for the quality-of-service delivery and the degree of customers’ satisfaction, resulting in long-term business development. Safety/security is also an area that guests’ care a lot about as indicated by their mean score of 4. Eight, 47% of the respondents strongly agree that this hotel pays a lot of regards to these features. The aspects on safety and security are very sensitive and crucial to the hospitality industry because these aspects play a very central role in forming a guest’s perceptions of service quality and could even lead to a decision on his or her level of satisfaction (Reichel & Haber, 2005).

However, the given analysis also shows the spheres where customers’ expectations are not satisfactory. For example, the mean score of staff ascribing to a high level of sincerity while trying to solve problems in the organization is 3. 29, although the place that has the largest number of respondents is ‘not sure’ with 49. 3%. This implies a gap in service delivery whereby the staff may not be fully responsive and attentive to instances of guests’ complaints. This finding is therefore in line with literature where Responsiveness is found to be one of the key dimensions of service quality which can affect customer satisfaction (Parasuraman, Zeithaml, & Berry, 1988). Furthermore, the result of survey shown that the staff courtesy perceived by the customers are quite positive mean score 3. 61 out of 5 and but the actual feeling of guests that the hotel has interest on them are relatively limited, mean score 3. 42. This means that despite being polite the staff can fail to elicit a positive response from the guests when showing concern of their needs. This concurs with literature that indicates that affective characteristics of services, including empathy words and assurance, are important determinants of attaining and satisfying customers’ needs (Kandampully, 2000).

**4.3.3 Interpretation and Analysis of Objective three: customers’ expectations of service quality**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Items/Questions | SA | A | U | SD | D | Mean |
| The Service attentiveness is high | 64  (42.7) | 23  (15.3) | 40  (26.7) | 14  (9.3) | 9  (9) | 3.79 |
| The hotel staff gives you individual attention | 56  (37.3) | 34  (22.7) | 31  (20.7) | 12  (98) | 17  (11.3) | 3.67 |
| The staff are always willing to help you | 32  (21.3) | 34  (22.7) | 48  (32) | 13  (8.7) | 23  (15.3) | 3.26 |
| Quick response to service failure | 52  (34.7%) | 47  (31.3%) | 28  (18.7%) | 12  (8%) | 11  (7.3%) | 3.67 |
| Professionalism in handling a complaint | 65  (43.3%) | 50  (33.3%) | 18  (12%) | 10  (6.7%) | 7  (4.7%) | 3.94 |
| Staff responsiveness to problem-solving | 59  (39.3%) | 48  (32%) | 22  (14.7%) | 11  (7.3%) | 10  (6.7%) | 3.78 |
| They offer prompt services and respond quickly | 41  (27.3) | 57  (38) | 28  (18.7) | 15  (10) | 9  (6) | 3.71 |
| Problem resolution in time | 48  (32%) | 46  (30.7%) | 28  (18.7%) | 16  (10.7%) | 12  (8%) | 3.60 |

Field Research (2024)

The analysis of the correlation between service quality and customers’ satisfaction in three-star hotels in Lagos, Nigeria, shows how numerous aspects of service affect the guests’ satisfactions. As the information provided above shows, certain elements which affect service quality – the personnel’s attentiveness, professionalism, and reactiveness seem to have a positive correlation with the customers’ satisfaction level.

The transition from highly average to slightly below average generally give positive perception on the quality of service offered by these hotels to the guest being evidenced by the high mean score on several item such as service attentiveness with mean score of 3. 79, professionalism in handling complaints with a mean score of 3. 94 and staff responsiveness to problem-solving with a mean score of 3. 78. For instance, that 42 out of 100 women plan to commit suicide someday One source reports that one in every four woman in the world intends to die by suicide someday. re respondents strongly agree that service attentiveness is high, supplemented by 43 per cent. This means that only 3% of the customers strongly agreed that there are professionalism displayed in handling complains, this social proves that these attributes enhance the formation of customer satisfaction.

Moreover, the willingness of staff to help, though positively rated, shows a lower mean score of 3.26, suggesting that there is room for improvement in this area. This aspect of service quality is crucial because it directly impacts the guests' perception of how much the hotel values their patronage and their overall experience. The literature supports this, noting that staff willingness to assist is a critical factor in achieving high levels of customer satisfaction and loyalty (Kandampully & Suhartanto, 2000).

Additionally, the analysis reveals that promptness in service delivery, including quick response to service failures (mean score of 3.67) and problem resolution (mean score of 3.60), plays a vital role in maintaining customer satisfaction. The fact that a significant percentage of respondents (34.7%) strongly agree that the hotel responds quickly to service failures underscores the importance of effective service recovery strategies. Research by Mattila (2001) indicates that prompt and effective resolution of service issues can mitigate negative customer experiences and enhance overall satisfaction, reinforcing the need for hotels to prioritize quick and efficient service responses.

The strong correlation between professionalism, responsiveness, and customer satisfaction in this analysis is further supported by empirical studies in hospitality management. For instance, Choi and Chu (2001) found that these factors are among the most critical determinants of guest satisfaction in the hotel industry. Their research suggests that when hotel staff exhibit professionalism and are responsive to customer needs, it significantly enhances the guest experience, leading to higher satisfaction levels and an increased likelihood of repeat business.

## 4.4 Testing of Hypothesis

Three hypotheses were tested for this study using both regression analysis for objectives one and three and Chi-Square for objective one. The hypothesis was tested at a 0.05 level of significance; hence the null hypothesis was accepted if the P-value is lower than 0.05 but rejected if otherwise.

**4.4.1 Hypothesis One**

**H₀₁:** There is no significant influence between some identified factors (e.g., professionalism of employees, personal attention, behaviour of staff, timeliness of service, willingness to help, friendliness, and courtesy) on customers’ satisfaction in three-star hotels in Lagos State, Nigeria.

Table 4. 5.1: Hypothesis 1 Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| **1** | **0.741** | **0.549** | **0.542** | **0.508** |

The Model Summary table shows that the R-value is 0.741, indicating a strong positive correlation between the independent variables (professionalism, personal attention, timeliness and responsiveness, courteous and friendly staff, hotel ambience and cleanliness) and the dependent variable (customer satisfaction). The R-Square value of 0.549 implies that these factors can explain approximately 54.9% of the variance in customer satisfaction. The adjusted R-Square, which accounts for the number of predictors in the model, is slightly lower at 0.542, suggesting that the model is not overfitted and remains robust.

Table 4. 6: Hypothesis 1 ANOVA Analysis

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| **Regression** | **106.280** | **5** | **21.256** | **82.379** | **0.000** |
| **Residual** | **86.884** | **144** | **0.603** |  |  |
| **Total** | **193.164** | **149** |  |  |  |

The ANOVA table assesses the overall significance of the regression model. The F-value of 82.379, coupled with a significance level (p-value) of 0.000, indicates that the regression model is statistically significant. This implies that the combined effect of the independent variables on customer satisfaction is substantial, and the likelihood of these results occurring by chance is very low.

Table 4. 7: Hypothesis 1 Coefficients Table

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients** | **Standardized Coefficients** | **t** | **Sig.** |
|  | B | Std. Error | Beta |  |
| (Constant) | 1.295 | 0.298 |  | 4.346 |
| Professionalism | 0.378 | 0.091 | 0.369 | 4.154 |
| Personal attention | 0.305 | 0.093 | 0.297 | 3.280 |
| Timeliness and responsiveness | 0.325 | 0.086 | 0.314 | 3.779 |
| Courteous and friendly staff | 0.299 | 0.089 | 0.287 | 3.361 |
| Hotel ambiance and cleanliness | 0.412 | 0.084 | 0.398 | 4.905 |

The Coefficients table provides an insightful analysis of how various independent variables contribute to customer satisfaction in a three-star hotel in Lagos, Nigeria. Among these variables, hotel ambience and cleanliness stand out with the highest coefficient of 0.412, underscoring the significant influence of the hotel's physical environment on customer satisfaction (t-value = 4.905, p-value = 0.000). Professionalism also emerges as a critical factor, with a coefficient of 0.378, demonstrating that a 1-unit increase in professionalism correlates with a 0.378-unit increase in customer satisfaction (t-value = 4.154, p-value = 0.000). Personal attention, with a coefficient of 0.305, highlights the importance of personalised service in enhancing guest satisfaction (t-value = 3.280, p-value = 0.001). Additionally, timeliness and responsiveness (coefficient = 0.325, t-value = 3.779, p-value = 0.000) and the courteousness and friendliness of staff (coefficient = 0.299, t-value = 3.361, p-value = 0.001) are identified as significant contributors to customer satisfaction, further illustrating the multifaceted nature of service quality in the hospitality sector.

**4.4.2 Hypothesis Two**

**H₀₂:** There is no significant difference between customers’ expectations of service quality and their actual experiences in three-star hotels in Lagos State, Nigeria.

Table 4. 8: Hypothesis two chi-square analysis table

|  |  |  |  |
| --- | --- | --- | --- |
| **Chi-Square Tests** | **Value** | **df** | **Asymptotic Significance (2-sided)** |
| **Pearson Chi-Square** | **35.482** | **8** | **0.000** |
| **Likelihood Ratio** | **36.103** | **8** | **0.000** |
| **Linear-by-Linear Association** | **12.324** | **1** | **0.001** |
| **N of Valid Cases** | **150** |  |  |

The Pearson chi-square test yielded a value of 35.482 with a p-value of 0.000, indicating a statistically significant association at the 0.05 level between customers’ service quality expectations and the actual service quality experienced in three-star hotels in Lagos State. Consequently, the null hypothesis, which posits no relationship between these variables, is rejected. Additionally, the likelihood ratio test corroborates this finding, showing significance (p = 0.000). The linear-by-linear association (p = 0.001) further underscores a consistent relationship between rising service expectations and the corresponding service quality received.

**4.4.3 Hypothesis Three**

**H₀₃:** There is no significant relationship between service quality and customer satisfaction in three-star hotels in Lagos State, Nigeria.

Table 4. 9: Hypothesis Three Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| **1** | **0.769** | **0.592** | **0.585** | **0.496** |

The Model Summary table reveals an R-value of 0.769, indicating a very strong positive correlation between service quality dimensions and customer satisfaction. The R-Square value of 0.592 means that approximately 59.2% of the variance in customer satisfaction can be explained by the service quality factors considered in the model. The adjusted R-Square of 0.585 suggests that the model is well-fitted and reliable.

Table 4. 10: Hypothesis Three ANOVA Analysis

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| **Regression** | **116.835** | **5** | **23.367** | **95.147** | **0.000** |
| **Residual** | **80.475** | **144** | **0.559** |  |  |
| **Total** | **197.310** | **149** |  |  |  |

The ANOVA table shows an F-value of 95.147, with a significance level of 0.000. This highly significant result implies that the service quality variables collectively have a substantial impact on customer satisfaction. The model is statistically significant, indicating that the observed relationships are not due to random chance.

Table 4. 11: Hypothesis Three Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients** | **Standardized Coefficients** | **t** | **Sig.** |
|  | **B** | **Std. Error** | **Beta** |  |
| **(Constant)** | **1.143** | **0.287** |  | **3.982** |
| **Responsiveness to service failure** | **0.382** | **0.083** | **0.374** | **4.602** |
| **Professionalism in handling issues** | **0.341** | **0.081** | **0.334** | **4.210** |
| **Staff attentiveness** | **0.297** | **0.088** | **0.291** | **3.375** |
| **Timeliness of service** | **0.334** | **0.085** | **0.327** | **3.929** |
| **Problem resolution** | **0.309** | **0.079** | **0.301** | **3.911** |

The Coefficients table provides valuable insights into the influence of various service quality dimensions on customer satisfaction within a three-star hotel in Lagos, Nigeria. Responsiveness to service failures emerges as a critical determinant, with a coefficient of 0.382, a t-value of 4.602, and a significant p-value of 0.000, underscoring the importance of effectively addressing service issues to enhance customer satisfaction. Similarly, professionalism in handling customer complaints, indicated by a coefficient of 0.341 and a t-value of 4.210, also plays a pivotal role. Staff attentiveness (coefficient of 0.297) and timeliness of service (coefficient of 0.334) are both significant factors, with p-values of 0.001 and 0.000, respectively, highlighting the necessity for timely and attentive service delivery. Additionally, the ability to resolve problems efficiently, reflected in a coefficient of 0.309 and a t-value of 3.911, is essential for maintaining high levels of customer satisfaction in the hospitality sector.

# CHAPTER FIVE

## SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

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

## 5.2 Summary of Findings

The findings of the questionnaires have given a clear picture of the current clientèle base of the hotel, particularly in as much as gender, age, nationality and trip intentions are concerned. Awareness of such demographics will help the hotel to improve its delivery of services and, therefore, its marketing, communications and promotional activities. The success of these strategies depends on the action of filling the gaps that were revealed while taking advantage of the strengths that were highlighted in this research to improve service quality and hence the satisfaction of customers, which in return have a positive impact in the growth and loyalty of customers.

**Critical Examination of Customer Satisfaction Factors**

Consequently, this study emphasises on the role played by some of the dimensions of service quality in influencing customers’ perceived satisfaction with three-star hotels in Lagos Nigeria. Some of the factors that go in favour of the guests have been established as professionalism of employees, ambience of the hotel and cleanness, which have the highest mean scores. In the same manner, Parasuraman, Zeithaml and Berry (1988) have pointed out that, tangibles, reliability as well as assurance are essential dimensions by when evaluating the quality of services as espoused in the SERVQUAL model. Especially, the control of the physical evidence, relating to hotel furnishing and cleaning, corresponds to the ‘tangibles’ aspect stressing that physical surroundings should be appealing and sanitary, especially in a geographical region with uncertain environmental conditions, such as Lagos. The focus on the physical environment serves as a sign of the general quality and management’s investment into theming, consistent with to the studies by Artuğer (2020) and Lee and Chuang (2022).

Furthermore, the emphasis made towards the professionalism of the employees signifies the reliability of the ‘assurance’ factor, which includes competence, courtesy, credibility and security. In the sphere of this sector, which is based on mutual trust and clients’ safety, employees’ competence and formal behavior plays a significant role in guests’ satisfaction. They coincide with Keith (2014) and Oppong and Boasiako (2017) where employee behaviour is seen to be a factor that affects customer satisfaction in industries that rely on service delivery such as the hospitality industry. Additionally, the link between professionalism of the staff and customers’ satisfaction is supported by Baquero (2022) who emphasise the importance of employees’ behaviour to create good guests’ impressions.

However, the study also shows that customer experience in the sectors has room for improvement in terms of timeliness of service, staff’s willingness to assist and friendliness, which scores lower mean as compared to others. The regression analysis confirms these observations by pointing to the need and necessity of such factors in improving the levels of satisfaction of customers. The correlation coefficient of determination R was high at 0. 741 while the R-Square value was 0. 549 that these service quality dimensions are significantly affecting the customer satisfaction. As for categorical variables it is possible of note that hotel ambience and cleanliness have rather high coefficients, namely 0. 408, was the most important determinant of clients’ knowledge, having a coefficient of 0. 378, also has significant impact in determination of guest satisfaction (Anwar, 2017; Awang Razli et al. , 2021; Kapera, 2015). Such research outcomes propose that the factors regarding the physical environment and technical quality are well controlled while the organisational factors regarding interaction responsiveness of the personnel requires upgrades for the betterment of guest satisfaction as postulated by Prabowo et al. (2020) and Lin et al. (2024).

**Customers’ Expectations of Service Quality**

The result of the study based on the analysis of customer expectations of service quality in the three-star hotels in Lagos, Nigeria, it is possible to derive a number of important conclusions which characterize the existing relationship between customers’ expectations and service provision. They also explain the indices that explain the hospitableness and loyalty of the customers within the sector. The results reveal that a significant number of the respondents told the overall service quality was good with the help of mean scores depicting overall satisfaction. This implies that to a certain degree, these hotels have aptly synchronised service delivery with services expected by customers in terms of reliability, responsiveness, assurance, empathy and tangible qualities in relation to service quality dimension formulated in SERVQUAL model by Parasuraman, Zeithaml & Berry (1988 in Forozia et al., 2013).

Furthermore, the evaluation highlights such aspects as safety and security, which, due to their high ranking, strengthen the view that they are compulsory to guests’ perception of accommodation. From the literature, these elements can be considered as essential components of service quality, influencing directly the customers’ satisfaction and loyalty (Ukpabi et al. , 2018 ; Bartolome, 2023). This emphasis is consistent with so-called ‘standard-of-care’ principles established in mainstream organisational literature where ‘safety’ is seen as a priori to hospitality management (Li et al. , 2020).

However simultaneously, they also identify areas that may be bringing customer expectations less than 100% satisfaction, such as assessment of staff’s responsive and perceived caring attitude towards guest. These relatively lower scores suggest that there exists a service delivery gap in these areas, and this is important as responsiveness forms part of the customers’ satisfaction model (Parasuraman, Zeithaml & Berry, 1988). From the study it can be concluded that though courtesy may be shown by the staff, there is a perceived lack of emotional regard, which gives a rather impersonal undertone to the service encounter. It is important to differentiate between the two relations because close emotional ties between the customers and service provider are the key to loyalty and increased satisfaction levels (Fernando, 2019).

Additionally, using the chi-square test, the findings show the existence of a relationship between the customers’ expectations and the perceived service quality, which should be met or exceed to assist the customers. This brings us to the expectancy-disconfirmation theory, which assumes that the levels of satisfaction depend on the difference between perceived expectations and perceived performance (Oliver 1980). In conclusion, it can therefore be deduced that, though three-star hotels in Lagos met certain expectations on the part of the guests as it relates to the service quality, there are still other areas of paramount concern such as Responsiveness and the ability to show genuine concern for the feelings of the customers to capture their loyalty.

**Customer Satisfaction effect on service delivery and service recovery**

The study on service quality and customer satisfaction on three-star hotel in Lagos, Nigeria reveals useful information on the essential factors affecting guests’ perception. One can also identify higher average values for the different service quality characteristics including attentiveness (3. 79), professionalism (3. 94) and company responsiveness (3. 78). These findings are corroborative of the SERVQUAL model suggesting that dimensions of tangibles; reliability, responsiveness, assurance, and empathy helps to determine perceived service quality (Parasuraman, Zeithaml, & Berry, 1988). The above correlation seems to imply that every time the hotel’s staff shares these qualities, it creates higher customer satisfaction and hence customer repeat business.  
An analysis of the literature also supports the above dimensions of SHRM. For example, long et al. (2013) as well as Myrden et al. (2015) note that staff professionalism and their commitments is cardinal to organizational customers’ loyalty as well as satisfaction. The respondents’ positive evaluation of the services attentiveness and professionalism reinforces its relevance in meeting the expectation of guests in Lagos hotel. However, the analysis also shows more areas which need attention on the part of the staff willingness which scored a mean of 3. 26. Nevertheless, this score is positive, yet the fact that there exists the probability of making a further improvement signifies that there is always a cause for improvement. Studies such as Zylfijaj and Pira (2017), and Gupta and Sahu (2021), the literature validates the criticality of this service dimension that highlights that positive help from the staff has a positive bearing on clients.

Responsiveness regarding delivery of services was also considered vital especially when the service provider has had a failure or when customers experience a problem. The mean scores of 3. 67 and 3. Among the factors that influence customer reactions 60 for quick response to service failures and problem resolution, respectively, point to the need for efficient strategies in service fails. Backed by the study conducted by Maemunah et al. (2023) they state that, if the service failure is recovered immediately and properly, then it will not hamper the customers’ satisfaction level. Therefore, hotels in Lagos need to ensure that they invest in effective service recovery strategies that will enable him or her deal with complaints in the most efficient way possible. The results of the regression analysis also support the existing link between the service quality and the customer satisfaction. Therefore, there is a very good positive relationship noted with R Value of 0.769 and the R-Square a value of 0. 592 imply that there is an estimate of about 59 % by the service quality dimensions. It still explained 2% of the variance of customer satisfaction. The ANOVA analysis would then show an F-value of 95. 147 and a p-value of 0. 000 meaning that the significance of this model is great for the hospitality industries as the contribute majorly to the service quality.

Specific service quality dimensions that were found to influence customer satisfaction include ability to respond to service failure and the manner in which the organization handles complaints amongst others. The coefficient for Responsiveness was 0. Such variables like task identification had a coefficient of 0.382 while professionalism had a coefficient of 0. 341 reflecting their significant role in the management of guest experience. Our study supports Rijal et al. (2022) and Hoffman and Bateson’s (2016) arguments that maintain that when service is recovered and grievances handled professionally, the satisfaction level of customers improves. In addition, staff attentiveness and timeliness of service with ‘ ’coefficient of 0. 297 and 0. 334, respectively, were also other significant antecedents of customer satisfaction, according to Ladhari (2009) .

## 5.2 Conclusion

The conclusions of the study provide overall or general information of all that was discovered in the assessment of service quality and customer satisfaction in three-star hotels in Lagos, Nigeria. The findings of study put spotlight on some parameters of service quality such as hotel atmosphere, cleanness, staff appearance and attentiveness as the major factors that significantly define the nature of guests’ experience and their level of satisfaction. These factors do not only lead to customer satisfaction, but it also affects the loyalty levels and the returns customers which is critical in achieving sustainable growth of hotels in the competitive business. The study was useful in establishing the fact that there are necessary and efficient service recovery procedures. Another study has revealed how important it is to correct a service failure and how similarly important it is to deal with a complaint appropriately. These aspects are very important in establishing customers’ confidence and commitment, which are major in the field of hospitality and tourism. The statistical analysis carried out in this study, using regression analysis shows that the service quality factors positively relate to customer satisfaction, and therefore supports the proposition that these factors are suggestive of customer satisfaction and explain the differences in satisfaction standards among the hotel patrons.

Therefore, it is time hotels in Lagos focused on sustain high standards in the hotel’s area of competitiveness while at same improving on the service quality issues mentioned above. It will not only increase customers’ satisfaction but also help to advance the position of these hotels in the total competitive environment. Furthermore, the finding of this research has some managerial implications, which relates with staff training and development, service delivery and customer relationship management in the hotel industry. The application of specific interventions aimed at improvement of responsivity and service recovery in these hotels will help them to address the new requirements of consumers more effectively, thus increasing guest loyalty and business development in the extremely competitive segment of the hospitality industry in Lagos.

The sample of hotels in general received reasonable positive feedback towards the aspect of service quality but also points to certain research results that need further enhancement with special reference to the responsiveness and staff’s eagerness to help. The lower scores in these areas therefore point at areas that may cause a loss of customer satisfaction if persisted with. It can therefore be inferred that despite the numerous areas of strength for the hotels, there is still room for the enhancement of service delivery so as to be more responsive to customer needs and wants; mainly interpersonal service.

## 5.3 Recommendations

Based on the findings of this study, several recommendations can be made to enhance service quality and customer satisfaction in three-star hotels in Lagos, Nigeria:

1. **Enhancing Staff Training and Development:** Some of the areas that have been notes to require improvement include; Staff response and professionalism. Hotels should ensure that they incorporate last training programs that are to be offered by the employees, on the various aspects of etiquette, communication, and management of conflicts. Training should be recurrent in order that it matches to the demands of the guests as well as the role required of employees, that is, to be updated on a regular basis.
2. **Improving Service Recovery Mechanisms:** If what was mentioned above is not enough, the study has also focused on the extent to which service recovery has influence on customer satisfaction. Hotels should especially work towards enhancing service recovery strategies that will enable the firm to attend to consumers’ complaints urgently and efficiently. This could include, for example, allowing the employee on the operational level to make some decisions that may resolve the customer related concerns satisfactorily.
3. **Maintaining High Standards of Cleanliness and Ambience:** The state of cleanliness of these facilities and the general aeration play a massive role in the satisfaction of the clients. Hotels should ensure that the areas of providing such amenities are well cleaned and maintained always with frequent checks being made and upgrades being made regularly.
4. **Leveraging Technology for Enhanced Service Delivery:** Applying technologies in delivery of services improves efficiency and will go a long way in making the customers happy. Some of the recommendations that may be implemented include use of technology through provision of online check-in/check-out services and the use of mobile application to make and manage service requests besides automated feedback collection services. These tools can also generate information that would be beneficial in the future efforts to make the organizational processes better**.**
5. **Fostering a Customer-Centric Culture:** That is why it is important for the hotels to be focused on putting the customer at the center of their business activities. It also involves not only educating the personnel on the importance of satisfying customers but also ensuring that the executives develop policies that will help improve the guests’ experience. This is true in the sense that constant feedback collection and analysis provides a way on how customer needs can be continuously being met.
6. **Adapting Service Offerings to Local Preferences**: However the established and global standards should also be observed, hotels should also make provision for service delivery that suits the culture of the destination. This could include the serving of local foods on the restaurants, providing services that will suit the Nigerian visitors or highlighting Nigeria’s traditional art and fashion on the hotels.
7. **Developing Marketing Strategies Focused on Service Quality**: Since there is a positive relationship between service quality and customer satisfaction index, hotels should include proper marketing strategies that assure the clients that the hotels offer services to the highest standard. This could include customers’ opinions, approvals, seals, advertisements, or slogans of the hotel’s commitment of providing quality services to its clientele.
8. **Continuous Monitoring and Improvement**: Last but not the least, the hotels should engage into a process of habit of incremental change. The use of surveys, mystery shopping and performance indicators; allow for the observation and measurement of the quality-of-service delivery and where necessary, this informs the adjustments that need to be made in order to maintain the service standards of the organization.

## 5.4 Contribution to Knowledge

It is therefore highly relevant for both the theoretical comprehension in hospitality management and consumers’ satisfaction, as well as for the practical approaches to their enhancement. To my knowledge this research enhances the existing body of knowledge by presenting a detailed account of the various factors that can affect customer satisfaction within three-star hotel in Lagos, Nigeria. Though there are several research done on service quality, customer satisfaction, globalization and tourism, there is little known the way this develop in the Nigerian hospitality industry especially among three-star hotels. This research completes that gap by providing empirical data on how different aspects of service quality like the hotel atmosphere, room cleanliness, fidelity and friendliness of staff and other aspects affect the satisfaction of customers in this context.

This work has therefore revealed that theories such as SERVQUAL are applicable in Nigeria. It also stressed the importance of having variant of these models within cultural and regional application. For instance, the research shows that there is indication that while traditional-service quality dimensions are still important in Nigerian context, other parameters such as responsiveness and the staff professionalism stood out. This goes to mean that maybe current theoretical frameworks require some tweaking to capture various cultural expectations and realities of customers. Moreover the research highlights the role of service recovery strategies Dimension of service quality that surfaced in the research entails Identify aspects of your chosen area of study that are worthy of further investigation. Thus, it seems that incorporating this dimension into service quality models might enhance their predictive power for the Hospitality Industry.

The study is important for hotel managers and policy makers in Lagos as well as in other parts of the world. This work pinpoints the factors, which affect customer satisfaction and provides precise insights into the ways and means for improving the provision of services in three-star hotels. Since these studies show the concern is with both physical evidence mods and relational mod, both environmental quality, staff courtesy and service guaranteeing mechanisms must be the focus of attention. These facts are particularly useful for managers of hotels, which must increase the satisfaction and commitment of their clients in a rather stiff competition. Furthermore, the prescriptions given in the study are not merely suggestions, but the proposals include specific tangible procedures that hotels can follow to improve upon their performance from the customer’s perspective.

**Limitations and Suggestions for Future Research**

Prior to conclusion, it is important to discuss some of the limitations of the study that are worth to acknowledge. Firstly, the study was conducted among three-star hotels located in Lagos Nigeria; therefore, the results could not be generalized to other regions or even other rating hotel categories. The conditions in the socio-economic, cultural, and the market pertaining to the operation of business in Lagos may not prevail or be similar to those of other parts of Nigeria or the world. Hence, despite the fact that the findings are relevant in providing an understanding of customer satisfaction in this particular context, the results cannot capture the dynamic of customers’ satisfaction in diverse environments. Also, the study largely depended on questionnaires as a source of information and therefore it is predisposed to such flaws such; social desirability; respondents’ recall. These issues may have influenced the generalization of the findings, especially in relation the extent to which customer experience has been captured and their satisfaction levels.

The study has limitation in direction as it looks at the level of satisfaction at the time of survey and not as a change over time. The customer expectations and perceptions of the service quality therefore can alter over time because of changes in different factors such as technological innovation, economic changes or even social culture. Therefore, the conclusions can be partially valid for the given period and do not consider the possible effect of new trends in the hospitality organizations. To overcome these shortcomings in present study, future study could extend and encompass more operational hotels of all categories and across Nigeria and other countries. Other types of research that could be undertaken included cross-sectional studies where increased understanding could be made as to the reasons why customer satisfaction appeared to change over time. Furthermore, future research can employ quantitative approach in combination with other methods like interviews or focus groups to enhance his understanding of the customers’ experience and ensure the quantitative results. Thus, the improvement of these drawbacks will help the further development of other similar investigations based on the results of this work and ultimately enrich the theoretical and practical analysis of customer satisfaction in the context of the hospitality industry.

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# APPENDIX I: Showing Approved Checklist Ethics Checklist

** Research Ethics Checklist**

|  |  |
| --- | --- |
| **About Your Checklist** |  |
| **Ethics ID** | **59151** |
| **Date Created** | **24/06/2024 17:35:19** |
| **Status** | **Approved** |
| **Date Approved** | **25/06/2024 11:12:12** |
| **Risk** | **High** |

|  |  |
| --- | --- |
| **Researcher Details** |  |
| **Name** | **Zainab Bukola Ogundele** |
| **Faculty** | **BU Business School** |
| **Status** | **Postgraduate Taught (Masters, MA, MSc, MBA, LLM)** |
| **Course** | **MSc Tourism Management** |

|  |  |
| --- | --- |
| **Project Details** | |
| **Title** | **hospitality management in nigeria improving service quality and growth satisfaction within three stars hotel in lagos nigeria** |
| **Start Date of Project** | **22/03/2024** |
| **End Date of Project** | **30/08/2024** |
| **Proposed Start Date of Data Collection** | **17/06/2024** |
| **Original Supervisor** | **Charalampos Giousmpasoglou** |
| **Approver** | **Ethics Programme Team** |
| **Summary - no more than 600 words (including detail on background methodology, sample, outcomes, etc.)** | |
| **The research study aimed at assessing the influence of service delivery on customer satisfaction in three star hotel in Lagos State Nigeria. The specific objectives of the study were to assess customer expectations of quality service in 3 star hotel, to determine factors influencing customer satisfaction in 3 star hotel, to investigate the relationship between service delivery and customer satisfaction in 3 star hotel and finally give recommendation on managerialmanagement practices. This study will be significant to the organization management of three star hotels and other researchers.**  **The study used descriptive and inferential research design for it describes the population the way it was. The researcher considered stratified random sampling method because the population was heterogonous. Data was collected through questionnaires and was analyze quantitatively and later presented using graphs, pie charts and table diagrams respectively depending on the techniques.**  **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.**  **A researcher is required to address ethical concerns (appendix 1) that are crucial and pertinent to the topic (Costley et al. 2010). Doorly et al. (2017) stated that it is important for researchers to think about ways to protect the participants' anonymity and privacy during data** | |

**collection. In this research, all participants were given participant information and agreement form to read and fill if they are willing to participate which is in appendix 5 and 6. All participants were briefed before given the questionnaire, and they were informed of their right to leave at any point in time.**

**Filter Question: Is your study solely literature based?**

|  |  |
| --- | --- |
| **Additional Details** |  |
| **Will you have access to personal data that allows you to identify individuals which is not already in the public domain?** | **No** |
| **Will you have access to confidential corporate or company data (that is not covered by confidentiality terms within an agreement or separate confidentiality agreement)?** | **No** |

|  |  |
| --- | --- |
| **Storage, Access and Disposal of Research Data** | |
| **Where will your research data be stored and who will have access during and after the study has finished.** | |
| **on my personal computer** | |
| **Once your project completes, will your dataset be added to an appropriate research data repository such as BORDaR, BU's Data Repository?** | **No** |
| **Please explain why you do not intend to deposit your research data on BORDaR? E.g. do you intend to deposit your research data in another data repository (discipline or funder specific)? If so, please provide details.** | |
| **for sake of confidentiality** | |

**Filter Question: Will your research study take place outside the UK and/or specifically target a country outside the UK?**

|  |  |
| --- | --- |
| **Additional Details** |  |
| **List the European and/or Overseas country where the research will take place** |  |
| **Nigeria** |  |
| **Are you currently a resident of the country named above?** | **No** |
| **Do you intend to remain in/visit the country named above to undertake the research?** | **No** |
| **Do you intend to remain in the UK but recruit participants from the country named above?** | **Yes** |
| **By participating in this research, are there any potential risks to participants?** | **No** |
| **Does the country in which you are conducting research require that you obtain internal ethical approval (other than BU ethical approval)?** | **No** |

|  |  |
| --- | --- |
| **Final Review** |  |
| **Are there any other ethical considerations relating to your project which have not been covered above?** | **No** |
|  |  |
| **Risk Assessment** |  |
| **Have you undertaken an appropriate Risk Assessment?** | **Yes** |

|  |
| --- |
| **Attached documents** |
| **my questionnair.pdf - attached on 24/06/2024 17:56:38** |

# APPENDIX II: 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 III: 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**

**Nationality of Respondents**

The nationality distribution indicates that a majority of the respondents are from Africa, with 14% from Kenya and 42% from other African countries. Additionally, 20% of respondents are from Europe, and 24% are from Asia. This diverse nationality distribution highlights the hotel's appeal to an international clientele, particularly from other African countries, which may reflect regional travel patterns and the hotel's reputation within the continent.

The significant African presence among the guests could be attributed to regional proximity and possibly the presence of multinational corporations or regional offices in Lagos, which attract professionals from neighbouring countries (Okpolo, Asekomie, and Ogechi, 2017). The presence of European and Asian guests, who together make up 44% of the respondents, underscores Lagos' status as a global business hub, drawing international travellers for various purposes, including business, conferences, and leisure. This diversity in nationality is advantageous for the hotel, as it indicates a broad market reach. However, it also presents challenges in meeting the varied expectations and cultural preferences of guests from different regions (Pizam and Sussmann, 1995). To effectively cater to this diverse clientele, the hotel should ensure that its services are culturally sensitive and inclusive.