FACTORS AFFECTING SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY IN KENYA: A CASE STUDY OF SAROVA PANAFRIC HOTEL

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN BUSINESS MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

SEPTEMBER, 2018
DECLARATION

Declaration by the Student
This project is my original work and has not been presented for a degree in any other University.

Signature: …………………………………Date: …………………
Julius Irungu
BML 15/00611/3/2018

Declaration by the Supervisor
This research work has been submitted for examination with my approval as the appointed University Supervisor.

Signature: …………………………………Date: …………………
Dr. James Choge, PhD.
The Management University of Africa
DEDICATION
I would like to dedicate this research to my family and friends for their moral support and guidance while undertaking my project.
ACKNOWLEDGMENT

I am deeply indebted to my supervisor, Dr. James Choge of Management University of Africa, whose help, stimulating suggestions and encouragement helped me in all the times of my study and writing of the research proposal. I have had the advantage of his critical advice from his insightful knowledge of Research Methods. He has indeed taken personal interest in helping me prepare this proposal. Special thanks to the Management of Sarova Panafric Hotel for allowing me conduct this research in their organization. In addition to this I would like to thank the respondents who have furnished me with a wealth of information and relevant data required to successfully complete my research project. Above all glory to God for health, strength and the ability to undertake such a challenge.
ABSTRACT

Quality service delivery involves a customer’s comparison of expected service quality and perceived service quality. Perceived service quality by the customer is not necessarily the same as the quality of service actually delivered. The growth in importance of service quality has been influenced greatly by the changing nature of the world economies and the customers changing needs, tastes and preferences. The purpose of the study was to determine factors affecting quality service delivery in the hospitality industry in Kenya with a special reference to the Sarova Panafric Hotel. The specific objective of the study was to determine how employee competence, company policy, customer service and organizational culture on quality service delivery in the hospitality industry in Kenya. The expected beneficiaries of the study will be the management of the hospitality industry, policy makers, the Government of Kenya and Other Researchers. The study used descriptive research design where the target population was 132 employees from which a sample of 50% of the target population used to select 66 respondents using stratified random sampling technique. Questionnaires were adopted in collecting data which were analyzed quantitatively and qualitatively and presented using pie charts and tables. From the findings, the study recommends that Hospitality industry should adopt modern technology so as to facilitate service assessment, improve process and communication, provide high-quality to customers, who will ensure the resulting system meets the needs of customers and improve the accessibility of relevant information efficiently and effectively. the study also recommends that the company should improve financial management in service organizations in order to promote other functions that contribute to service delivery, reduce the bureaucracy in financial management and offer funds for purchase of high quality equipment and generally influence delivery of service so as to enhance customers satisfaction, loyalty, health service guarantees and growth and development of hospitality industry.
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**OPERATIONAL DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th><strong>Employee Training</strong></th>
<th>Training is the systematic modification of behavior through learning that occurs as a result of education, instruction, development and planned experience.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company Policy</strong></td>
<td>Organizational policy is a set of principles, rules and guidelines formulated or adopted by an organization in order to attain its long term objectives. The government is the one that decides what is appropriate and so the other organizations negotiate their terms so as to avoid clashing with their hosts, the government.</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
<td>Customer service is the process of looking after customers to best ensure they are satisfied before, during and after purchase. Providing excellence customer services is an ongoing process for every business.</td>
</tr>
<tr>
<td><strong>Organizational Culture</strong></td>
<td>Organizational culture is a system of shared assumptions, beliefs and values that govern how people behave in an organization. These shared values have a strong influence on the employees of the organization and dictates how they act, talk, interact, dress and perform their duties.</td>
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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter entails the background of the study, statement of the problem, objective of the study, research questions, significance of the study, and scope of study.

1.1 Background of the Study

In a world where your rivals are only a click away, client loyalty really is the new marketing. Today’s customers have access code to an endless amount of information about your business, and research shows that they’re ready and willing to stop dating around and stick with ship's company who go above and beyond to create a fantastic customer experience (Gregory, 2018). Delivering high gear quality service is linked to increased profits, cost savings and corporate image. Customer expiation is the path to sustained high performance. Organizations should be aware of the fact that customer discontent leads to defection and long terminus passing. Ensuring quality customer service is everybody’s business in the establishment. However, it is the top direction responsibility of creating an environment that fosters customer drive religious service in a customer oriented organization. The reputation of a company is only as good as the customer service it provides. Delight a client and your customer floor will beau with relation and neighbors who catch wind of your top-notch representatives (Jonah, 2018).

As commonly stated in the hospitality, productivity is driven by quality, improved productivity is a spring board to increased revenue, employment opportunities and advancement in technology. Nonetheless, this has not been the display case historically, and in the early 19th century it was recognized that some markets, such as those in Asia, preferred cheaper production to those of tone. Most considerations of quality revolve on a finished component part, wherever it is in the unconscious process. Inspection, which is what, quality policy generally means, is historical, because the work is already done. It is best to think of quality as in process controller. If the process is under control, scrutiny is not essential. Product quality and religious
service is rapidly becoming an important competitive issue. The superior reliability of many Nipponese mathematical products has sparked considerable soul-searching among American coach. In addition, several surveys have voiced consumers' dissatisfaction with the existing levels of quality and service of the products they steal. In a recent study of the business units of major Northward American Company, managers ranked producing to high quality standards as their chief current concern (Armstrong, 2004).

Customer participation in the process of quality service delivery is one of the most essential components of services. A customer must be allowed the opportunity to give specifications on how the service should be custom made in order to meet her/ his specific needs and requirement. Each of these features is retractable so to speak and their inevitable co-occurrence complicates the consistent service conception and brand service delivery is a challenge in each and every case. Proper service marketing requires creative visualization to effectively induce a solid image in the customers mind regarding the service. From the customer’s point of view, these qualities and characteristics make it challenging, and even impossible, to assess or compare service quality prior to experiencing the service delivery (Keni, 2007).

According to David (2005) Product based definitions are quite different; they look at quality as a specific and quantifiable variable. Conferring to this opinion; differences in quality mirrors difference in quality and quantity of some characteristics possessed by merchandise. For examples, ice cream of high quality contains a high content of butter fat. In the same way, fine rugs have a big number of knots per square inch. This approach to quality advances aupright or classified dimension to quality. Products can be graded ranked depending on the amount of attribute they possess as desired by consumer.

When the service has been totally rendered to the customer requiring the service, the specific service becomes irrevocable as it has been consumed by the customer, the service cannot be undone or taken back by the service provider. For example: if a passenger has been transported to the destination, that particular person cannot be ferried back to original location at the same time. The service provider becomes indispensable from the delivery of the service since the provider must promptly generate and provide the service required by the customer. In various occasions, the
service delivery is performed automatically but the services providers must in preparation allocate adequate resources, assign an appropriate system and actively keep up suitable service delivery swiftness and competences. Furthermore, the consumer of the service is inseparable from service delivery because he is involved in it from requesting it up to consuming the given benefits. For example: The consumer must be seated in the hairdresser's shop or must board the plane; congruently, the hairdresser or the pilot/attendant must be in the same shop or plane, respectively, for delivering the service (Jonah, 2008).

After the service has totally been offered to the requesting consumer, this particular service vanishes and is not reversible since it has been consumed by the service consumer. For example, if the commuter has been transported to the desired destination, the person cannot be transported back to this emplacement at this point in time. The service provider is central and key for service delivery. To promptly produce and deliver the service to the customer the provider must be present. In numerous occasions the delivery of services implemented automatically but the suppliers of services must preparatory provides systems and allocate resources and more so actively keep suitable service delivery promptness and potentiality. Additionally, the consumer of the service cannot be separated from service delivery process because he is involved in it through out; from requesting to enjoying the benefits of the service offered. Examples: The customer requiring the service must practically sit in the stylist’s store. At the same time, the stylist or hairdresser must be in the same shop in order to execute the delivering the service (Jonah, 2008).

According to Cohn (2014), quality is a subjective term. Different persons or sectors have their own delineation of the term quality. Quality has a pragmatic understanding in business, manufacturing and engineering where it is referred to as the superiority or none inferiority of something. It can also be interpreted as fitness for use or purpose. Quality may be inferred to differently by different people because it is a perceptual, conditional and to some extent a subjective attribute. Customers are more interested on the specification of quality of product or service and will often compare it to other products and services being offered in the market by competitors. Cohn (2014), further indicates that manufacturers and producers focus on measuring the degree that an item produced of a service is reliable. In other words they test conformance
quality. An item is of good quality if it suitable for its intended use and its performance satisfies the user

Based on the conceptuality of service quality there are some role model in the literature that have been used to measure the caliber of the religious overhauls. Gronroos (1984) stated that the technical and functional aspects are important elements of assessing and measuring the service. He identified three attribute of service timber: technical service, functional quality and image. Technical quality is related to the quality of what customer receives from the interaction with the service provider and has an important part on evaluating service quality. Functional quality is related to the way how the service is delivered while image is build up by technical and functional quality. Parasuraman et al. (2005) proposed that service quality is a function of the difference between the expectations and perceptions of the service. Based on the interruption analytic thinking and on the 5 proportion of quality, they developed the gap model called SERVQUAL. After several recaps the SERVQUAL scale was composed by five dimensions named reliability, responsiveness, tangibles, assurance and empathy and it was composed of twenty-one items. This model has been used in several sketches where different dimensions have proved to be more important than others. In some of them the dimensions have resulted to be all the five and in others there were less than 5 dimensions of service quality (David, 2005).

1.1.1 Service delivery in hospitality industry

According to Parasuraman (2015), in the hospitality industry, there are additional features that are of paramount significance as far as quality of service is concerned. These characteristics comprises of inconsistent demands and imprecise standards which have further been recognized as intricate duty of defining, delivering and measuring service quality. It’s difficult to standardize service quality solely because a lot of factors are not consistent. For example friendliness, helpfulness, and politeness are likely often than not interpreted differently contingent on each guest and therefore assessed subjectively. Another aspect to look at keenly is the seasonal aspect of the hospitality industry. It is imperative to understand and distinguish peak seasons, days or time of the day from off peak periods. According to Wyckoff (200), Peaks can possibly render it extremely challenging to measure for consistency of service quality.
Customer satisfaction can only be improved by providing quality service to the clients. This deliberate move can ultimately lead to increase customer loyalty, repeat customers and purchases, commitment to organization and particular products. In addition to this, tourists who are highly satisfied by the services of a hotel will actively spread positive marketing to family and friends who intern become potential customers. It is amazing how news travels through word of mouth. It is even worse when the news is bad. Also, there is a huge possibility that customers whose needs are well met in the past and enjoyed good services provided might be more understanding and forgiving when confronted by unpleasant experience in the course of interacting with the service provider. They are likely to trust that a service failure is abnormality which can be avoided in the future. According to Bone (2011), business enterprises whose customer satisfaction ratings are high seem to actually possess the ability to cushion themselves intense pressures from competitors especial pricewise.

Customers are often time ready and willing to pay extra to stay with a firm that meets their needs. They tend to avoid the risks inherent to lower prices offered by a competing supplier. Nonetheless customer dissatisfaction on the other hand is often than not associated with low service quality. This may also possibly lead to unfavorable social and behavioural intents like spreading negative publicity about the company’s products and services and even employees. It may also adversely lead to persistent complaining and redress seeking by disgruntled customers. Based on this premises, the hotel operators and players in the hospitality industry have a lot of potential gain at their disposal only if they comprehend what tourists’ needs and expectations are.

1.1.2 Profile of the Sarova Panafric Hotel

Sarova Panafric was named in honor of the famous Pan African Movement and was inaugurated in January 5th 1965 by the H.E. Mzee Jomo Kenyatta, the first president and founding father of Kenya who was a staunch enthusiast of the Pan African Movement. At that particular time the hotel consisted on only one block which contained one hundred rooms. An economic boom was experienced during the Pan African era that prompted an ambitious expansion of the hotel and a second block was put up in 1969.
The hotel is listed amongst the top hotels in Nairobi and is idyllically situated about five minutes from the Central Business District driving and approximately 18 kilometers from Jomo Kenyatta International Airport, through exquisitely landscaped gardens in a tranquil suburb of Nairobi. The 162 roomed hotel has in addition 42 fully furnished and serviced apartment. It has also undergone an intensive systematic product development which has seen extensive refurbishing of the accommodation rooms as well as the conference rooms. Among famous guest Panafirc hotel has hosted includes; Kwame Nkuruma, 1st independent president of Ghana, Tanzania presidents Julius Nyerere, Uganda’s president Milton Obote and our founding father Mzee Jomo Kenyatta.

1.2 Statement of the Problem

Following the Kenyan millennium in 2000 every sector of the country goes high particularly the Hospitality industry. Though great emphasis has been laid on the development of hotel industry since way back then, many service related difficulties are still visible today. Amassing money without progress in service quality is fact of today’s Kenyan hotels. The preliminary survey conducted by the researcher through personal observation and unstructured interview before beginning the actual study indicates that, both privately and publicly owned hotels have much serious quality issues and customer management strategy problems. This was seen especially when the employees were to be sluggish in taking customer orders and requests and worst delayed in delivering the order to the customer. One of the critical problems that were apparently observed was lack of hotel service ethics. The delivery of quality of services in hotel industry is an imperative success factor for any business organization in the hotel industry. The existing trend of comprehensive quality management in hotel industry gives an organization a head start towards the attainment of competitive advantage in the hospitality industry. It is of paramount importance to recognize the service quality and whether customer expectations and needs are being met. So this research is intended to evaluate service quality and customer satisfaction in the hospitality industry in Kenya.

For the hotel industry to achieve its objective of delivering quality service for its customers, it is imperative to study how the hotel can conceivably meet and even exceed customers’ service delivery expectations (Doyle, 2000). Management of organizations seeks to know the level at which the customers are satisfied with their
services and the kind of service quality levels their customers would like in order to offer the exactly what would be taken positively. A research carried out by Boone (2013), established that employee job satisfaction has a great influence on a consumer's perception of quality, customer gratification and repeat visits. The Hotel industry is faced with similar employee related challenges including low motivation, lack of dependability, assurance and poor responsiveness to customer requirements. However, many hotels may not be able to achieve quality due to competition in the industry and failure to address all employee related issues like job satisfaction, skills/training, employee’s behavior and attitudes and low motivation of employees affects customer satisfaction. Managers in the hotel industry must focus on providing quality to customers in a cost effective manner to ensure they remain competitive. How the quality delivered is perceived by customers is influenced employees attitudes and actions. Therefore the current study seeks to assess how employee training, company policy, customer service and organizational culture affect the customer reservation in the hospitality industry in Kenya.

1.3 Objectives of the Study

1.3.1 General Objectives
The purpose of the study was to establish factors affecting quality service delivery in the hospitality industry in Kenya, with reference to Sarova Panafric Hotel

1.3.2 Specific Objectives
i. To determine the effect of employee training on quality service delivery in the hospitality industry in Kenya
ii. To find out the effect of company policy on quality service delivery in the hospitality industry in Kenya
iii. To determine the effect of customer service on quality service delivery in the hospitality industry in Kenya
iv. To establish the effect of organizational culture on quality service delivery in the hospitality industry in Kenya

1.4 Research Questions
i. To what extent does employee training affect quality service delivery in the hospitality industry in Kenya?
ii. How does company policy affect quality service delivery in the hospitality industry in Kenya?

iii. How does customer service affect quality service delivery in the hospitality industry in Kenya?

iv. To what extent organizational culture affect quality service delivery in the hospitality industry in Kenya?

1.5 Significance of the Study

This study will assist the management of Panafric Hotel to have an understanding of the factors and the challenges facing quality service delivery in the hospitality industry in Kenya. The study will come up with the conclusion of what need to be done in order to attain the positive sides of quality service this will assist the managers to plan and even to change the criteria of doing things in relation to customer reservation in the hospitality industry in Kenya.

It also gives answers as to what causes high employee turnover in the sector and what managers and employers can do to protect the quality of services and at the same time come up with innovative methods of retaining their highly skilled and talented human resources. The information from the study aids in understanding what the customer’s perception of service quality is. The study forms a basis for research on other sub-sectors of the services industry in Kenya which can be simulated in other geographical areas. The study also contributes refreshing insights useful for relationship marketing. This study provides valuable insight to managers regarding the customer service skills to equip their employees within their ongoing effort to improve customer communication, satisfaction and hence retention. Hence, the result of this research can be utilized as a foundation to build service strategy.

1.6 Scope of the Study

The scope of this study was focused on factors affecting quality service delivery in the hospitality industry in Kenya. The research study was carried out at Sarova Panafic Hotel located 1km from CBD in Nairobi. The target population for the study was 132 employees of Sarova Panafic Hotel and a sample size of 66 respondents which comprised of the top level management, middle management and support staff.
1.7 Chapter Summary

Perceived service quality by the customer is not necessarily the same as quality service actually delivered. Quality of service of process delivered is an internal quality concept measured by comparing what is delivered with the standards set by the system. It is also not the same as customer gratification but customer expectation can be derived from perceived service quality. Expectations are influenced by word of mouth, market communications, customer needs and customer learning. Customer satisfaction involves a customer’s comparing of expected service quality and perceived service quality. Servicing quality refers to the divergence between customer ’ outlook of service and their valuation of the military service they received. It is perceived as subjective since it relies on the judgment of the customer. However, it is an important concept in influencing the extent and nature of customer satisfaction experienced after service delivery. Service quality is dependent on two variable quantities: expected service and perceived service. Expectations are feeling about the point of service that will be delivered by a service provider and they are assumed to provide standards of reference point against which the delivered service is compared.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
In this chapter provides a review of literature related to the objectives for the study and research questions. The sub-themes that were reviewed here include: employee training, company policy, customer service and organizational culture in relation to quality service delivery in the hospitality industry in Kenya. Conceptual framework, research gaps and summary were also discussed in this chapter.

2.1 Theoretical Literature Review
This subsection covers the appropriate theories on which the study is anchored upon: the dissonance theory, organizational commitment theory and path-goal leadership theory.

2.1.1 The Dissonance Theory
The Dissonance Theory indicates that a customer or individual expecting an above average service and ends up receiving a minimal valued service would identify the discrepancy and realize a cognitive dissonance (Cardozzo, 1965). Meaning that the discrepancy creates a psychological discomfort in the individual indicates that this theory assumes that after experience, evaluations are mainly as a function of the anticipation levels or as the charge of identifying disconfirmation and is thought to be emotionally uncomfortable. He further indicates that on this basis, customers are postulated to perceptually alter anticipated discrepant performance in order to match with early anticipated level. Jones (2002) contends that customers/consumers might elevate their assessment on services when the associated costs are high.

In this study, dissonance theory signifies a post-evaluation of the hotel service delivery quality on customer satisfaction and its anticipated consequences on the industry; as it’s believed that if customers shy off from solving the dissonance issues, then they are at liberty to take the service-provider abandonment action. The Dissonance Theory subsidizes towards the appreciative of the fact that anticipations are not inert in the fact that they may be varying in the event of using or service transfer experience. This indicates that as a customer progresses from one service
exposure to the next, say from the front office reception to the underwriter, their expectations about the service delivery quality provision may be altered in accordance to the utility conclusion of the earlier encounter i.e. at reception. But this does not mitigate the fact that those customer responding, on this poor service delivery quality, by terminating their contract can uphold otherwise.

2.1.2 Organizational commitment theory
According to Sage (2013), organizational commitment in general terms is an employee’s sense of attachment and loyalty to the work organization the employee is associated with. It is defined in terms of the attitudes and intentions that an individual employee have toward the organization otherwise referred to as behaviour. Employees are said to be committed to the organization when their personal goals are in harmony with the organizational goals. They are willing to exert effort on behalf of the organization and they desire to remain connected to the organization.

The study of organizational commitment has in the recent years gained popularity in the literature of management (Sage, 2013). Better understanding of commitment theory has important practical implications for modern managers. By understanding what commitment entails for individual employees, managers may be better able to motivate them and increase their contribution towards the growth of the organization. It is imperative for organizations to understand the benefits that underlies in assisting employees in planning their careers and dealing with other issues that may interfere with their commitment to their work related function for example, managing household activities and stress. Understanding such aspects likely assist in soliciting effective ways to firm the employees’ commitment towards their work in the organization (Sage, 2013)

2.1.3 Path-goal leadership theory
Situational (contingency) approaches to leadership. Situational theories suggest that the effectiveness of leadership character traits or behaviors is contingent on present circumstances and current situation, which includes features of the organization, the nature of the workplace and its followers. The three situational theories of leadership that have received considerable theoretical and empirical consideration are as follows, Fiedler’s contingency theory, the path-goal theory of leadership and substitute for leadership (Colette, 2006). Path-goal leadership theory had two objectives: Identify
the role and behaviors of effective leaders, and explore the situational contingencies that modify those behaviors. To begin with, the theory postulates that one of the key roles of a leader is to help align the goals of employees with organizational goals. Next, a leader must expedite the accomplishment of those goals. This can be materialized by assisting followers recognize that they have the capabilities to meet their goals. The leader must also help the followers in clarifying the path between the effort that they employ and goal realization, and ensuring that these goals are valuable to followers. Path-goal leadership theory pinpoints four groupings of leadership behaviors that inspires follower to achieve their goals. Engaging and including followers in decision making is a key component of participative leadership behavior. The leader involves followers in the process of making decisions and further solicits feedback from followers regarding such decisions. Consistent with the focus on participation in decision making that was already prevalent in the 1970’s, this leadership behavior was hypothesized to enhance motivation by fostering overlap between follower and organizational goals and by providing followers with more gratitude and appreciating the pathway between effort and goal achievement. Directive path-goal-clarifying leadership behavior mimics initiating structure, motivating followers by providing task structure, feedback, and procedures that reduce role ambiguity, linking follower effort to performance and goal attainment, and communicating the rewards contingent on performance.

2.2 Empirical Review of Literature

Empirical review of the literature is presented in this section and the discussion is in line with the study objectives presented in chapter one.

2.2.1 Employee Training and Service Delivery

Training is any process by which the altitude skills and abilities of an employees to perform specific objectives than education which is wider in scope and more general in purpose. Training increases the knowledge and skills required for efficient performance of a particular job or task or task. After training, the employees have a positive input in the effectiveness and efficient communication. The organization must ensure that every employee is well trained and capacity build on their particular jobs to be able to achieve the standards set by the organization. Every organization should encourage employees development and capacity building
Training as the acquisition of the technology which permits employee to perform up to standards. Otherwise training can be defined as an experience, a discipline or a regime which causes people to acquire new pre-determined behaviours (Brauley, 2013).

According to Armstrong (2010), training is the formal and systematic modification of behaviour through learning which occurs as a result of education instruction development and planned experience. Although employee recruitment is often perceived as the preliminary stage in the staffing function, it has prerequisites. Specifically before the first job candidate is sought the Human Resource specialist must embark on employment planning. This area alone has probably fostered the most change in human resources departments during the past 25 years. We can no longer hire individual haphazardly. We must have a well-defined reason for needing individuals who possess specific jobs skills, knowledge, and abilities directly likened to specific jobs. No longer does the Human Resource manager exist in total darkness or for that matter, in a reactive mode. Not until organisations missions and strategy have been fully developed.

Service business firm such as hospitality and retails are toil intensive with employee experiencing direct and frequent contacts with the customer. It is only through centering developing living of all employees with a stress on high school quality and high accomplishment that the hospitality industriousness can reach its full commercial enterprise potential drop. Thus, for the hotel industry to be able to deliver serving quality which is expected by customer, it is necessary for the employee to acquire required attainment to become service oriented. The kind of skills needed in the hotel industry can be categorized into three classifications. These include technical skills which are concerned with technical knowledge in product development; Interpersonal skill which is the capability of an individual person to interact and communicate effectively with others; Last but not least is communication skill which is the focal point of every organization success. Though lit indicates that most of the employers are now focusing on recruiting employee with interpersonal and aesthetic skills, there is need for employees to be competent in technical skills. Possessing technical skills gives confidence to an employee and empowers them to competently explain the service product the customer requires. Since employees act as internal vendor during service encounter, it is necessary for them to be fully acquainted with service
mathematical product and how to deliver them to Edgar Albert Guest. The production and pulmonary tuberculosis of hospitality service is simultaneous thus an organization does not get to inform their clients on the advantages of consuming their services. Hence relies on the power of force to convey that message to the guests (Brauley, 2013).

Training is the systematic and planned direction and development activeness to promote learning. An organization can achieve its object lens if their human resource development schemes are skilled, cognition able and competent to meet its people present and future needs. An organization that invests in training and development may have many advantages. Employee acquirement includes the trait of emotional intelligence and system thinking and acquirement in influence to other employee. A person possesses competence as long as the accomplishment, abilities and knowledge that constitute that competence enable a person to perform effective action within a certain body of work place environment. Hence one might not loose knowledge, skills or ability to perform a task but still loose competence if what is required of a job changes (Brine, 2012).

Well managed interactions Foster fit or compatibility between customer s and well managed interactions foster fit or compatibility between customer and serving delivery, customer involvement, and psychological designation with the Service provider also is likely to result. Monitoring and observing these reveals that they are applicable to contact employee. This means that management requires Robert William Service employees to deliver high quality Book of Job performance, to value their employment to get satisfaction from their Book of Job and with the Robert William Service organization, be royal to the firms programmes, provide feedback to the formation and also to customers, compatible with customers, other employees and the organization also involvement with the job and the society (Johnny, 2012).

Effective and efficient training and development often starts by formulating and establishing the overall strategy and objectives of the business. It is important for the business organization to adequately plan for the entire process and considering the specific company goals that the exercise is intended to address. In developing a training strategy it may be helpful to assess the company’s competitors and customers, strengths and weaknesses and any relevant industry or societal trends. The
preceding phase is to utilization of this information in identifying the specific areas of
the organization that requires training, individual employees or even the organization
as a whole. Conducting internal audits is of paramount importance to the organization
because it assists in finding out the general that are going to benefit from the training
process. A skill inventory is equally important as it helps the organization realize the
type of skills its different employee’s poses and the kinds of skills the organization
requires for the future. Each different job within the company should be broken down
on a task by task basis in order to help determine the content of a training program
(Cathy, 2013).

Effective employee training equips them with the much needed knowledge and
competency to undertake the activities in the organization easily. Providing quality
training to employee’s means that the employees will have better knowledge and
awareness on what exactly needs to be done in order to enable easy, efficient and
effective delivery of services to the customers. As stated by Cathy (2013), each
different job within the company should be broken down on a task by task basis in
order to help determine the content of a training program (Cathy, 2013). . It may also
be helpful to conduct an internal audit to breakthrough general areas that might
benefit from training or to complete a science inventory to determine the eccentric of
skills employees possess and the types they may need in the time to come.

According to Lucy (2013), Development of employee skills is offered through
education , which is widely accepted as employee morale increases rapid stride of
organization, technological change and the development routine of Job in the field of
honor that generate new knowledge. Training handler provide workers training either
in the class room or outside. This is inclusive in issuing completion certificates at the
end of the class. They have the responsibility for the entire acquisition process and its
environment to ensure that the course meets its objectives and it’s measured and
evaluated to understand how learning impacts business results. Training specialists
help all employees maintain and improve their job skills. These programs in some
organizations bring up leadership among employees in lower level perspective. Also
are developed in parliamentary law to develop leaders to fill the positions of those
going away the organization and as part of sequence plan.
2.2.2 Government Policy and Service Delivery

Brink (2012), describes policy as a deliberate plan activity that provide guideline to decision making and achievement rational number outcome(s). The term may apply to government, private sector organization and grouping, and individuals. A good example of insurance policy includes; presidential executive gild, corporate privacy insurance, and parliamentary convention of order. Insurance or policy work may also refer to the procedure of creating significant system decisions, encompassing the identification of different alternatives such as programs or disbursement anteriority, and choosing amongst them on the basis of the shock they will have. Policy can be understood as political, direction, financial, and administrative mechanism arranged to ambit explicit goal. Definition of policy and research done into the area of policy are frequently performed from the perspective of policies created by national governments, or public policy.

The destination of policy may vary widely according to the organization and the context of use in which they are made. Broadly, policy are typically instituted in order to avoid some negative effects that have been noticed in the organization, or to seek some positive benefit. Corporate purchasing policies provide a commodity example of how organizations attempt to avoid negative effects. Many large fellowship have policies that all purchase above a certain value must be performed through a purchasing cognitive process, like in administration entity they use the public procurement and disposal Act, 2005 and Ordinance, 2006 which deed as policies to govern public spending. The policy formulation process typically includes an attempt to assess as many region of potential policy impact as possible, to lessen the chances that a given policy will have unexpected aftermath. Because of the nature of some building complex adaptive system of rules such as society and regime, it may not be possible to assess all possible impacts of a given policy (Mathew, 2008).

Birkland (2001), states that applicability and scope assertion describing who the policy affect and which natural action are impacted by the policy. This applicability and reach may expressly exclude certain people, organizations, or natural process from the policy requirements definition providing clear and unambiguous definitions for terms and concept found in the policy papers. Policy addresses the intent of the organization, whether government, business, professing, or voluntary. Policy is
intended to affect the real world, by guiding the decisions that are brand. Whether they are formally written or not, most organizations have accepted and adopted policy.

Policy may be classified ad in different ways. The following are sample distribution of several different character of policy suspension down by their force on fellow member of the organization distributive policy extend trade good and services to members of the organization, examples of this include; government policy that impact spending for welfare, public education, main road, and public safety, or a professional organization’s policy on membership training. Regulatory policies, or mandates, limit the discretion of individuals and agencies; otherwise compel certain types of deportment. These policies are generally thought to be best applied in situations where good behavior can be easily defined and bad behavior can be easily regulated and punished through amercement and authorization. A good example of this public regulatory policy is Dana Leigh that of a hurrying demarcation line (David, 2009).

Typically, the data formatting ting includes a function, persons affected, subdivision, a policy section, definition, responsibilities, and a process s section. The format when put option into a template can also include information about the title, effective date, revision date, and an approval section. The writing format is extremely important to the unity of the policy and procedure system. Body is the key. Don't make the misapprehension and write a different format for a policy and a procedure. Keep the same format. In fact, one best practice is to combine the policy affirmation within the procedure written papers, thus eliminating the need for a policy document raw. While this may seem strange to many people, to some writer, it's not. It is absolutely not useful to develop two entirely separate manuals, one for policies and the other one for procedures, while all this information can easily be incorporated the policy document. This way, the organization need only look in one places to breakthrough both the policy and the procedural content. And, most importantly, brass simply will not go to two situations (Armstrong, 2010).

According to Muller (2014), the computer memory, transportation and treatment of drug is controlled by statutory legislation and is subjected to official inspection. A license is required to store more than 3 gallons in container. Permission is granted by
the local authority, which may impose conditions as they may think fit and licensed premises are subjected to inspection. The depot of drug shall be attended during and before pitch by a competent person to ensure that there is sufficient way in the storage facilities for the quantity to be received and must complete a credentials to this effect. He must ensure that no escape or overflow of drugs occur during manner of speaking. Two written matter of the certificate to be to be made out, one copy is given to the driver while the other one kept by the license holder.

Written government policy are required to demonstrate that the tip handler is business concern about the safety of the delivery of parcel some of which might be very important when they reach their destination therefore it is the responsibility of the direction of the management of the Government to integrate a proper effective and efficient policy which will enhance effectiveness in the deliverance of parcels to their destination of the mea. These policies are therefore a declaration of intent; second define by everyone concerned-which mean value all employees of the firm – in implementing the policy. In the words of Andrew (2002) the policy program line should consist of three parts, the superior general policy statement, and the description of the organization for safe legal transfer of parcels and details of arrangement of implementing the policy (Lucy, 2008).

According to Byras (2009), government recognizes the misallocation of resources brought about by the laboratory. On grounds of equity, most politics s feel obliged to have a policy to terminus ad quem laboratory profits. Basic policies of the government activity include: Prohibition, the organization of companies can be prohibition and existing companies broken up; it is the structure of the industry, take-over the government can take over a laboratory and run it in the public pursuit and recognition the government can allow laboratory to continue but base on balls legislating to make sure that it does not act against the public interest. Also policies that protect the domestic market for local firms can be useful at the early phase of development.

The government should drive its focus towards stimulating potential growth and advancement of aggregate output and income. A host of policies have been aimed at increasing the rate of growth. The policies that protect the domestic market for local firm can be useful at the early stages of development. Such policies work by
developing the externalities that come from initial investment in the local economy and that give benefits not captured by the firms that help to confer those. According to Byras (2009), over the last 35 years governments have taken numerous whole tones to end discriminatory practices. The John R. Major steps were legal watershed such as the civil right Act of 1964 that outlaws discrimination in hiring, firing and employment; and the equal wage Act of 1963 that obligated employers pay give equal payment to both men and women for the same work done. Such law helped dismantle the most blatant discriminatory practices but more subtle barriers remain (Burt, 2011).

A policy is a deliberate plan of action to guide conclusion and achieve rational number outcomes. The term may apply to authorities, buck private sphere arrangement and groups, and person. Policy differs from rule or law. The political science laws and regulation affects the avail delivery of all organization in the country. All policies from the government directed to education institution will eventually have a wallop on the service delivered to their client. Policy or policy study may also refer to the process of making important organizational determination, including the recognition of different option such as programs or outlay priorities, and choosing among them on the ground of the impact they will have. Policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals (Robbins, 2011).

Definitions of policy and research which are done into the area of policy are frequently performed from the perspective of policies created by national government activity, or public policy. Several definitions and key feature of policy have been identified within the fabric of government policy. While many of these are broadly applicable to other organizations such as private caller or non-profit organizations, the government-focused origin of this work should be kept in mind. Policies are typically promulgated through official written papers. Such papers have touchstone data format that are particular to the organization issuing the policy. While such formatting differ in terms of their form, policy document usually contain certain standard components including (Cole, 2007).

This is the administration rule of a state. It can be a organization by which a residential area is governed. The government or the state hardening rules of demeanor and enforces them to mastery and regulate the conduct of people, to protect their
dimension and contractual rights with an entree to securing Decollement of Justice, peaceful living and social security. Since the value system of order keeps on changing, the law also keeps on changing in accordance to the requirements of changing order. One to transaction it has cooperatives depression to protect the business. Co-op law due to transaction it has cooperatives law to protect the business. Cooperatives law is a part of civil law that sight with the rights and obligations of mercantile dimension. It includes laws relating to various contracts, partnership, companies negotiable instruments, insurance carriage of good and so one. This ensures that the legal transactions are the only transactions taking piazza and to protect the consumers (Cole, 2006).

2.2.3 Customer Service and Service Delivery

Customer service is the attention given to customer in three instances; before, during and after buying a product or service. In such interaction with the customer, success is perceived as dependent on the employees adjust their personality to appeal to the customer. Customer service is focused on the importance an enterprise ascribes to customer service in relation to components such as product innovation and pricing. In this sense, an organization that prioritizes excellent customer service may allocate a huge budget for training and developing employees more than the average organization. Such enterprise will in addition be proactive in soliciting feedback from customer. From the point of view of an overall sales process applied science effort, customer service plays an important persona in an organization's ability to generate income and revenue. Based on this view point, customer service should be regarded as an essential part of an overall approach to systematic improvement. One good customer service experience is enough to modify the complete perception a consumer holds towards the organization, a product or service (David, 2015).

Customer support is generally defined as efforts by service providers and vendors to help their customers use the products and services they procure from them in the correct manner for efficient and effective performance of the product. Services may be undertaken at the point of sale or even the particular site where the customer uses or intends to use the product or service depending on the customers wish. This form of customer service is commonly referred to as home customer services or home customer support. Regarding technology products like smart phones, television sets,
desktop and laptop computers, software products or other electronic or mechanical
goods, it is termed technical support.

A customer support involves establishing and putting systems in place to maximize
your customer’s satisfaction with your products or services. Customer service should
be a major consideration for every organization because sales and profitability
depends on keeping the customers happy and contented with your business. Customer
service entails providing assistance to the customers in areas such as training
installation, troubleshooting, upgrading and maintenance of a product. It can either be
done at the exact point of sale or at the place where the consumers use the product.
When the service is performed at the customer’s place it is called home based
customer’s service. It may be provided by a human being or a machine as in the case
of automated customer service. Advantages of automated customer service includes
the fact the it has increased ability to provide services 24 hour a day which can be a
complement to customer service by persons (Jessop, 2005).

Customer service is defined as the capability of a business organization to meet and
exceed the needs and desires of its customers. Exceptional customer service is a
critical part for marketing of any kind of products and services. A business enterprise
must possess the ability to consistently surpass the customers’ expectations.
Customer service is portrayed in the manner a business organization presents its
enterprises, services and merchandise to its customers and potential customers. The
customer service process starts way before a customer arrives at your business
premises and it ends long after the customer leaves your enterprise. It is of utmost
importance to enhance employee motivation and relations. It is also worth noting that
your employees are your internal customers. You should be careful how you treat
them. Respect and courtesy should be the values that your company is anchored upon.
By offering your employees who are also your internal customers praise and
recognition, the feeling of achievement will likely be reflected in the service they
provide to your external customers (Loner, 2015).

Customers are the lifeblood of your business concern and therefore the happier they
are the better for your business. Customer satisfaction is a measure of the extent to
which services and products supplied by a business or company meet or exceed the
expectations of customers. It is a major constituent of customer retention and it
determines whether your business will receive positive or negative word of mouth
Customer retention is important to the bottom line: inquiry show that it costs three to five times more to attract a new customer as it is to keep an existing customer. Customer satisfaction is also one key area where a business enterprise can gain a competitive advantage. It is defined as a brass’s power to meet the needs and desires of its client. If anyone among your customers is unhappy or upset by your services, it’s your responsibility to find out the reasons why they feel that way and utilize that information to enhance your services or products. Customer service begins should begin long before a customer steps in an business premises and should be completed long after the customer leaves your premises (Brauley, 2013).

Customer service should be viewed as the responsibility of everyone in the organization who is involved in planning, production and delivery of products and services. Everyone in the organization should be well trained to provide services that match the quality that your customers anticipate. In this context employee include everyone and anyone from the organization who will play a part in serving the customer in one way or the other. A business organization should as a matter of high priority formulate and establish policies that encourage active and deliberate participation in customer service. Further to establishment of such policies, it is of great importance to communicate them to employee and train them on how to implement them. The organization should not expect or even assume that its employees already know how to provide excellent customer service. Take management should the necessary measure to ensure that its employees are prepared, willing and able to provide the standard of service that you expect (David, 2013).

2.2.4 Organizational Culture and Service Delivery

David (2011), stated that work culture is a set of shared mental presumption that guide interpretation and activity in governing body by defining appropriate deportment for various situations, at the same time although a company may have own unique finish, in larger organizations, there is a diverse and sometimes conflicting refinement s that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive degree aspects. Organizational culture is the collective behavior of humanity that are part of an organization, it is also formed by the organization of noun value , visions, norms, working lyric , systems, and symbolic representation , and it includes beliefs
and habits. It is also the figure of such collective deportment and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholder.

According to Deming (2014), culture is the most difficult arrangement al property to modification, outlasting organizational products, services, founders and leadership and all other physical attribute of the organization. His organizational model illuminates culture from the standpoint of the observer, described by three cognitive floor s of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, feeling and heard by the uninitiated observer, collectively known as artifacts. Included are the facilities, business office, furnishings, visible awards and recognition, the way that its members attire, how each somebody visibly interacts with each other and with organizational foreigner, and even company slogans, mission statement and other operational creeds. Artifact comprise the physical component part of the organization that relay race cultural meaning.

The next level deals with the professed polish of an organization’s members the values. Shared values are individual’s preferences regarding certain aspects of the organizations culture. At this level, it is important that both local and individual principles are widely articulated within the business organization. Staple beliefs and Assumption include individuals' impressions about the trustworthiness and supportiveness of a business enterprise and are often deeply ingrained within the organization’s culture. Organizational behavior at this level usually can be studied by interviewing the organization's membership and using questionnaire to gather attitudes about organizational membership. The third level is also the deepest level and at this level the organization's tacit assumptions are found. These are the elements of culture that are spiritual domain and not cognitively identified in everyday interactions between organizational members. Additionally, these are the elements of culture which are often taboo to discuss interior the organization (Mathew, 2009).

Using Schein's model, understanding paradoxical organizational demeanor s becomes more apparent. For example, most organizations acknowledge highly appealing and moral standards at the second level of Schein's model while simultaneously
demonstrating curiously contradictory behavior at the third and deepest level of culture. Superficially, organizational rewards could possibly portray part of the organizational standard but at the deepest level denote something completely dissimilar. This perceptiveness offers an understanding of the difficulty that organizational newcomers have in assimilating organizational culture and why it return time to become acclimatized. It also explains why organizational change factor usually fail to achieve their goal: underlying tacit cultural norms are generally not understood before would-be change agentive role begin their actions (Jackie, 2007).

Bailey (2012) described a cultural Web, identifying a identification number of factor that can be used to describe or influence establishment al acculturation: The Paradigm: What the organization is about, what it does, its mission, its time value, mastery Systems: The processes in space to monitor what is going on. Use cultures would have vast rulebooks. There would be more reliance on individuality in a index culture, organizational Social structure : Reporting lines, hierarchies, and the way that workplace flows through the byplay , index Structures: Who brand the decisions, how widely spread is baron , and on what is power based, symbols: These include organizational logos and designs, but also extend to symbols of power such as parking spaces and administrator washrooms, rituals and Routines: Management meetings, circuit board reports and so on may become more habitual than necessary, stories and Myth : build up about people and upshot , and convey a message about what is valued within the organization.

According to Loner (2011), the two main reasons why cultures develop in organizations are due to external adjustment and internal integration. External adaptation reflects an evolutionary access to organizational culture and suggests that civilization develop and persist because they help an organization to survive and flourish. If the organizational culture is valued, it means that it holds the prospective for producing sustainable competitive advantages in the industry. Additionally, internal integration is an important function since mixer social structure is required for organizations to exist. More often than not, practices within the organization are learned through socialization of individuals at the workplace. Work environment reinforce culture on a daily basis by encouraging employees to exercise cultural values. Organizational culture is shaped by multiple factors, including the following: External environment, industry, sizing and nature of the organization’s work force,
technologies the organization uses, the organization’s history and ownership and communicative Index number.

Social scientists have explored the opinion of organizational culture as a perspective in organizational theory over the past decades. The current interests in organizational acculturation stems from at least four different sources: mood research, national civilization, human resource direction and from conviction feeler which emphasize the rational and structural nature of the organization to be unable to offer a full explanation of organizational behaviour. Research findings by agency of organizational mood survey that were conducted in the seventies suggest that organizational culture seems to be a sophisticated approach to understand the beliefs and attitude of individual members about their respective formation. Organizational culture is seen as being central to organizational success rather than broker such as structure, strategy or political relation. As a final result the attention shifted away from national cultures and focused more on organizational culture.

Power oriented culture is another important element of the organizational culture model. In any given organization there is a need to use top executive in order of magnitude to utilization controller and influence behaviour. Harrison and Stokes define power-oriented civilization as organizational refinement that is based on inequality of access to resources. A power-oriented culture organization is characterized by high centralization and low formalization modes of operation. This type of organizational culture can also be regarded as being rule oriented in the sentiency that it focusing on esteem of authority, rationality in procedures, division of work and normalization. The centre is formal authority and holds the power to control and influence natural action within the organization.

2.2.5 Service Delivery

According to Parasuraman et al (2015), service quality is an attitude or judgment concerning the excellence of a service rendered to a customer. In order for an organization to be competitive, it must strive to attain a level of quality in services it delivers that exceed the expectations of customers. The quality of service is a critical factor that determines the success or failure of service organizations. As Moody (2005) states, Quality is the total characteristics of an entity that bear on its ability to
satisfy stated and implied needs. Quality service implies the degree of excellence which infers to nil defect of a service or product. Quality can also be said to be conformity to a pre-determined set of standards. Quality of service is also customer’s perception or judgement of the inconsistency between the service provided and service expected (Caruana, 2002).

Players in the hospitality and other service industries are striving to discovery ways enhance their delivery of service that are superior and capable of meeting customer requirements hence customer satisfaction. Apparently, satisfying the needs of customers is a top priority of every hotel business organization that recognizes customers as their greatest resource and reason for their survival. Within the hospitality industry, businesses are investing incredible effort and time to assess and enhance the quality of services they render to customers. They understand the importance of quality in ensuring customers is satisfied.

Delivery of quality services in a consistent manner is a sure way of the organization gaining a competitive edge. The organization requires an informed understanding of the needs and expectations of its customers and the types of what the customer’s perception of quality. Furtherance to this the organization should be fully aware of all factors that influence the desired service level, adequate service level, and zone of tolerance will help service organizations consistently meet and exceed service expectations of customers. It is also important for the organization to understand that customers compare the perceived quality of services with expected quality of the same service. Therefore, service organizations must make deliberate efforts to acquire the necessary knowledge about customer perceptions and the influence of factors such as service encounter, service evidence, appearance and image of the service organization and more importantly the customer’s perception of the price of the service.

2.3 Summary and Research gap
From the service providers point of view, service quality may means the degree to which the service’s features conform to the organization’s specifications and requirements; from the customer’s perspective it means how well the service meets or exceeds expectations (Fisk, 2004). Service quality as the subjective comparison that customers make between the quality of the service they want to receive and what they
actually get Quality creates a chain reaction with regard to loyalty and customer inclination to establish enduring relationships with service providers. Literature search identified that service quality is a gap between the guest’s expectations and perceptions. This study has viewed the service quality as the guest’s perceptions of service performance after consuming. Great emphasis has laid on the manner in which managers perceive the quality of hotel services or products. It is on this premises that this study considered the perceptions of the industry managers and that of guests in a bid to identify the gaps that exist. The SERVQUAL model was utilized to analyze the gap. This served as a means of knowing whether the industry managers in Sarova Panafrica understand guest’s requirements; and how they translate them into specifications of services and products offered to the guest. Specification of such requirements should form a basis for training employees on their individual tasks for to allow for proper delivery of service. The training provides the service employees the required skills to deliver the service standard perceived by guests as a quality service. The service environment in the hotel industry must be conducive to ensure service employees enjoy their work. The management practices have been deemed as the factor which might inhibit or facilitate the delivery of service quality in Sarova Panafrica. This study was therefore, intended to establish the quality of service standards and related factors in tourist hotels in Sarova Panafrica.

2.4 Conceptual Model
The framework below is adopted in the study to show the relationship between independent and dependent variables. The following variable haves some relation with the factors affecting Quality Service Delivery in hotel industry in Kenya
2.5 Operationalization of Variables

Employees must be trained so as to perform better in their present positions. Effective training helps sales professionals to communicate better with potential customers, identify their needs and gives them a product which they want and is value for money. It also encourages people to work as a team and to develop techniques that enable them to increase their targets and deal with clients' problems helpfully and professionally. Training helps in the management to maintain high quality service delivery in the hospitality industry.

Regulations should be formed by the company to ensure that the rules and procedures are followed correctly. The organization should have better policies to attract even more customers to the services that they are providing. Positive laws are those that assist the firm to conduct business without restrictions or those laws that protect the operation of the firm. Those include such laws as provision of grants by government and giving concessions which eventually helps in the provision of service delivery in the hospitality industry in Kenya.

Customer service can be defined as the capability of the organization to competently meet the needs and requirements of its customers. Excellent customer service is a vital part of marketing for hospitality industry. The organization must have the ability to consistently exceed the expectations of its customers. Customer service is displayed in
the presentation of hospitality industry and facilities as well as in the attitude, knowledge and behavior of you and your employees.

Organizational culture is the realities, values, symbols, and rituals health in common by members of an organization and which contribute to the creation of norms and expectations of behavior. Certain organizational cultures lead to superior organizational health and safety. Organizations with cultures suited to their members and environment can have long term sustainability than those that are less fitted to their members and environment hence good culture facilitates high quality service delivery in the hospitality industry in Kenya.

<table>
<thead>
<tr>
<th>Study Variable</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training</td>
<td>• Training opportunities&lt;br&gt;• Capacity building</td>
</tr>
<tr>
<td>Company Policy</td>
<td>• Rules and Regulations&lt;br&gt;• Code of conduct</td>
</tr>
<tr>
<td>Customer Service</td>
<td>• Customer retention&lt;br&gt;• Response time</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>• Organizational politics&lt;br&gt;• Employee relationships</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>• Performance&lt;br&gt;• Customer Satisfaction</td>
</tr>
</tbody>
</table>

**Table 2.1**: Operationalization of Variables
2.6 Chapter summary
This chapter has provided literature review on the previous studies done related to factors affecting quality service delivery in the hospitality industry. The literature has brought out the importance of quality service in the hospitality industry and also the factors that affect quality of services such as employee training, company policy, customer service and organizational culture. In this regard, the researcher has set out to review the extent of these influences on delivery of quality service in the hospitality sector and perhaps come up with recommendation to assist the industry.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This chapter presents a systematic description of research methodology that was used to respond to the study questions outlined in chapter one of the research study. The methodology to be used in the research study comprised of the following: research design, target population, sampling design, data collection and analysis procedures.

3.1 Research Design
The current study used descriptive design to establish the factors hindering provision of effective quality service in public institutions. As stated by Kombo and Tromp (2006), descriptive research design is a narrative of the situation as it exists. Descriptive studies are not only limited to fact findings but in many occasions result the formation of important principal of knowledge and solutions to a major problem. Descriptive research design is can be referred to a technique of gathering data through interviewing or administering a questionnaire to sample of individuals.

3.2 Target Population
As stated by Kombo and Tromp (2006), Target population for a survey is the total group of individuals from which the sample can be drawn in the entire set of units for which the survey data are used to make inferences. The target population was the total number of individuals in a group that the researcher is intending to work with. This study targeted 132 employees of Sarova Panafric Hotel from which comprised of top, middle and support levels of management.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>2</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>4</td>
</tr>
<tr>
<td>Support Staff</td>
<td>126</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>132</strong></td>
</tr>
</tbody>
</table>

3.3 Sample and Sampling Technique

In research, a sample is a subset of a populace that is used to represent the total population as a whole. When conducting research, it is not practical to survey every member of the population hence a sample is determined. Sampling is the process of selecting representatives of the group from the population under study. The researcher used stratified random sampling procedure to select a sample that represents the entire population. These procedure best suites the research studies, since all the target population has an equal chance of being selected. Mugenda and Mugenda (2003) Points out stratified sampling method ensures inclusion of small groups which otherwise could have been omitted entirely by the other sampling methods.

The study used sample 66 respondents which is 50% representation of the target population. According to Mugenda & Mugenda (2003), the bigger the sample size, the smaller the sampling error and the more representative the sample becomes. Table 3.2 provides a summary of the sample size.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Middle management</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Support staff</td>
<td>126</td>
<td>63</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>132</strong></td>
<td><strong>66</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Instrument

The researcher used questionnaire as the main data collecting instruments. The selection of this tool was guided by the nature of data that the researcher aims to collect, time available and objectives of the study. This consisted of both structured and unstructured questions to avoid being too rigid and to quantify the data especially where structured items was used. This method helped the researcher to collect reliable information. The study was mainly concerned with views, opinions, perception, and attitudes. Such information was best collected through the use of a questionnaire, which is cheap, easy to administer and collected in-depth information which was important in the study (Oso, 2005)
3.5 Pilot Study
According to Cooper & Schindler (2003), pilot testing is intended to reveal errors in the design and improper control of extraneous or environment conditions. Pre testing the instruments permits refinement before the final test. The questionnaire was pre-tested at the organization to see if the questions are well understood and if the questionnaires meet the objective of the study. Ten people in the organization were selected for the pre-testing. The responses of these people provided basis for reframing of some of the questions to suit the sample unit.

3.5.1 Reliability of the research instrument
According to Mugenda (2003), reliability is a measurement of the extent to which a research instrument produces consistent results or data after repeated trials. Reliability denotes whether or not the researcher gets the same results by using a method or an instrument to test something more than once. There has to be some form of consistency over time if the instrument is used repeatedly. To ascertain the reliability of research instruments, other researcher must be able to derive to the same results when they employ the same method.

3.5.2 Validity of the research instrument
According to Ogula (1998), validity measures the accuracy of the research instrument methods according to the purpose of the study. The instruments were tested to verify that it measures what it’s supposed to. The self-administered questionnaires were validated using the content which is a process of logical analysis that involves careful and critical examination of items in the questionnaire. The officers of the selected respondents were interviewed to validate the questionnaire.

3.6 Data Collection Procedure
Upon acquiring an introductory letter from the university, researcher sought for clearance by the management of Sarova Pan-Africa Hotel in order to administer the questionnaires to the pertinent staff. Questionnaires were hand-delivery and they were collected after two days. The types of questions to be used included open and closed ended questions. Closed ended questions are defined as questions that ask respondents to choose form a distinct set of predetermined responses yes or no. A multiple choice question may also be used. On the other hand, open ended questions are those that
require more thought and a simple brief answer. The researcher expressed the questions plainly in order to make clear dimensions along which respondents were analyzed.

3.7 Data Analysis and Presentation
According to Kothari (2004), data analysis procedure involves the manner of packaging the information gathered, putting in order and organizing the main parts in a way that enables easy, effective and efficient communication of findings. After the fieldwork and before analysis, all questionnaires will be adequately checked and verified for reliability and validity after which the data will be editing, coded and tabulated accordingly. The data collected will be analyzed using simple qualitative and quantitative methods and will be presented using tables, figures and charts.

3.8 Ethical Consideration
Shukla (2008) ethics relate to the moral choices affecting decisions, standards and behavior and in research it has become difficult to lay down clear ground rules which can cover all possible moral choices. It is not always obvious how ethical values should be applied in different situations because ethical principles are abstract. However, there are basic grounds of ethics relating to social research which the study applied during the study as discussed in the subsequent section (Shukla 2008).

3.8.1 Informed Consent
Informed consent is a legal requirement as much as it is an ethical requirement for research involving human participants. The researcher ensured that the respondents are fully informed about all aspects of the study in order for them to make an informed decision to participate.

3.8.2 Voluntary Participation
The researcher assured the respondents that participation in the research is absolutely voluntary and that they would be free to discontinue participation at any time.

3.8.3 Privacy and Confidentiality
The researcher assured respondents on the privacy of the information they provide by not divulging information to other community members and conducting interviews in
a private environment. Confidentiality of the information provided is also an ethical concern which the researcher observed by assuring respondents that the information provided is only for academic purposes and that no information provided were used against the respondents.

3.9 Chapter Summary

The discussion in the chapter begins with a brief introduction of the contents of the chapter. The chapter goes on to present the research design to be adopted for the study. This chapter also presents the target population, sample and sampling techniques, data collection instruments, pilot study, data collection procedure, data analysis and presentation and the ethical considerations of the study.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study which was to determine factors affecting quality service delivery in the hospitality industry in Kenya with reference to Sarova Panafric Hotel. This chapter has three sections; response rate, respondent’s background and the factors affecting the quality delivery of service in the hospitality industry in Kenya.

4.1 Presentation of Research Findings

4.1.1 Response Rate

Table 4.1 Table Showing Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>58</td>
<td>88</td>
</tr>
<tr>
<td>Non Response</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>66</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.1 Response Rate
The response rate was the actual representation of the population. The researcher
distributed a total of 68 questionnaires to the respondents and out of this 60
questionnaires were returned which is 88% of the total population. Only 12%
representing 8 questionnaires were not returned.

4.1.2 Gender Analysis

Table 4.2 Gender Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>39</td>
<td>67</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2 Gender Analysis

Table 4.2 and figure 4.2 shows that the gender characteristic of Sarova Panafric hotel
is dominated by the male which is 67% of the respondents against a population of
33% female. This can be interpreted that majority of the respondents were male.
4.1.3 Number of years of Service

Table 4.3 Number of years of Service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-5 Years</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>6-8 years</td>
<td>20</td>
<td>34</td>
</tr>
<tr>
<td>9-11 years</td>
<td>12</td>
<td>21</td>
</tr>
<tr>
<td>Above 12 years</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.3 Number of years of Service

Table 4.3 and figure 4.3 gives an analysis of the respondents work experience. 11% had less than 2 years, 15% had 3 – 5 years’ experience, 35% 6 – 8 years, 17% represented those within 9 – 11 years and 22% had above 12 years’ experience.
4.1.4 Highest Level of Education

Table 4.4 Highest level of Education

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td>Graduate</td>
<td>27</td>
<td>57</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.4 Highest Level of Education

Table 4.4 and figure 4.4 indicate that the majority of the respondents were university graduates at 47%. 28% of respondents were holders of diploma certificate while the remaining 25% had postgraduate education. This indicates therefore that most of the respondents were learned, hence well informed of their rights and expectations as both employees and internal customers of the organization.
4.1.5 Management Levels

Table 4.5 Management Levels

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Middle Management</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Staff Members</td>
<td>47</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.5 Management Levels

Table 4.5 and Figure 4.5 indicate the response of the management levels of persons who filled the questionnaires. Senior Management was represented by 3% of the total respondents; middle management was represented by 16%, while the support staff was represented by 81% which constitutes the majority.
4.1.6 Employee Training

Table 4.6 Employee Training affects the Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.6 Effects of Employee on Quality Service

Analysis from the table 4.6 and figure 4.6 shows that 76% of the respondents agreed that employee training affects the quality service delivery in the hospitality industry in Kenya whereas 24% of them were in disagreement. From the findings it shows that majority were on the opinion that employee training affected quality service delivery in the hospitality industry in Kenya.
Table 4.7 Rating of Employee Training on the Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>30</td>
<td>52</td>
</tr>
<tr>
<td>High</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Low</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the table 4.7 and figure 4.7 majority of respondents indicated that employee training affects the quality service delivery in the hospitality industry in Kenya. This was represented by 52% who indicated very high, 24% High Extent, 10% average while 14% indicated that very low extent. From the ratings it can be concluded that employee training affects the quality service delivery in the hospitality industry in Kenya.
4.1.8 Company Policy

Table 4.8 Company Policy affects the Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>47</td>
<td>81</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.8 Effects of Company Policy on Quality Service Delivery

Analysis from the table 4.8 and figure 4.8 indicates that 81% of the respondents agreed that company policy affects the Quality Service Delivery in the Hospitality Industry in Kenya whereas 19% of the respondents disagreed that company policy does not affect the Quality Service Delivery in the Hospitality Industry in Kenya. This implies that company policy affects Quality Service Delivery in the Hospitality Industry in Kenya.
Table 4.9 Rating of Company Policy on the Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>24</td>
<td>41</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td>Moderate</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.9 Rating of Company Policy on Quality Service Delivery

Analysis from the above table 4.9 and figure 4.9 indicates that 41% of the respondents agreed that company policy affect the Quality Service Delivery in the Hospitality Industry in Kenya, 41% strongly agree, 28% agree, 17% moderate and 14% strongly disagree. From the analysis it can be concluded that company policy strongly affect the Quality Service Delivery in the Hospitality Industry in Kenya.
4.1.10 Customer Service

Table 4.10 Customer Service affects Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>74</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.10 Effects of Customer Service

From table 4.10 and figure 4.10 74% of respondents, indicated that customer service affects the Quality Service Delivery in the Hospitality Industry in Kenya while 26% indicated that customer service does not affect the Quality Service Delivery in the Hospitality Industry in Kenya. This implies customer service affect Quality Service Delivery in the Hospitality Industry in Kenya.
Table 4.1 Rating of Customer Service on Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high extent</td>
<td>23</td>
<td>40</td>
</tr>
<tr>
<td>High Extent</td>
<td>19</td>
<td>33</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Low extent</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>None at all</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.11 Rating of Customer Service on Quality Service Delivery

From the findings in table 4.11 and figure 4.11 the response of 40% indicated customer service to be very high extent, 33% high extent, 12% moderate extent, 5% indicated none at all while 10% indicated low extent. From the findings it can be concluded that customer service affect Quality Service Delivery in the Hospitality Industry in Kenya
4.1.12 Organizational Culture

Table 4.12 Organizational Culture affects Quality Service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.12 Effects of Organizational Culture

Table 4.12 and figure 4.12 showed the response on effects of organizational culture on Quality Service Delivery in the Hospitality Industry in Kenya with 85% indicating it does affect the Quality Service Delivery in the Hospitality Industry in Kenya while 15% disagreed that organizational culture does not affect Quality Service Delivery in the Hospitality Industry in Kenya. This implies that organizational culture affect Quality Service Delivery in the Hospitality Industry in Kenya.
Table 4.13 Rating of Organizational Culture on Quality Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large extent</td>
<td>26</td>
<td>45</td>
</tr>
<tr>
<td>Moderate</td>
<td>17</td>
<td>29</td>
</tr>
<tr>
<td>Small Extent</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>No extent</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the table 4.13 and figure 4.13 a response of 10% indicated no extent, 17% small extent, 28% indicated moderate while 45% indicated large extent. From this it can be noted that organizational culture does affect the Quality Service Delivery in the Hospitality Industry in Kenya.
4.2 Limitations of the Study

Owing to the nature of the targeted population, the researcher encountered some reluctance was from some of the respondents in terms of disclosing information concerned with the survey majorly due to the fear of being victimized by the managers in the organization who are responsible for handling issues related to the matter under study. To counter this challenge, the researcher provided an introduction letter from the university in order to give further assurance on the purpose of the study.

It was difficult to get through to some respondent depending on the nature of their work. Waiters and chefs in particular had very busy schedules and could barely afford time to fill the questionnaires. Some of them who had a few minutes filled the questionnaires in a hurry which forced the researcher to revisit in order to get clarification on some items. To deal with this challenge, the researcher scheduled targeted the respondents when they were changing shifts.

4.3 Chapter Summary

This chapter has presented data as per the research questions. Data was collected from the field and analyzed. There is an exhaustive use of charts to present the findings with each response analyzed and interpreted independently. The interpretation is reflection of what was garnered from theoretical review and the empirical review of the study. The chapter alsogives a summary of the limitations encountered during the process of conducting the study as well as measures that the researcher undertook to counter these limitations. The key finding in this analysis is that employee training; company policy; customer service and organizational culture affect the quality service delivery in the hospitality industry in Kenya.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter summarizes, discusses and makes conclusions on the findings of this study in relation to the objectives put forward in chapter one. It also discusses the recommendations for further research as well as recommendations for policy and practice.

5.1 Summary of Findings

5.1.1 To what does Employee Training Affect the Quality Service Delivery in the Hospitality Industry in Kenya?
Researcher identified that the respondents rated employee training as – very high extent represented by 52%, High 24%, 10% average while 14% low. From the analysis it can be noted that employee training influence Quality Service Delivery in the Hospitality Industry in Kenya. Training is required on account of the following reasons; to help the employees attain the job requirements. Employees selected may lack the qualifications required to perform the job effectively. New and inexperienced employees require detailed instructions for effective performance on-the-job. New employees need to be provided with orientation training to make them familiar with the job and the organization.

5.1.2 How does Company Policy Affect the Quality Service Delivery in the Hospitality Industry in Kenya?
Researcher identified that the respondents rated company policy affect the Quality Service Delivery in the Hospitality Industry in Kenya. 41% strongly agree that customer satisfaction influence the Quality Service Delivery in the Hospitality Industry in Kenya, 28% agree, 17, moderate while 13% strongly disagree. From the findings it can be noted that company policy influences the Quality Service Delivery in the Hospitality Industry in Kenya. Company policy should be to stimulate aggregate supply to stimulate the potential growth of aggregate output and income. A host of policies has been aimed at increasing the rate of growth; policies that protect the domestic marker for local firms can be useful at the early stages of develop
5.1.3 To what Extent does Customer Service affect the Quality Service Delivery in the Hospitality Industry in Kenya?
From the study analysis it was noted that customer service does affect the Quality Service Delivery in the Hospitality Industry in Kenya. From the findings a response of 40% noted very high extent, 33% High Extent, 12% moderate extent, 10% low extent while 5% indicated none at all. Customer service concerns the priority an organization assigns to customer service relative to components such as product innovation and pricing. In this sense, an organization that values good customer service may spend more money in training employees than the average organization or may proactively interview customers for feedback.

5.1.4 How does Organizational Culture affect the Quality Service Delivery in the Hospitality Industry in Kenya?
From the study analysis it was noted that organizational culture does affect the Quality Service Delivery in the Hospitality Industry in Kenya. From the findings a response of 45% large extent, 29% moderate extent, small extent at 17% while 9% rated no extent. Organizational culture is deciphered indirectly through artifacts. Artifacts are observable symbols and signs of an organizational culture, such as the way visitors are greeted, the physical layout and how employees are rewarded.

5.2 Recommendations

5.2.1 Employee Training
From the study findings, the researcher found that training affects enforcement of internal communication systems in county governments. The organization should put up appropriate training programs to keep its employees updated with the current job requirements. Hence the researcher recommends that training should be geared to all employees regardless of their gender and job category. This will not only make the employees motivated but also they acquire relevant skills, knowledge and motivation towards the enforcement of quality service in the hospitality industry in Kenya.

5.2.2 Company Policy
Organization policy is a key factor in every decision making process of non-governmental organizations. Policy addresses the intent of the organization, whether government, business, professional, or voluntary. Policy is intended to affect the ‘real’ world, by guiding the decisions that are made. Policies are an important factor to the
organization and it was recommended that the management should source daily the new regulations that are required and also inform the clients at any moment they are changes in the regulations.

5.2.3 Customer Service
Customer service should be the responsibility of everyone in the hospitality industry staffed by employees, volunteers or family members, all of whom should be trained to provide the quality of service your customers expect. Assume, for the purposes of this chapter, that the term “employees” includes all those who will serve customers. Once policies are established, it is important to communicate them to employees and train employees to implement them. Do not expect your employees to already know how to provide excellent customer service

5.2.4 Organizational Culture
The researcher recommends that there is need for the management to adopt a culture that empowers its employees. It was also recommended that managers should ensure that their culture is consistent with the society’s ethical values and it should not be strong to undermine individual’s freedom

5.3 Conclusions
The study concluded that training is the process that enables people to acquire new knowledge, learn new skills and performs tasks differently concerning internal communication systems in county governments in Kenya in that appropriate training programs will increase the knowledge and skills of employees. Its objectives are to teach employees how to perform particular activities or a specific job. The smooth and efficient running of any organization depends directly on how well employees are equipped with relevant skills

Company policy that is required should be obtained by the organization to ensure that the rules and procedures are right and also enable career mobility among employees. The organization should have better policies to attract even more customers to the services that they are providing. Organization policies are also necessary for the organization to follow and discuss the hard issues that needed to be understood

Customer service concerns the priority an organization assigns to customer service relative to components such as product innovation and pricing. In this sense, an
organization that values good customer service may spend more money in training employees than the average organization or may proactively interview customers for feedback. From the point of view of an overall sales process engineering effort, customer service plays an important role in an organization's ability to generate income and revenue.

As indicated by the majority of respondents, organizational culture is very essential in the organization. It enables the employees to work towards the achievement of goals. It enables the employees know how they are expected to behave and what actions are acceptable in the organization. Good organizations culture will empower its employees for them to achieve their goals and those of the organization.
REFERENCES


Dear Respondent,

RE: RESEARCH DATA

My name is Julius Irungu and as part of the requirements to graduate with a degree of Bachelor of Management and Leadership of the management university of Africa, I am conducting a study titled: FACTORS AFFECTING SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY IN KENYA: A CASE STUDY OF SAROVA PANAFRIC HOTEL. For this reason, I humbly request your assistance in filling the attached questionnaire to the best of your knowledge. The information that you will provide will strictly be used for academic purposes, shall not be used for any other reason, and your names shall not appear in this study. Your input will go a long way in facilitating this research study. Thank you.

Yours Faithfully,

JULIUS IRUNGU

BML/15/00611/3/2016
APPENDIX II:

RESEARCH QUESTIONNAIRE

Kindly answer the questions by putting a tick in the appropriate box or by writing in the space provided.

SECTION A: GENERAL INFORMATION

1. **Gender:**
   - Male {  }
   - Female {  }

2. **Number of Years in Service**
   - Between 3-5 {  }
   - Between 6-8 {  }
   - Between 9-11 {  }
   - Above 12 {  }

3. **Highest Level of Education:**
   - Diploma {  }
   - Bachelors {  }
   - Postgraduate {  }

4. **Respondent Category**
   - Senior Management {  }
   - Middle Level Management {  }
   - Support Management {  }

SECTION B: EMPLOYEE TRAINING

5. Does employee training affect the quality service delivery in the hospitality industry in Kenya?
   - Kenya?
   - Yes {  }
   - No {  }

   Briefly explain
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

57
6. To what extent does employee training affect the quality service delivery in the hospitality industry in Kenya?

<table>
<thead>
<tr>
<th>Level</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>

Briefly explain

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

SECTION C: COMPANY POLICY

7. Does company policy affect the quality service in the hospitality industry in Kenya?

<table>
<thead>
<tr>
<th>Option</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

Briefly explain

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

8. How would you rate the effect of company policy on the quality service in the hospitality industry in Kenya?

<table>
<thead>
<tr>
<th>Level</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td></td>
</tr>
</tbody>
</table>

Briefly explain

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

58
SECTION D: CUSTOMER SERVICE

9. Does customer service affect the quality service in the hospitality industry in Kenya?
   Yes { }  
   No { }
   Briefly explain
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

10. How would you rate the effect of customer service on the quality service in the hospitality industry in Kenya?
    Very High Extent { }  
    High Extent{ }  
    Moderate Extent { }  
    Low Extent { }  
    None at all { }
    Briefly explain
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

SECTION E: ORGANIZATIONAL CULTURE

11. Does organizational culture affect the quality service in the hospitality industry in Kenya?
    Yes { }  
    No { }
    Briefly explain
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………
12. How would you rate the effect of organizational culture on the quality service in the hospitality industry in Kenya?

Large Extent  {  }
Moderate      {  }
Small Extent  {  }
No Extent    {  }

Briefly explain
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

Thank you for your participation