
SERVICE DELIVERY AND CUSTOMERS' SATISFACTION IN SOME SELECTED HOTELS IN IKEJA AREAS OF LAGOS STATE

Tijani Nasiru; Okunola, G.A. and Orga Donald Yina

National Institute for Hospitality and Tourism, Osogbo

Yaba College of Technology, Lagos

Department of Tourism, Federal Polytechnic Idah

ABSTRACT

The study evaluates the customer satisfaction in selected Hotels in Ikeja Area of Lagos. Table of random sampling technique was used to select 10 hotels from 27 hotels registered and recognized by Nigeria Tourism Development Corporation (NTDC) in the areas. A well structured questionnaire was used to collect necessary data. Findings revealed that the Hotels in the studies area were not giving their customers' satisfaction because what hotelier perceived as customers quality service differs from the guests' expectation. The study concluded that managers and proprietors of hotels should accord necessary recognition to professionalism and staff training to achieve customer satisfaction. The study is significant to manager of hotels, restaurants, hotel proprietors and human resources managers in meeting customer satisfaction especially in Lagos and in Nigeria in general.

Keywords: *Customer, Customer Satisfaction, Service, Quality, and Hotel*

INTRODUCTION

In today's global increasingly competitive market place; and dynamic growth in the hospitality industry various outlets such as hotels, fast food, leisure and travel, catering, bars, and restaurant are being introduced to the market thereby increasing the demands of customers as they require improved excellent service. To assure quality service, the organization must be committed and also involve all their employees even the new ones in the process. An average business loses between 10-30 percent of customer each year but they often don't know which customer they have lost, when they were lost, why and how much sale revenue and profit loss the customer has cost them. (Nigel Hill, 2000). According to Gilber Trigano, 1987, customer will relate his dissatisfaction to eleven people, while a satisfied customer will only communicate his satisfaction to three people. That is why over the last decade organization have gradually focused on how to provide superior quality service and customer satisfaction. This strategy is very profitable for both organization and customer, particularly for hospitality industry. An improvement of the supplied service can attract a tremendous change in an organization. Quality service has been found to be an important input to customer satisfaction (Bateason, 1991). Satisfying customers is based on knowing or understanding customers need and behaviour and address such with a suitable quality products and services as demanded by the business, and doing this above other competitors (Bitner 1994; Boltan 1998). Customer satisfaction is motivation factor that leads to loyalty of customer to a product or service. Satisfaction regarding the hospitality industry has to do with both tangible and non-tangible products and service which guarantee satisfaction in the following areas, food and drinks, level of services, level of cleanliness and hygiene, value for money and atmosphere all these sum up to meal experience.

A total quality customer satisfaction is a participative process that empowers all levels of employees to work in groups to establish guest expectation and determine the best way of meeting or exceeding those expectations (Fornell & Anderson, 1996). Hospitality industry in Nigeria has come of age and it has witnessed improvement over the year especially in terms of superstructure and infrastructure but it has not been so in service delivery that meets the satisfaction of the patrons. There are complaints on the levels of services rendered that are not satisfactory and charges that are not commensurate to value of products and services obtained. Poor service delivery is a common phenomenon in our hotels today in Nigeria and in Lagos state in particular this has constituted a great concern for patrons, who daily complaints of non-satisfaction from the majority of hotels including those that claimed to be five star hotels. Their complaint stem from such as poor services at various service points, poor facilities, untrained and uneducated staff with no hospitable character and so on. A customer visiting a hotel expected a complete quality service delivery for total satisfaction from all the products and services well delivered by a professional courteous staff. In most hotels in Nigeria and in Lagos in particular, there are wide area of under satisfied and unsatisfied demand in the provision of quality services. The questions that comes to one's mind is whether the hotelier in Lagos do not understand what complete quality services entail, or why do they refuse to offer complete quality services. In essence what is there perception about complete quality service in hospitality industry? The need to provide answer to these questions constitutes the focus of the study, using some selected hotels in Ikeja areas of Lagos as a case study.

Research Questions

This following research questions were tested in the study.

1. What is hotelier perception of quality services?
2. What is the customers' perception of the quality of services offered by hotels in the areas?
3. What is the relationship between quality service and customer satisfaction?
4. What are the roles of staff in customer satisfaction?

METHODOLOGY

Study Area

Ikeja is an outer-ring suburb of the city of Lagos and capital of Lagos. It is one of the Nigeria Local Government created in 1967. Ikeja Local Government is one of the central business of Lagos, it hosted the two airports – International and Local, majority of the companies are located in Ikeja e.g. Cadbury, Dunlop, with different commercial enterprise which include computer village. Various market shops, the Lagos State Television, the State Radio, the State Secretariat. Ikeja has the largest concentration of hotels of different grades and sizes, and also have many fast food outlets. It is an area that promotes hotel business due to the concentration of the business centres. Ikeja is made up of the following communities; they include Oregun, Ojodu, Opebi, Akiode, Alausa, Agidingbi, Ogba, Maryland just to mention a few.

Data Needed and Instrument for Collection

The data needed from the patrons who will constitute the primary source will include the followings:

- The customer expectations from hotels
- Their assessment of product/service level of the hotels.
- Their assessment of the facilities in terms of quality and meeting their expectations.
- To rate the service delivery by the staff of the establishment in terms of courtesy, speed of service, response to complaints etc.
- To rate the quality of staff in terms of qualification, training, experience etc.
- To assess the service of the hotel as a whole for satisfaction or unsatisfaction.
- To ask the customer about their experience compared to their expectation.
- What the customers feel are lacking at meeting their satisfaction.
- Whether they will recommend the hotel to others.
- Their assessment of the general ambient of the hotel environment.

Population of Study

The term population is the totality of all objects or members that conforms to a designed set specification. Ikeja form the area of study, it has greater percentage of hotels in Lagos, comprising different categories/classes i.e. four star, three stars, two star etc. The Ikeja area of Lagos state has twenty seven (27) hotels recognized by Nigerian Tourism Development Corporation and has at least four essential departments, Accommodation, Restaurant, Front office and Bar who are capable of providing the required information.

Table 1: List of Hotels Recognized By NTDC in Ikeja

S/N	NAME OF HOTELS	NO OF ROOMS
1.	Renessonice Hotels	50
2.	Western	85
3.	Lagos Airport	240
4.	Jabita	35
5.	Lagos Travel Inn	54
6.	Aquatic	50
7.	Pink Ribbon	23
8.	Blue Ribbon	38
9.	Bay Suites	15
10.	1960 Hotels	22
11.	Cottage Hotels	32
12.	Divine Hotels	32
13.	Sheraton Hotels	323
14.	Elomas Hotels	60
15.	Protea Hotels	200
16.	Capital Hotels	35

17.	Holiday Inn	28
18.	Excellence Hotel	77
19.	Paragon	40
20.	Regency	50
21.	Summer Lodge	23
22.	A.Y Hotels	30
23.	Putai Hotels	30
24.	Peace Hotels	32
25.	White House	40
26.	Lagos Hilton Hotel	56
27.	Planet 1 Hotel	70

Field Survey 2010

Sample Size and Sampling Procedure

The sample size for the research is 10 which are randomly selected from twenty seven (27) hotels recognized by Nigeria Tourism Development Corporation (NTDC).

Instrument for Data Collection

A well structured questionnaire and personal interview schedule were used as instrument for data collection. The questionnaire is made up of twenty two closed ended questions relating to quality of product and services provided by the hotel and the staff role in quality service delivery. The question has five options rated from very little to very much with very little having the least apportionable mark of 1 while very much has highest apportionable mark of five. Assessment less than 4 is rated poor in terms of quality service. Personal schedule interview were conducted for some managers of the hotels to seek their views on what their perception of quality service is and other relevant questions regarding meeting their customers satisfaction.

Administration OF Data Collection Instruments

The researcher took the questionnaire to the hotels and handed it over to the manager for distribution to their guests. Many of the managers were reluctant to accept the questionnaire, they argued. The researcher is trying to intrude into their operation and expose them to the public on the quality of their products and services. After much explanation and persuasion, some of them took the questionnaire but out of one hundred distributed, 10 questionnaires per hotel after several visit fifty eight (58) were collected. The hotels were giving the assurance that their names will not be disclosed. The schedule interview many of the managers were not comfortable at giving the vivid report or response to the questions pose to them because they are afraid of being sacked by their proprietors and they claim half bread is better than none, nonetheless some vital points were collected during the interview.

Method OF Data Analysis

The data collected were analyzed using frequency and percentage and descriptive inferential statistics to obtain answers to the research questions.

Result and Discussion

This section presents information on the respondents in such area as educational qualification, purpose of travel, the process of reservations and bookings. The analysis was based on fifty eight questionnaires retrieved from the respondents.

Table 2 Respondents Distribution by Gender

Sex	Frequency	Percentage
Female	20	34.5
Male	38	65.5
Total	58	100

According to the table (2) 34.5% of the total guest were female and 65.5% were male.

Table 3 Respondents Distribution by Educational Qualifications

Educational Certificate	Frequency	Percentage
SSCE	10	17
Diploma	20	34
HND/B.Sc	25	43
Masters	3	6
Total	58	100

Table (3) show the higher degree among the guests was the HND/BSc with 43% and the lowest was the Masters with 6%.

Table 4 Respondents Distribution based on Purpose of Travel

Purpose of Travel	Frequency	Percentage
Recreation	18	31
Business	40	69
Total	58	100

Table (4) shows that 69% of respondents travel for business purpose while 31% for recreation purpose.

Respondents Level of Satisfaction about the Hotels Services

The response were graduated using a qualified grading system with the highest service mode having the highest grade i.e. very little (1) little (2) average (3) much (4) very much (5) Customer's response to satisfaction in relation to experience, facilities, staff, internal and external decoration, value for money, food, accommodation etc. are presented as follows:

Table5: Degree of Customer Satisfaction about the Hotels External Façade

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	15	40	3	0	58
Percentage	0	26	69	5	0	100

Table 5 shows that 40 respondents representing 69% were averagely satisfied with the external façade, while 26% were satisfied below average and very insignificant proportion 5% were satisfied.

Table 6 Degree of Customer Satisfaction with the Internal Decoration

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	23	30	5	0	58
Percentage	0	40	52	8	0	100

From table 6 30 respondents representing 52% were averagely satisfied with the internal decoration, while 40% were little satisfied and insignificant proportion 8% were satisfied.

Table 7: Customer Rating on the Staff Appearance and Tidiness

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	0	40	10	8	58
Percentage	0	0	69	17	14	100

Table 7 shows that 40 respondents representing 69% were averagely satisfied with the staff appearance and tidiness. About 31% of the respondents were much and very much satisfied.

Table 8: Customer Evaluation of the Hotel Facilities

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	30	15	10	3	58
Percentage	0	52	26	17	5	100

Table8 shows that 30 respondents representing 52% were little satisfied by the hotel facilities, 15(26%) respondents were averagely satisfied while 13 (22%) respondents were much and very much satisfied.

Table 9: How timely was Accommodation Allocated to you?

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	30	10	10	8	58
Percentage	0	52	17	17	14	100

Table 9 shows that 30(52%) respondents have their accommodation allocation time rated little 10(17%) respondents have their accommodation allocation time rated average, while 18 (31%) rated allocation time much and very much.

Table 10: How Efficient were the Facilities in the Rooms Allocated to you?

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	10	30	10	5	3	58
Percentage	17	52	17	9	5	100

Table 10 shows that 30 (52%) were little satisfied with the efficient of the facilities, 10 respondents (17%) were very little and averagely satisfied, while 8(14%) respondent were much and very much satisfied.

Table 11: How prompt were your Food Orders Treated by the Staff?

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	40	10	3	5	58
Percentage	0	69	17	5	9	100

Table 11 revealed that 40 respondents (69%) rated how their food order was attended as little, 10 respondents (17%) have their food order promptly attended to averagely while insignificant 8 respondents (14%) rated how their food order was attended to as much and very much.

Table 12: How would you Rate the Welcoming by the Hotel Staff?

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	10	25	15	8	0	58
Percentage	17	43	26	14	0	100

Table 12 shows that 25 respondents (43%) rated welcoming by staff as little, 15 respondents (26%) rated it average 10 respondents (17%) rated it very little while 8 respondents (14%) rated it much.

Table 13: Customer Assessment of Staff Response to Their Requests and Complaints

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	3	27	13	10	5	58
Percentage	5	47	22	17	9	100

Table 13 shows that 27 respondents (47%) have the requests and complaints attended to in a little satisfied way, 13 respondents (22%) have their complaint and requests averagely attended to promptly 10 and 5 respondents (17%) and (9%) have their complaints and requests attended too much and very much.

Table 14: Customer Rating the Speed of Services Rendered by the Hotel Staff

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	3	35	15	3	2	58
Percentage	5	60	26	5	4	100

Table 14 shows that 35 respondents (60%) rated the speed of services rendered by the hotel staff as little, 15 respondents (26%) rated it average, 3 respondents (5%) rated it very little and much, while 2 respondents (4%) rated it very much.

Table 15: Customer Rating of Staff Experience and Professionality

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	1	40	12	3	2	58
Percentage	1	69	21	5	4	100

Table 15 shows that 40 respondents (69%) rated the staff experience and professionalism as little, 12 respondents (21%) rated it average, while insignificant proportion of 5 respondents (9%) rated it as much and very much respectively.

Table 16: Customer Evaluation of the Staff Courtesy Politeness in the Hotels

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	10	35	8	2	3	58
Percentage	17	60	14	4	5	100

Table 16 shows that 35 respondents (60%) rated staff courtesy and politeness little, 10 respondents (17%) rated it as very little 8 respondents rated it average, while insignificant 5 respondents (9%) rated it as much and very much.

Table 17: Customer Rating of the Prices of Services and their Value

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	5	40	8	5	0	58
Percentage	8	69	14	8	0	100

Table 17 shows that 40 respondents (69%) rated prices of services and value as little, 8 respondents (14%) rated it average 5 respondents (8%) rated it very little, while 5 respondent (8%) rated it much.

Table 18: Customer Rating of the Security System in the Hotel

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	35	15	5	3	58
Percentage	0	60	26	9	5	100

Table 18 shows that 35 respondents (60%) rated the security system of the hotels little, 15 respondents (26%) rated it average 8 respondents (14%) rated it as much and very much.

Table 19: Customer Rating of the Hotel Environment i.e. Atmosphere, Noisy, Quite, Rowdy etc.

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	6	38	12	2	58
Percentage	0	10	66	21	3	100

Table 19 shows that 38 respondents (66%) rated the atmosphere of the hotels as average, while 12 respondents (21%) rated it much.

Table 20: Customer Evaluating of the Accessibility to the Hotel

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	19	26	10	3	58
Percentage	0	33	45	17	5	100

Table 20 shows that 26 respondents (45%) evaluated accessibility to the hotels as average, 19 respondents (33%) evaluated it as little, while 10 respondents (17%) evaluated it much and 3 respondents (5%) evaluated it very much.

Table 21: Customer Rating of Staff Availability in the Hotel

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	5	10	35	5	3	58
Percentage	9	17	60	9	5	100

Table 21 shows that 35 respondents (60%) rated staff availability as average, 10 respondents (17%) rated it little, 5 respondents (9%) rated it very little, and 3 respondents (5%) rated it much and very much respectively.

Table 22: Customer Rating of Staff Attitude at Informing Them about Hotel Services

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	6	12	20	15	5	58
Percentage	10	21	34	26	9	100

Table 22 shows that 20 respondents (34%) rated staff attitudes at informing customers about hotel services as average, 12 respondents (21%) rated them little, 6 respondents (10%) rated them very little, while 15 respondents (26%) rated them much and 5 respondents (9%) as very much.

Table 23: Customer Rating of Staff Flexibility and Adaptability to Their Requests

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	0	30	15	8	5	58
Percentage	0	52	26	14	9	100

Table 23 shows that 30 respondents (52%) rated flexibility and adaptability of staff to customers requests as little, 15 respondents (26%) rated it average while 8 respondents (14%) and 5 respondent (%) rated it much and very much respectively.

Table 24: Customer Rating of the Hotel at Meeting Her Necessities and Satisfaction

Frequency	V. Little	Little	Average	Much	V. Much	Total
Frequency	1	18	25	6	8	58
Percentage	2	31	43	10	14	100

Table 24 shows that 25 respondents (43%) rated the hotels in meeting their necessities and satisfaction as average and 18 respondents (31%) as little, while 8 respondents (14%) and 6 respondents (10%) rated it very much and much respectively.

Answer to Research Question One

Research Question One

What is hoteliers' perception of quality services?

The perception of the hotelier is the provision of tangible and intangible products and services not minding either it satisfy the customers or not.

The question can be answered based on the ratings of the respondents of the product and services provided by the hotelier.

Table 6 & 7 shows clearly that the hotelier pays more attention to provision of tangible products and services and less attention to the ratings of the products and services.

It can be inferred that hoteliers perception based on the ratings is based on tangible things which is provisions of Good External Façade and Interior decoration, which indicated their perception.

On the intangible aspect of quality service, the rating of service speed and staff experience and professionalism on table 14, 15 and 16 can be used to deduce the perception of the hotelier. From the tables it can be deduced that less attention is directed to intangible products and services than tangible services. It can be concluded that hoteliers directed their attention to intangible products and services which they think by their own perception as being the things that constitute quality service.

Research Question Two

What is the customers' perception of the quality service offered by hotels in the area?

This question can be answered going by the rating of the respondents in the table 23. The rating of the hotel meets the customers' necessities and satisfaction.

Table shows that the hoteliers have not met the necessities and satisfaction of their customers 43% rated the service at average and 31% rated it little. When both are combined it shows the perception of the quality of service offered is poor based on the rating. This has indicated that the services provided were below expectation of the customers. This confirms Oliver (1997) assertion that satisfaction is the consumers' fulfillment response.

Research Question Three

What is the relationship between quality service and customer satisfaction?

This question can be answered using table 23. Provision of quality service is a tool to customers satisfaction i.e. given the customer their necessities, needs at the appropriate time with value for money, when quality service is given satisfaction is achieved and if not, satisfaction is not achieved, there is a high relationship between quality service and customers satisfaction. Also table 24 shows that 43% of the respondents were satisfied averagely by the quality of service that meets their necessities and satisfaction, while 31% rated it little. From the table, it indicated that 70% rated the quality of service low which translate to non-satisfaction of customers. Lillicraps & Cousins (1997) said customer's satisfaction can be achieved when their needs are met or exceeded through quality service. In this case their need was not met by the quality of service provided.

Research Question Four

What are the roles of Staff in customer satisfaction?

The staff have a lot of role to play in giving customers satisfaction and they form the major arrow head of satisfaction. The following tables show the rating of staff by the respondent.

In table 8 Respondents rating of staff in appearance and tidiness is rated average by 69% of the respondents.

Table 12 respondent rated prompted to food order treatment as little with 69% been the highest of the rating it indicated low service quality.

Table 13 shows that the respondents rated welcoming of the guest to hotel as little with 43% it indicated poor service quality.

Table 14 respondents rating in staff response to requests and complaints of customer was 47%, rating it as little (poor) it indicated poor service delivery by the staff.

Table 15 The table shows the rating of respondents of staff speed of services rendered 60% respondent rated it little (poor) it indicated poor service delivery by the staff.

Table 16 The table shows the rating of respondents of staff in terms of experience and professionalism, the staff experience and professionalism was little (poor). This might have responsible for poor service delivery which in turns responsible for non-satisfaction.

Table 17 The table is related to the politeness and courtesy of the hotel staff 60% respondents, the highest rated the staff little (poor) in politeness and courtesy this may stain from lack of experience and professionalism of the staff, this has contributed to poor service delivery to customers.

Table 24 the table has to do with staff flexibility and adaptability to their request. The respondent 52% rated the staff as little (poor) to adaptability and flexibility to customers' requests.

The result in the table 24 shows that staff lack the knowledge of what to do, it shows their level of experience, education and professionalism of the staff and the management attitude to staff training and decision making.

From the tables it is clear that staff have played a very significant role in quality service delivery which forms the crux of customers' satisfaction. Staff training, motivating, education and free hand to take decision cannot be over emphasized in quality service delivery which is the basis of customers' satisfaction.

SUMMARY AND CONCLUSION

This study evaluates the customer satisfaction in selected Hotels in Ikeja Area of Lagos State. The data was collected through questionnaires which were administered to the guests in the selected hotels. For the analysis descriptive statistics such as frequency table, percentage and mean were used. As evidenced in the data collected, it is clearly revealed that, the hotels in the studies area (Ikeja) were not giving their customers satisfaction, because the majority of the satisfaction parameter for measurement falls below average, which indicated that perception (quality of service received) falls below the expectation of the customers. The study revealed that, the hotelier perceived customers quality service differs from the guests' expectation. It also revealed that staff experience and professionalism play a significant role in quality service that guarantees customer satisfaction. Finally, the customer perception of the quality of service offered by hotels in the area is below average.

The study conclude that managers and proprietors of hotels should accord necessary recognition to professionalism and staff training to achieve customer satisfaction

REFERENCES

- Bateason, J.E.G. (1991) "Understanding Services Consumer Behaviour". In C. A. Congram, (Ed), *The AMA Handbook of Marketing for service induces*, 135-150. New York: American Management Association, 1991.
- Bitner, M Hubber (1994) *Evaluating Service Counters: The Effect of Physical Surrounding and Employees Responses*. *Journal of Marketing*. Vol. 54, pp. 69-82.
- Boltan, R.N. (1998) *A Multistage model of model of customer Assessments of service Quality and Value*. *Journal of Consumer Research*. Vol. 4(17) 10.
- Fornell, C. & Anderson, E.W. (1996) "A Customer Satisfaction research prospectus". In R.T. Rust & R.L. Oliver (eds), *Service Quality: New Directions in Theory and Practice*, 241-268 Thousand Oaks. California Sage, 1994.

- Gilbert, Trigano (1987) *Management and Monitoring Customer Satisfaction*. U.K. Pelham Books Publishers.
- Ken, Peter (1990) *Improving Your Measurement of Customer Satisfaction*. Published by Pelham books. United Kingdom.
- Nigel, Hill (2000) *Customers Satisfaction and Loyalty Measurement*. Gower Publisher. U. K. 2nd Edition.
- Kevin, Cacioppo (2000) *Measuring and Managing Customer Service as a Competitive Edge*. New Jersey. Pearson Education International Publisher.
- Lillicraps & Cousins (1997) *Food and Beverages Services*. London. Hoddeva Stoughton Educ.
- Oliver R. L. (1997) *Service Quality: New Direction in Theory and Practice*. California Thousand Oaks. Pp 72-94.