ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF SERVICE MARKETING IN THE HOTEL INDUSTRY

A CASE STUDY OF HARMONY HOTEL

IN ADDIS ABABA

BY
MAHLET BOGALE

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Abstract

The purpose of this study is to assess the service marketing in Harmony hotel. Basic questions that mean the service marketing were asked. The study employed descriptive data analysis method to describe the results and findings of the study. Convenience sampling techniques were used to select the sample size from the population. Data's collected through questionnaire were analyzed using SPSS window 20.0 version. As part of the methodology for collecting the relevant data, 200 customers and managers of the hotel was used. Based on the replies and opinions collected from customers and manger of the hotel in the form of questionnaires and interview analysis and suggestions is made so as to encourage the strong sides and suggest improvement on the weak areas. The study is focused on how to build a service that meets customers need. In any hotel, customers are willing to pay for services if an only if the service provided to them gives value that is equivalent to the value of money they are asked to pay. Therefore, if business wants to maximize their profit, the only way to achieve that is to serve their customers effectively taking in to cognizance that customer is the king. In all from this study the student research will have great opportunity to learn that the hotel industry is rapidly growing in Ethiopia, especially in Addis. And they are breaking out the traditional way of marketing and installing the modern system of marketing through various activities.

KEY WORDS; Service marketing

CHAPTER ONE

Introduction

This introductory chapter is intended to provide information concerning an overview of the study. It involves background of the study, statements of the problems and research questions, objectives (general and specific objectives), significance, scope and limitation of the study. Also, it includes the organization of thesis.

1.1 Background of the Study

Services are not tangible things that can be touched, seen or felt but rather they are intangible deeds and performance. A good example of service could be service provided by hospitals, restaurants, transportation, banks, hotels and the like. Now a day, service marketing concepts and strategies are developing rapidly, this is in response to the tremendous growth of the service industries resulting in their increased importance to the world's economy. Both in highly developed and developing countries there's a lot to be done in this service giving sector. However, these days encouraging progress can be especially seen in the hospitality industries. (Clow and Kurtz, 2003)

In today's business world hospitality industry is becoming exciting and highly competitive career field. Hotel and restaurant careers are offering tremendous potential for personal and professional growth and success, but it highly depends on learning and applying certain marketing principles inherent to the field. (Kasavana and Brooks; 2001).

With the fact that marketing is one of the most significant functions in any service providing industry, meeting the global standards and customer expectations is very essential. In doing this, hotel service providers have to adopt the marketing mix elements and technological development to fit their marketing offer and with stand in the competitive environment. It might also be difficult to make the service provided consistent and make each and every person happy each time, as the taste and feeling differ from person to person. But either ways a given hotel has to deliver its service in the best possible manner as possible.

Also, a hotel is more than a place to eat and to stay. A customer in a restaurant wants more than a meal; as well guests in hotel want more than a room to stay and food to eat. Individuals may use a hotel service for family vacation, romantic gate away, business travel or even for simple dinning. In any of the cases mentioned, a given individual tends to expect a quality service to be delivered to them for the payment they made. Keeping this in mind, the student researcher will try to assess the service provided within the hotel industry. (Lattin; 2005).

This research emphasis on Harmony hotel in Addis Ababa, and it tries to give high light information on it.

★ **Harmony Hotel** is located around Bole Medhanealem with the newest accommodation venue, offering rooms with various suites, restaurant, bar, business center and wellness center.

1.2   Statement of the Problem

Service marketing is an important concept. We all know that services by the very nature are based on the way they are marketed. Also, the ability to market a given service will help the business to sustain within the highly competitive environment.

Hotel is one of the service based sectors. In this research paper the following problem areas that are within the hotel service marketing has been assessed. Within which this study has been conducted on selected hotel.

The major problem areas are, as the researcher observed in Harmony hotel service and quality of food, duration of time between order and delivery additional customer services are taken as major problems, these gaps are also assessed and observed by this research. In additional the availability of room amenities, unique features and over all aesthetic qualities are identified as main problems, the researcher also has come across the problems and find them that they exist. In addition with the researcher has also stated the problems that are occurred in the hotel like accessibility of facilities for disabled customers, the level of sufficiency in the hotel conference hall, technological facilities and services provided, the availability of sufficient parking space

compared to anticipated number of customers and the availability of recreational centers are the major problems the researcher of this study has also focused on and has got the reality.

1.3   Research Questions

The following questions should be addressed:

- ➢ What measure has been taken to better the hotels service marketing?
- ➢ What are the opportunities and challenges in services marketing of this hotel?
- ➢ What factors are influencing service marketing of the understudy hotel?
- ➢ Who is responsible to the customers on time they need service?

1.4   Objectives of the study

The study has the following general and specific objectives

1.4.1 General Objectives

The general objective of this study is to assess the service marketing of hotels in Addis Ababa. Within which the student researcher focused on both their strength and weakness. So, that they will keep up their strength and if possible improve it more, and also it will help in spotting out their weaknesses in order to take corrective action. Through this assessment, the hotels will be able to provide better and up to date services to their customers. Specifically, this study has focused on Harmony hotel.

1.4.2 Specific objectives

In order to achieve the general objective mentioned above, the following specific objectives have been set:

- To assess the responsiveness of the hotels to customers need, it has to fulfill international standard of the hotels; since the customers are from different corners of the world.
- To upgrade the performances of its staff members and to give adequate services to its customers, nevertheless it has scarcity of recreational area and not comfortable to disabled customers.
- To evaluate the factors that are influencing service marketing of the hotel, to identify the activities taken by the hotel to better its position.
- To take more responsibilities and to evaluate its weakness all staff members accordingly.

1.5   Significance of the study

This study entitled as **"Assessment of service marketing in the hotel industry in the case of Harmony hotels"** is keen primarily enables the hotels to identify their weaknesses and strength concerning its customer handling techniques in relation to service marketing. Therefore, it would in turn help customers to get better service onwards as to their expectation. Secondly it would help in creating a better understanding on service marketing and its relation to hotel industry.Generally, it helps to identify opportunities and challenges in their current business process and work for improvement on draw backs and use the opportunities for the benefits of the company. In addition, the research could be a corner stone for those who are interested to undertake further study on a related topic.

1.6   Scope of the study

Due to time constraint to assess all hotels and vast nature of this study, this paper has only focuses on the service marketing performance of, Harmony hotel located in Addis Ababa.

1.7   Limitation of the study

As the hotel industry is exhibiting high competition there were challenges to access some information from the hotels. Although the researcher took necessary measures to assure the

4

quality of the research output there was limitation on getting large number participants of the hotels and respondents. The availability of up to date and complete secondary data could also be considered constraint of the research.

1.8   Organization of the Research Report

The study is presented in five chapters.

Chapter one looks in to the introduction, background of the organizations, statement of the problem, basic research questions, and objectives of the study, scope of the study and significance of the study.

Chapter two goes into the review of related literature. Here the various literatures relevant to the study are dealt with adequate depth.

Chapter three is focused on the assessment of service marketing on the hotel industry in the case of Harmony hotel research methodology and provides explanations for the data collection techniques and analytic methods are used in the study.

Chapter four focuses on the data presentation, analysis and discussion of findings of the research.

Chapter five writes conclusions, summary of the research findings as well as recommendations to be made based on the findings drawn from the study.

CHAPTER TWO

Review of Related Literature

2.1 Definition and concept of service

Describing and defining services have been done in subtly different ways. The variety of definitions can often explain the different debates among people, when describing the service sector.

What are services?

A service is an activity which has some element of intangibility associated with it. It involves some interaction with customers or property in their possession, and does not result in a transfer of ownership. A change of condition may occur and provision of the service may or may not be closely associated with a physical product. (McDonald and Payne, 2003; 10)

According to Lovelock and Wirtz, a service is an economic activity that creates value and provides benefits for customers at specific times and places by bringing about a desired change in, or on behalf of the recipient of the service.

Balaji, (2002:1) argued that, service is an act or performance offered by one party to another. Although the process may be tied to physical product. The performance is essentially intangible and does not normally result on ownership any of the factors of production. Furthermore, Patankar, (2001:2) suggested that services are activities, benefits or satisfactions which are offered for sale or are provided in connection with the sale of goods. In all cases the authors emphasize that meeting customer satisfaction is the prime objective of service rendering parties.

2.2 Definition of marketing

When coming to marketing, it's all about those aspects of management activity whose objective is to relate the organizations, and its unique abilities and competence, to the specific market place most suited to the optimization of its resources, whether existing or reasonably available. (Irons, 1996:21)

Marketing is the anticipation, management and satisfaction of demand through the exchange process. (Evans and Berman, 1987:9)

From these definitions, for marketing to make an impact in a service environment it has to encompass a much wider range of activity. It must be more integrated with the work of the organization and may often need to be more strategically developed. Marketing a service business is not the same as marketing a product. When marketing a product one is selling tangible- an item that can be seen, handled and used. Consumers can gain information and evaluate the product based on what they see. As service is not tangible good, what one is selling is the promise to deliver. The marketing efforts will have to focus on communicating that promise.

2.3 Challenges of service marketing

In today's highly growing competitive business environment service can be very profitable, with all the challenge they present aside to managing and marketing them. With in service, marketing has the potential to be a critical part, because service is all about the way that organizations meet with their market. Services are, therefore, becoming more flexible and responsive to the needs of its customers.

From the distinctive challenges that services pose on marketing, Love lock and Wirtz has listed few of them as follows:

- Customers do not obtained ownership of services.
- Service products are ephemeral and cannot be inventoried.
- Intangible elements dominate value creation.
- Customers may be involved in the production process.
- Other people are often part of the product; in which service is dependable on the quality of employees who serve customers.
- There is greater variability in operational inputs and outputs
- Many services are difficult to evaluate.
- The time factor assumes great importance.

- Distribution channels take different forms (Love lock and Wirtz,2004; 13)

2.4 Characteristics and Nature of service

According to Balaji (2002, 10), companies must consider the special characteristics of services when designing marketing program to attract new customers and to keep current customers coming back, find ways to meet those challenges. Furthermore, Kurtz/Clow, pointed out that, services possess inherent characteristics not found in goods. These characteristics create unique challenges for services. According to both authors service has four different or unique characteristics. This includes:

2.4.1 Intangibility

Services are processes and performances. Due to these factors, they cannot be seen, tasted or inventoried like we do in tangible goods (zeithaml and Bitner, 2003). In addition, Balaji (2002), indicated that, service can't be generally seen, tasted, felt, heard or smelt before bought. The potential customer is unable to perceive the service before and sometimes during and after the service delivery.

2.4.2 Inseparability

Due to Sanjay, et.al (2003) service inseparability means that the service produced and consumer at the same time and cannot be separated from the providers, whether the providers are people or machines. Balaji, (2002) also shares this view that some services are inseparable with the service provider due to the reason that the customer must be physically present to get the required service.

2.4.3 Perishability

According to Stanton,et.al (2001) service s highly perishable because the existing capacity cannot be stored or inventoried for future use. That means once a service is not used today, it is lost forever or perishes.

2.4.4 Variability

Variability of service means the quality of service depends on that provides them as wee as when, where and how they are provided (Kottler and Armstrong, 2006). On the other hand, Kurtz/Clow, (2002) pointed out that, variability refers to the unwanted or random levels of service quality customers receive when they patronize a service.

2.5 Service Quality

Quality has become essential to the success of every business. The goal of quality is to consistently meet or exceed customer expectations by providing products and services at a price that creates value for customers and profits for the company. (Woods and King, 2002; 33)

There are three keys to a quality service. A company:

- Must have a good marketing research program; so that it can learn what its customers want and expect,
- Must hire service oriented employees,
- Must have leaders at the top who are totally committed to quality service.

(Woods and King, 2002; 125)

Critical components of customer perceptions. In the case of pure service, service quality will be the dominant element in customer's evaluation. In case where customer services are offered in combination with a physical product, service quality may also be very critical in determining customer satisfaction.

Service quality plays a significant role in purchasing decisions for most consumers; it is crucial for marketing success. It is more difficult for the consumers to evaluate service than the quality of a good. Service quality is based on consumer's perception of the outcome of the service and their evaluation of the process by the service was performed. Improving customer service quality involves making a commitment to learning what our customers' needs and wants are, and developing action plans that implement customer friendly processes.

2.6 The GAPs model of service quality

The gaps model of service quality brings customer focus and service excellence together in a structured practical way. The model focuses on strategies and process that the firm can employ to drive service excellence while maintaining a focus on customer.

According to Zeithaml and Bitner, customer gap is the difference between customer expectation and perception. Expectations are the reference point's customers have coming into a service experience; perception reflect the service as actually received.

In all the idea is that firms will want to close this gap between what is expected and what is received to satisfy their customer and build long term relationship with them. To close this all-important customer gap, the model suggests that four other gaps-the providers' gap-need to be closed.

The provider gaps are the underlying causes behind the customer gap:

- Gap 1- not knowing what customers expect.
- Gap 2- not selecting the right service design and standard.
- Gap 3- not delivering to service standard.
- Gap 4- not matching performance to promise. (Zeithaml and Bitner, 2003: 32)

2.6.1 Closing the Customer Gap

Service markets must first close the customer gap that is between customer perception and expectation. To do so, the provider must close the four providers' gaps that are mentioned above within the organization that inhibit delivery of quality service.

The source of customer expectations consists of markets controlled factors (pricing, advertising and sales promise) as well as factors that the marketers has limited ability to affect (word of mouth communication). It is the goal of services marketing to bridge the distance between the expected and perceived service by following some strategies and practices.

2.7 Customer Expectations of Service

Customer expectations are beliefs that a consumer has about the performance of a service delivery that function as standards or reference against which service performance is judged. (Clow and Kurtz, 2003; 55)

Prior to using a service the consumer will often have in his /her mind different scenarios of the service that he/she might experience. So, this expectations shape satisfaction.   (Mudie and Cottam, 1993: 17)

Knowing what the customer expects is the first and possible most critical step in delivering quality service. Being wrong about what customers want can mean losing a customer's business to a competitor.

According to Clow and Kurtz, the customers' expectations consists of five levels:

1) ***Ideal service level:*** which is defined as the "*wished for*" level of service consumers would like.
2) ***Desired service level:*** is the level of performance the customer wants or hope to receive from a given service.
3) ***Adequate service level:*** is the minimum level of service the consumer will tolerate and accept without being dissatisfied. The extent to which customers recognize and are willing to accept this variation is called zone of tolerance.

4) ***Predicted Service level:*** is the level of service customers anticipate receiving is known as predicted service which directly affects how they define "adequate service" on that occasion.

The two largest influences on desired service level are personal needs and philosophies about service. Personal needs, those states or conditions essential to the physical or psychological well-being of the customer, are pivotal factors that shapes what we desire in service. One's philosophy also affects expectation. Some customers are more demanding than others, having greater sensitivity to and higher expectations of services while others have lower standards and tend to be more tolerant to service deviation.

So, service Quality is the extent to which a service is what it claims to be and does what it claims to do. (Mudie and Cottam; 1993:77)

2.7.1 Source of desired Service expectations

According to Zeithamal and Bitner, (2003) the two largest influences on desired service level are:

- **Personal needs:** those states or conditions essential to the physical or psychological well-being of customers, are pivotal factors that shape what we desire in service.
- **Enduring service intensifiers:** are individuals, stable factors that lead the customers to heightened sensitivity to service.

2.7.2 Source of Adequate Service Expectations

Zeithaml and Bittner (2003) recognize that different set of determinates affects adequate service or the level of service the customer finds acceptable.

- **Transitory service intensifiers:** consist of temporary, usually short term, individual factors that make a customer more aware of the need for a service.
- **Perceived service alternatives:** are other providers how the customer can obtain service. If customers have multiple service providers to choose from, or if they can provide the

service for themselves, their levels of adequate services are higher than those customers who believe it is not possible to get better service elsewhere.

- **Customers self-perceived service role:** is customer's perception of the degree to which customers exert an influence on the level of service they receive.
- **Situational factor:** defined as service performance conditions that customers view as beyond the control of the service providers.
- **Predicted service:** the level of service customers believes they are likely to get or objective calculation of the probability of performance or estimate of anticipated service performance level.

2.7.3 Source of predicted service expectations

According to Zeithaml and Biner (2003) there are three external and one internal factors that influence both desired and predicted service expectations.

- **Explicit service promises:** are personal and non-personal statements about the service mode by the organization to customers.
- **Implicit service promises:** are service related cues other than explicit promises that lead to enforce about what the service should and will be like.
- **Word-of-mouth communication:** are personal and sometimes non-personal statements made by parties other than the organization can vary to customers what the service will be like.

How does a service company stay ahead of competition in meeting customer expectations?

Accordingly, acquiring customers can be expensive. Every customer represents an investment, the level of which will vary from business to business. if they are treated correctly and remain customers over a long period, then they will generate more profit for the organization. (McDonald and Payne, 2003; 22)

As a result, companies need to stay ahead of competition in meeting customers need. That is, the adequate service level reflects the minimum performance level expected by customers after they consider a variety of personal and external factors including the availability of service options

form other providers. Companies whose service performance falls short of this level are clearly at a competitive disadvantage with the disadvantage escalating as the gap widens. These companies' customer may well be reluctant customers, ready to take their business elsewhere the moment they perceive an alternative. If they are to use service quality for competitive advantage companies must perform the adequate service level.

2.8 Positioning Service in Competitive Markets

Positioning is the way the product/ service is defined by consumers on important attributes-the place the product/ service occupies in consumers' minds relative to competing firms. (Kotler and Armstrong; 2004:259)

As competition is becoming ever more important in the service sector, service giving organizations are becoming more focused on differentiating their products in ways that are meaningful to customers. In cases where the organizations are seeking on taking share from domestic competitors or the international markets, firms need to be selective in targeting customers and be distinctive in the way they present themselves.

As customers are varied in their needs, purchasing behavior and consumption patterns, service firms also vary widely in their abilities to serve different types of customers. So rather than attempting to compete in reaching each and every customer, companies need to focus on positioning their service to the minds of customers that they can best serve. Which can be accomplished through assessment of the internal strength and weakness as well the external opportunities and threats that are presented.

2.9 Service Environment

Service environments are related to the style and appearance of the physical surroundings and other experimental elements encountered by customers at service delivery sites. In designing the service environment many service giving organizations go in to so much trouble. This is done, as to create image, position and differentiate it in the minds of customers

The service environment (or service scape) consists of four dimensions:

i.   **Physical Facility:** Exterior and interior of a facility with all of its furnishings, equipment, and décor.

ii. **Location:** Physical location of a facility.

iii. **Ambient Conditions:** intangible elements of a service environment such as sound, temperature, and odors.

iv. **Interpersonal Conditions:** Inter actions between customers and service personnel. (Clow and Kurtz,2003; 173)

2.9.1 The Impact of Service Environment on Consumers

The service scope by itself has a great impact both on customers and employees. In addition to purchase decisions, the service scope will influence customer expectations and their evaluation of service quality. The service scope can also affect employee attitude and work motivation. Individuals who work in a comfortable physical environment tend to have better attitudes about work than employees who work in undesirable physical environments. If employees are proud of the way a service facility looks, they will take better care of it and will be motivated to be more productive for the company.

The way the service environment and its accompanying atmosphere impact buyer behavior, is listed in three ways as follows:

1. As a *message creating* medium, using symbolic cues to communicate to the intended audience about the distinctive nature and quality of the service experience

2. As an *attention creating* medium, to make the services scales stand out from those of competing establishments and to attract customers form target segments.

3. As an *effect creating* medium, using colors, textures, sounds and spatial design to enhance the desired service experience for certain goods, services or experience. (Lovelock and Wirtz, 2004; 286)

2.9.2 Objectives and Goals of the Service Environment

The objectives and goals of the service scopes vary depending on whether the service firm's primary focus is on customers, employees or the firm itself.

If the service scape is designed to focus on the needs of customers, then the service company goal would be to create customer attraction, customer satisfaction and customer retention. If the firm has chosen to focus on employees needs then it would include employee satisfaction, employee motivations and employee operational efficiency. Also, if the service scape is designed to focus on the needs of the firm, the objective would be to provide optimal cost efficiency and productivity. Therefore, identification of the goal to be meeting is very essential in the establishment of the service scape.

2.9.3 Designing the service environment

Because services are intangible customers often rely on tangible cues or physical evidence to evaluate the service before its purchase and to assess their satisfaction with the service during and after consumption, effective design of physical tangible evidence is important for closing gaps.

In designing of the right service scape, Clow and Kurtz has stated that, managing the service scape requires selecting the correct location for the facility, creating the right physical facility appearance, monitoring the ambient conditions and managing the interpersonal conditions.

Location: When choosing a site location, service must examine different criteria from which accessibility is one of the major one. For services where the customers must go to the firm's place of business, accessibility becomes very essential. The facilities in situations like fast food restaurants need to be easily accessible to customers.

Physical Facility: The physical facility that impact both customers and employees include exterior appearance and the interior appearance. Firms employing a service quality operational approach will want to design the exterior of the facility to convey an image of either high

technical service or high functional service like in the case of hotels. The interior appearance includes décor, layout furniture equipment and the like. In which the interior décor color has a great impact in creating a first impression in the minds of consumers.

Ambient Conditions: affect all the individuals that are operating within a given firm. These factors include such things as the temperature of the facility, noise, music, other sounds, air quality and odors.

The Personal Factors: The service atmospheres are highly affected by interpersonal factors like the appearance, behavior and mood of both the employees and customers. The appearance of service personnel will often affect customer's cognitive beliefs about the quality of service they will receive. One of the ways to convey management's desired mood would be through creating a dress code to employees that reflects the firm's objective. As employee's behaviors and moods impact customers. The reverse is also true.

2.9.4 Behaviors Created by the Service Environment

The environment around individuals elicits one of two behaviors, approach or avoidance. Approach behaviors are the desire to stay, explore or work in an environment and avoidance behaviors are the desire not to stay explore or work in an environment. In terms of customer behavior, approach behaviors include a desire to patronize a firm and a willingness to return to a business for future purchase. By contrast, customer avoidance behaviors include not wanting to spend time in a business and not wanting to patronize it in the future.

To employees, approach behaviors include a desire to work and a positive attitude, which result in higher levels of job satisfaction and a greater desire to provide good customer service. Employee's avoidance includes excessive absenteeism and a negative work attitude. Such behaviors can result in a lower level of performance and subsequent customer dissatisfaction with the level of service they receive. (Clow and Kutrz, 2004; 177)

2.10   Role of personnel in service delivery

From a business perspective, service staffs are crucially important, as they can be a key determinant of customer loyalty or defections and therefore play an important role in the service chain. The way a given service is delivered by staff members can be important source of differentiation as well as competitive advantage.

The major reasons why we focus on employees is that service quality is highly dependent on those who deliver it. The specific reasons are:

➢ **Employees are the service.**

In many cases, the contact of employee is the service- there is nothing else. For example, in most personal and professional services like hair cutting, physical trainers, child care and legal services the contact employee provided the entire service single handedly. The offering is the employee. Thus, investing in the employee to improve the service parallels making a direct investment in the improvement of a manufactured product.

➢ **Employees are the organization in the customer's eyes.**

Even if the contact isn't direct or employee doesn't perform the service entirely he or she may still personify the firm in the customer's eyes. All of the employees of a law firm or health clinic-from the professionals who provide the service to the receptions and office staff-represent the firm to the client, and everything these individuals do or say can influence perception of the organization

- **Employees are the Brand**

In or in a non-service giving organization, recognizing the importance of its employees in representing the brand image of the company is very essential. The brand image is not just built and maintained by the product or services.

- **Employees are marketers**

Even off-duty employees such as flight attendants or restaurant employees on a break, reflect on the organization they represent. If they act as unprofessional or make rude remarks about or to customers, customer's perceptions of the organization will suffer even though the employee is not on duty.

To grow and maintain a workforce that is customer oriented and focused on delivering quality, an organization must develop its employees to deliver service quality. That is, once it has hired the right employees, the organization must train and work with these individuals to insure service performance.

The failure to deliver services as designed and specified can result from a number of employee and human performance factors; ineffective recruitment of service oriented employees; role ambiguity and role conflict among contact employees; poor employees-technology job fits; inappropriate evaluation and compensation systems and lack of empowerment, perceived control and team work. (Zeithaml and Bitner, 2003; 317)

2.10.1 Importance of Training

As workers take on more responsibility for production, quality control, and customer service, they need new skills in problem solving, team building, and the basics of business operation. (Woods and King, 2002; 49)

Training prepares employees to do their jobs effectively. It describes job procedures and helps employees develop skills to do their jobs at the proper level of performance. Training can be given to both new and already employed staff members.

Training benefits everyone who is involved with in the service delivery.

Benefits to the staff:

- Improves self-confidence, motivation and morale.
- Prepares employees to do their jobs effectively.
- Provides an opportunity to succeed.

Benefits to the firm:

- Increases productivity and reduces cost.
- Creates a better image.
- Attracts potential employees
- Reduces absenteeism and turnover.

Benefits to guests:

- Provides high quality service.
- Makes them feel they are getting their money's worth.
- Makes their visit more pleasant. (Kavanaugh and Ninemeier,2001;99)

2.10.2 Train service employees actively

When a service firm has the right people on the job, investments in training can yield outstanding results with in giving trainings, service employees can learn the organizations culture, purpose and strategy, interpersonal and technical skills, also product/service knowledge.

"Learning is not only about becoming smarter but also about changing behaviors and improving decision making." (Lovelock and Wirtz, 2004; 325)

In achieving this appropriate practice, follow up is needed. If the staff members don't apply what they have learned, the investment is wasted. On the other hand, well trained employees are and fell like professionals. A waiter, who knows about food, cooking, beverages and how to effectively interact with customers feel professional, has higher self-esteem, and is respected by

his or her customer. Training is therefore extremely effective in delivering the right service to customer.

2.11   Customer Feedback and Service Recovery

Feedback on one's job performance is very essential to maintaining positive customer relation. To be effective, feedback must be clear and directly relate to job performance.

Employees quickly learn what is important to management by the feedback they receive. Often the feedback employees receive is the opposite of what management verbally states.

Feedback is important to support personnel because they do not have any contact with customers. To be effective, feedback must have the following four characteristics:

- ➢ It must be clear
- ➢ It must relate to job performance
- ➢ It must be frequent and immediately following the desired behavior.

Service recovery is a term used for systematic efforts by a firm to correct a problem following a service failure and retain a customer good will. When complaints are satisfactorily resolved, the customers involved are much more likely to remain loyal. Effective service recovery requires commitment, planning and clear guideline.

Despite everyone's best effort, sometimes service does not meet a customer's expectations. Managers and employees find that most customers are pretty forgiving the first time something goes wrong. But if staff members promise to take care of a problem and don't, or if the problem recurs, customers tend to lose their patience. Therefore, having a service-recovery system in place, one that every manager and employee understands and can implement is very essential. (Woods and King, 2002; 122)

2.11.1 Impact of service Recovery on customer's loyalty

When complaints are satisfactorily resolved, the customers involved are much more likely to remind loyal, complaint handling should be seen as a profit center and not a cost center. When a

dissatisfied customer defects, the firm loses more than the value of the next transaction. It may also loss a long-term stream of profits from that customer and from anyone else who switches suppliers or is determined from doing business with that firm because of negative comments from an unhappy friend. Thus, it pays to invest in service recovery design to protect those long-term profits (Lovelock and Wirtz, 2004).

2.11.2 Strategies for handling complaints (service recovery)

To ensure guest satisfaction and repeat business, it is essential to handle guest complaints promptly and efficiently. Specific strategies that firms can use for service recovery are:

1. **Fail-safe your service –Do lt Right the first time!**

   The first rule of service quality is to do it right the first time. In this way recovery is unnecessary, customers get what they expect and the cost of redoing the service and compensating for errors can be avoided.

2. **Well come and Encourage complaints**

   Even in zero defections organizations that aim for 100 percent service quality, failures occur. A critical component of a service recovery strategy is thus to welcome and encourage complaints. It should be anticipated, encouraged and tracked. The complaining customer should be viewed as a friend.

3. **Act Quickly**

   Complaining customers want quick responses. Thus if the company welcomes, even encourages, complaints, it must be prepared to act on them quickly. This requires systems and procedures that allow quick action, as well as empowered employees.

4. **Treat Customers Fairly**

   In responding quickly, it is also critical to treat each customer fairly, customers expected to be treated fairly in terms of the outcome they receive, the process by which the service recovery takes place, and the inter personal treatment receive.

5. Learn from Recovery Experiences

Problem resolution situations are   more than just opportunities to fix defective services and strengthen ties with customers. They are also a valuable but frequently ignored or underutilized sources of diagnostic, prescriptive information for improving customer's service.

6. Learn from lost customers

Another key component of an effective service recovery strategy is to learn from the customers who defects or decide to leave. Formal market research to discover the reasons customers have left can assist in preventing failures in the future.

2.11.3 The benefits of effective complaint handling.

Companies that devote resources on effective complaints procedures benefit in many ways. Some of which are:

- They are given a second chance to make good of their relationship with a dissatisfied customer.
- Adverse word of mouth publicity is avoided.
- They will know where their operations problem lies.
- Employees may be motivated to provide a better-quality service.
  (Mudie and Cottam; 1993:230)

2.12   Hospitality Marketing

In today's hospitality industry, it is essential to have an understanding of marketing it. With this in mind some literates wrote on this topic will be reviewed to have a better understanding of this study.

Hotel may be defined as an establishment whose primary business is providing lodging facilities for the general public and which furnishes one or more of the following services; food and beverage service, room attendants service, laundry or dry cleaning and use of furniture's and fixtures. (Kasavana and Brooks; 2001:5)

As every organization has a reason or purpose to exist. In all regardless of a hotel's size or service level, it's safe to assume all guests have the following expectations:

- Safe secure accommodation
- A clean, comfortable i.e. guestrooms
- Courteous, professional, and friendly service
- Well maintained facilities and equipment

The Role of the Hotel Food and Beverage Division

The food and beverage division occupies an important and unique position in the hotel industry. A food and beverage operation in a hotel performs an important three-fold mission:

1) To produce an adequate profit
2) To provide suitable food and beverage service within the hotel.
3) To help support the role of the hotel in the community. (Lattin;2005 :223)

A good food and beverage operation does more than help establish the quality of the hotel in the eyes of the customer. Such an operation may become a very valuable profit maker, and may also give the hotel a distinct competitive advantage. As a result, to have a successful food and beverage operation, the five distinct elements, the five E's should be encompassed:

- *Excellent Environment***:** refers to a good location, cleanliness, availability of restrooms and restaurants theme. The theme is created by coordinating the decorations, the menus, food server uniform, the plates presented and the type of food and service offered.

- *Excellent Service***:** is primarily a matter of having a welcoming attitude, i.e. the servers should be friendly and courteous in providing excellent service.

- *Excellent Food and Beverage Products***:** which is basically a comparative matter, and as long as the food that is being served tastes better, looks better and receives favorable comments from guests, it is excellent food.

- *Excellent Value***:** refers to guests getting what they paid for. Also, value relates to the size and cleanliness of the general appearance of the hotel, the price of the services provided and other factors.

- *Excellent Management Control*: no operation can succeed unless the manager gives the necessary personal supervision and ensures that the operation meets the desired standards.

Room service

Hotels are providing service options, one of which is *room service*; which is offered to the convenience of guests. The room service is sometimes considered as a costly amenity, as it requires long and odd hours of operation and as it cannot take into advantage quantity cooking, meals are prepared as per order, which means a greater per-meal cost. In all if the managers consider the room service is essential to guest service, they should come up with action plans to increase room service profitability and maximize effectiveness.

Recreational Centers

Some hotels, staff a division dedicated to providing group and individual recreational activities for guests. Some recreation divisions include maintaining the pool and gym, Golf, tennis, bowling and the like. The division may also plan and direct activities such as arts and crafts show or children's programs.Typically, recreational centers collect fees form charges to be posted to guest's accounts.

Conference Centers

Conference centers are those specifically designed to handle group meetings. Most full-service conference centers offer all the service and equipment necessary to ensure a meeting success for example; technical production assistance, high quality audio visual equipment, business service centers, flexible seating arrangements, charts and display screens and so forth.

The hospitality product is an intangible, an experience-and the primary factor in guest satisfaction is the quality of service rendered. In which employees, play an important role in it.

The following are some of the characteristics of employees that play a significant role in providing a quality service:

- Well-groomed appearances: i.e. Dresses appropriately; meets property standards for wear and care of uniform, jewelry and personal grooming.
- Congenial nature: Smiles readily, exhibits cooperative and pleasant behavior and being a people's person
- Works well with guests and hotel staff; a team player

Accordingly, the *internal marketing* concept states that, employees are just as important to please as guests if employees are to provide the levels of service needed to compete in today's market place. Therefore, employee satisfaction and guest satisfaction are interrelated. (Abbey; 2003; 204)

As hotels are sensitive to changes in the national economy, it provides stable employment opportunity. For those who possess the interest, technical skills and motivation, the hospitality industry offers some of the most fascinating, rewarding careers available anywhere. Therefore, to be successful in the hospitality career, an employee must possess technical knowledge and skills, a friendly personality and a commitment to providing quality customer service.

2.13   Empirical review on Service marketing in the Hotel Industry

The technical literature presents various empirical works linked to service marketing in the hotel industry. Luk (1997), on analyzing the culture of marketing in travel agencies of Hong Kong and their relation with the quality of service, affirms that the culture of marketing must take in to account the quality of service, interpersonal relations, the task of selling, organizations, internal communication and innovation; they point out that the high quality in service can be obtained when a company strongly promotes a culture of marketing oriented by the service and interpersonal relations.

Kndampully (2000), in Australia, analyzes the impact of fluctuation of the demand in the quality of service having in sight that during the high season for hotel occupancies, with the excess in the demand for service, the quality of those services tends to decline. This study suggests that the companies in the sector must strongly consider the needs and expectations of the customers in the elaboration of their strategies in the seasonal periods.

O'Neill and Charters (2000), also in Australia, analyze the quality of service offered by links to attract tourists in that region. The study was done in four companies with the objectives of knowing what was the most important to the customer in evaluating the quality of service. Atilgan, Akinci and Aksoy (2003), in Turkey, suggest a new approach for the research of evaluation dimensions in the quality of service in hotels. The research analyzed two groups of tourists in different countries. The results suggested that the operators must consider, in the elaboration of their itineraries and tourist packages, the cultural characteristics that affect the perception of the quality of service received.

Juwaheer and Ross (2003) analyzed the perceptions of hotel guests from Mauritius. They conclude that the quality of services fell short of guests' expectations citing empathy as the greatest gap. Nadire and Hussain (2005) analyzed the quality of service in Cyprus, using SERVPERF, applying the instrument to European customers visiting the site. The results found only two dimensions instead of the traditional five of SERVQUAL and European visitors are very demanding with regard two improving the quality of service. The study by Eraqui (2006), in Egypt, analyzes the tourist service from the point of view of internal and external customers. The internal customers conclude that there is no tourism business environment that encourages employee creativity and regarding the external customers, there were complaints about the improvement of internal transportation and security.

Chen et al (2008) evaluated the quality of services in the Taiwan industry. The paper divides the hotels in to three types: international commercial tourism, holiday and motels and general hotels. The study emphasized the degree gap in the service quality between the industry and the customers. Data analysis shows that service quality gap (perceived gap) of different types of hotels exists in several quality aspects; what's more, the perceived gaps, service quality aspects, and its items of different types of hotels are also different.

In Brazil, Oliveira (2001) can be cited as a work that investigates the service that are considered more important in the choice of hotels in Foz do Iguacu and concludes that for the guests, in this order, the factors of location, speed and efficiency in room service and in the restaurants, were considered the most important. Carvalho (2007) analyzed the factors that influenced the satisfaction of the customers. He concluded that cleanliness, good, service, security and location were the factors that most affected customer satisfaction. Barbosa (2007), in a study completed in hotels in Sao Paulo, concluded that the authenticity in the care of the guests, based on human values, makes possible the creation of friendly relationships and positively influences their satisfaction.

Gonzalez (2005) studies the factors that influence the satisfaction and generate the loyalty of visitors of Natal. This study concludes that the cordiality of hotel staff, cleanliness of the establishment, safety, restaurant service and the internet were the most important attributes in the satisfaction of the guests. Wanderley (2004) studies the perception of the business tourist while choosing a hotel Sao Paulo. It concludes that the daily rate and the locations are the most important attributes for business guests.

2.14   Conceptual Framework of the research Work

In service rendering firms the key component of their function is providing quality services to their customers. Parasuraman et al. (1985) "found that service quality is significant predictor of customer satisfaction by using SERQUAL instrument."

The aim of this section is to summarize the idea got from past literature and to bring out the contributions. This part start with the idea generated and the contribution follows.

The general idea from the past literature is that there is a relation between customer satisfaction and service quality; also, that service quality could be evaluated with the use of SERQUAL scale, it has been started that service quality is the overall assessment of a service by the customers.

Figure 1: Conceptual Frameworks

Independent Variables   **Moderate Variable**   **Dependent Variable**
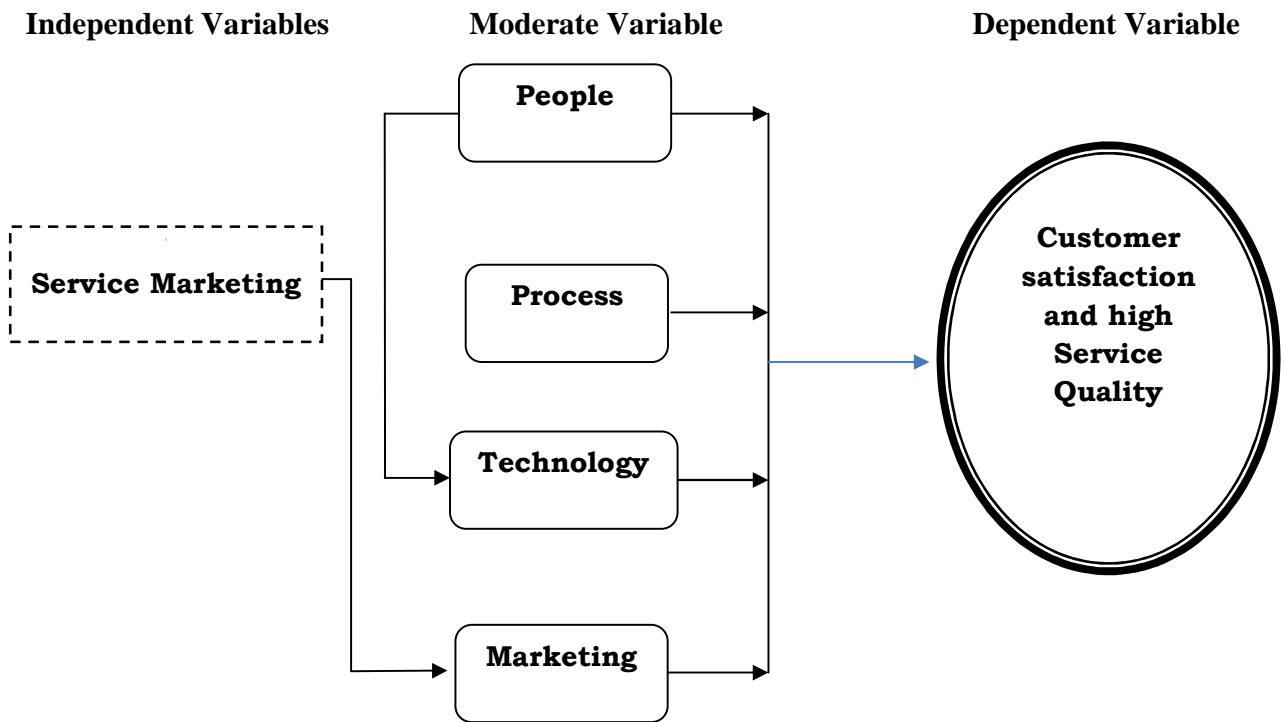
Source: own construction, 2016

32

CHAPTER THREE

Research Methodology

3.1 Research Design

This shows the master plan for collecting and analyzing the required data by specifying the methods and procedures that is going to be used. For this study to collect the necessary data both primary and secondary data sources were used and both qualitative and quantitative data types are collected.

The study employed descriptive analysis method to describe the result and findings of the study. This is relevant that it enables the researcher to gather data from single population. Kothari(1985) stated descriptive research focuses on explaining the characteristics of a particular individual, group or situation. Saundrs et.al (2007) also says the objective of descriptive research is portraying an accurate profile of a person, events or situations`. Thus, the objective and nature of this research relevantly fall under descriptive research design.

In addition, the research pursued both qualitative and quantitative research methods. Quantitative analyzing tools like average, percentage and tables are used to analyze the data that are collected through questionnaire. The researcher also deals with qualitative phenomena.

3.2 Population and Sampling Technique

Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002 PP 47-48). For the overall success of the organization every member of the organization should be responsible for the implementation of service marketing therefore, the target populations of the study are the managers and guests of the hotel; to identify whether they are satisfied with the service they get from the firms or not.

For this study convenience sampling was used as the researcher pending for the right time for the coming of the customers.

The researcher believed that assessing the service marketing of the selected hotel is located in center of Addis Ababa which is in Bole. The other reason for selecting this hotel was due to the fact that most tourists visited this hotel during their stay in Addis Ababa.

As it is stated by Malhotra N and Briks D (2006) usual sample size used in service marketing research the minimum size to be used is 200. The sample size was also verified using sample size calculator, Rasoft (2013). According to the sample size calculator using 5% margin of error, 95% confidence level so that the researcher took 190 clients as a sample size for accuracy reason.

Accordingly, to make this study reliable, the researcher has applied the same size of clients of the firm.

3.3 Types of Data and Tools of Data Collection

Data collection was done through both primary and secondary resources. Primary data was collected through structured questionnaires to guests; interview was conducted to the manager of the hotel and through physical observation of the researcher. The secondary data has included sources like books, literatures that are written on the topic of study and also some web pages also have significances in the study.

3.4 Procedures of Data Collection

To conduct the study both primary and secondary data sources were used. The researcher prepares questionnaire and interview. Since the sample size is 190 customers the researcher prepared the questionnaire by the same amount. After that the researcher requested the marketing department of the hotel to get permission to dispatch the questionnaire and then the questionnaires were randomly distributed to individual respondents to those who came to the hotel to be entertained themselves. While distributing, each respondent was informed to complete the questionnaire at their earliest. The researcher collects most the questionnaires from them. In addition, the researcher had nice interview time with the general manager of the hotel

and also the researcher requested the head of the marketing department to provide her information that she can use as a secondary data at the end.

3.5 Methods of Data Analysis

Analysis is a research technique for making replicable and valid references from data to their context.

After data was edited, coded and classified the researcher used Qualitative and Quantitative methods with the help of SPSS 20 software to analyzed data and present in the form histograms, pie chart and Tabulations. The finding was analyzing and interpreted the service marketing in the selected hotel, i.e. Harmony hotel. After analyzing and interpreting the data, research findings were summarized and proper conclusion and recommendation was given

3.6 Ethical Consideration

In order to have permission for the study, and to avoid unnecessary reluctance, suspicion and dishonesty, the researcher being ethical had informed the participants about the objective and purpose of the study that it is only for academic purpose and confidentiality of their response will be strictly maintained.

3.7   Validity

For this study, experts will be reviewing the objectives of the study and suggested based on literature. Therefore, distributing the questionnaire to the respondents, the validity of the instrument was checked by the advisor and the senior colleagues in the field. Accordingly, based on the approval obtained from the advisor, the questionnaire was considered as valid data collection tool.

In general, the validity of a scale refers to the degree to which it measures what it is supposed to measure. The researcher used empirically validating frame work which means that it has tested

by many researchers previously because the validation of a scale involves the collection of empirical evidence concerning its use and the samples taken have good enough to represent the population since the sample was taken based 95% confidence interval.

3.8 Reliability

In this study, the test for the reliability the questionnaire was distributed for customers of the company. This was done on 190 customers of the selected hotel. According to the result obtained, using Cronbach's Alpha on SPSS, the data collection instrument was consistent and dependable in measuring what it tends to measure.

Thus, the test re-test method was adopted and the Cronbach alpha reliability co-efficient was measured. Cronbach's alpha reliability co-efficient normally ranges between 0 and 1. The closer the alpha co-efficient to 1implies the greater the internal consistency. The closer the value of alpha co-efficient to 0, the internal consistency is unacceptable. In this study, the researcher used the rule of thumb developed by (George and Mallery2003), where an alpha value > 0.70 is acceptable and <0.50 is unacceptable.

Reliability Statistics

Cronbach's Alpha	No of Items
.730	34

Since the value of Cronbach's alpha of all the constructs was acceptable.

In general, the researcher quality and truth worthiness are determined by the reliability and validity of the research. The reliability of a scale indicates how free it is from random error. This research is also reliable in that the researcher contacted and communicated personally to each individual on how to fill the questionnaire and allowed the respondents to call the researcher for any difficulty by giving phone number of the researcher.

Therefore, the researcher concludes that the data collection instruments were consistent and reliable through the stated measurements.

Chapter Four

Data Presentation, Analysis and Interpretation

In this part of the study, the data gathered through the distribution of questionnaires is analyzed and interpreted using tables and graphs and summarized by raw data are compared in percentage. The questionnaires are distributed to customers of the selected Hotel I.e. Harmony hotel.

The data were obtained through questionnaires and interview collected from the selected group of customers and general manager of the hotel i.e. (Harmony hotels) on the issues of "service marketing in the hotel industry" is analyzed and presented here under.

Then the data analyzed by applying descriptive analysis method. Finally, interpretation was made for details explanation of the implication of the major finding.

4.1 Analysis of Respondents General information

Table one show the general characteristics of the respondents which include the gender of the respondents, frequency of visit and the purpose that customers use the hotel.

Table 1: Background of the Respondents

No	Item	Description	Frequency	Percentage %
1	Gender	Male	96	50.5
		Female	94	49.5
		Total	**190**	**100%**
2	How often do you visit this hotel?	Daily	20	10.5
		Weekly	28	14.7
		Monthly	84	43.7
		First time	29	15.3
		Other	29	15.3
		Total	**190**	**100%**

3		Rooms	75	39.5
	For what purpose, do you use the service of the hotel	Pleasure	63	33.2
		Conference	17	8.9
		Other service	35	18.4
		Total	**190**	**100%**

Source: Survey 2016

As it is illustrated in Table 1 of item 1, the gender of guests who have visited the selected hotel, out of 190 respondents, the hotel hosted 50.5% male guests while female guests were 49.5%. Parasuraman et al. (1985) mentioned that service quality is to meet customers' expectations. Guests' perception and expectation varies among male and female, it is vital for hotels to understand this in order to match hotel products and services as per the expectation guests. Item 2 illustrates the frequency of visiting the hotel, 10.5% visit the hotel daily, 14.7% of them visited the hotel weekly, 43.7% of them visited monthly, 15.3% of them visited for the first time and15.3% of them visited in other times like for weeding or other occasional events. As it is indicated on Item 3 guest's purpose of visit was categorized in to four major categories which were Rooms, Pleasure, Conference, and Other service. 39.5% of guests used the room service, 33.2% used it for pleasure like dining gym, gym and spa and other recreational centers, 8.9% of them used the conference service and the rest 18.4% used it for other purpose i.e. occasional purpose.

The purpose of visit has an impact on guest's hotel selection; guests normally look for hotels which provide facilities in line with their purpose of visit. Understanding the purpose of visit of guests staying helpful for hotel companies to re arrange hotel products and services to their guests so as to meet or exceed the expectation of guests. So that item 3 implies that large number of the respondents use the service for personal purpose.

4.2 Data Analysis Pertaining to the Study

In this section, various questions related to the food service in the hotel are analyzed. Including variety presented as per customer's taste, the delivery of the order as per ordered and promptness, the general presentation of the hotel i.e. the ambient conditions and the staff members professionalism in serving the orders.
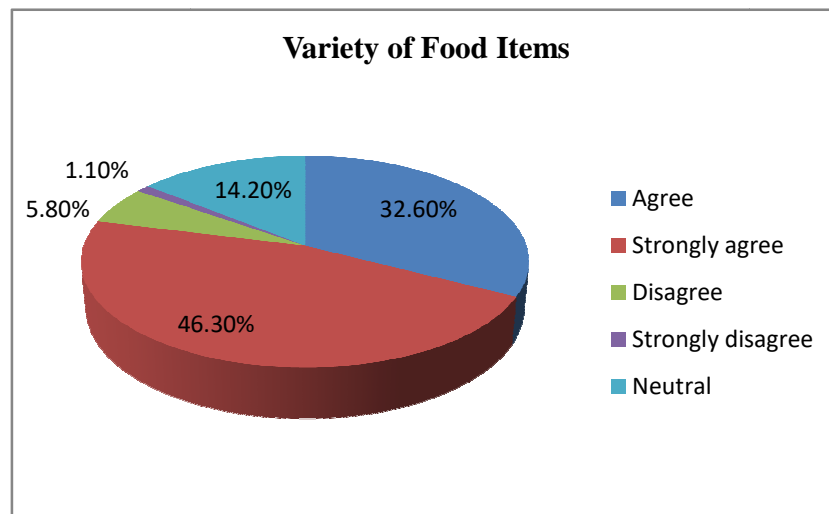
Table 2: Frequency of Dining in the Hotel

No	Item	Scale	Frequency	Percentage %
1	How often do you dine in this hotel?	Daily	18	9.5
		Weekly	63	33.2
		Monthly	41	21.6
		First time	54	28.4
		Other	14	7.4
		Total	**190**	**100%**

Source: Survey 2016

As it is indicated in table 2 of item 1, 9.5% of the respondents dine in the hotel daily while 33.2% of the respondents dine weekly, 21.6% of the respondents dine monthly, the other 28.4% of the respondents have only used the hotel for dining only for the first time and the remaining 7.4% of the respondents have used it in other times. This implies that more than 50% of the respondents have used the food service of the hotels quite repeatedly so their response would be of a reliable good source.

Figure 2: The Variety of Food Items

Variety of Food Items

- Agree — 32.60%
- Strongly agree — 46.30%
- Disagree — 5.80%
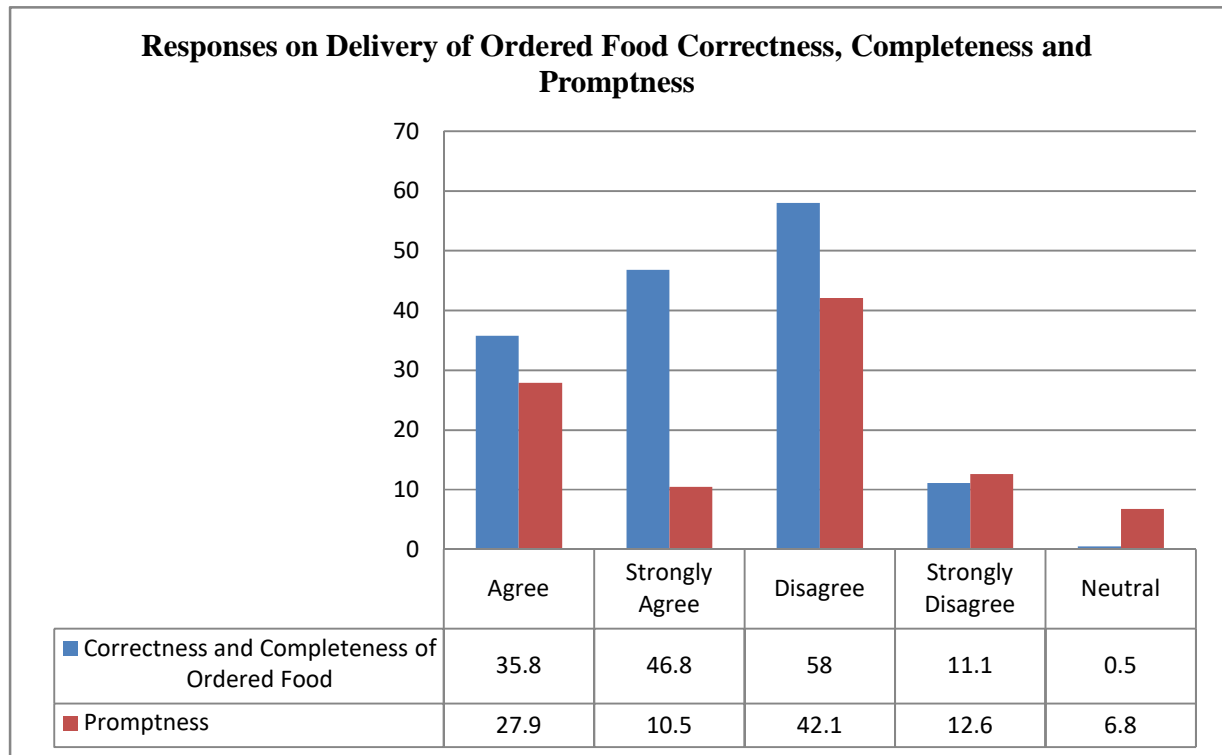- Strongly disagree — 1.10%
- Neutral — 14.20%

Source: Survey 2016

This graph represents the variety of food served by the hotel. As shown in the graph 32.6% of the respondents agreed that the menu contains good variety of food items. 46.3% of them strongly agreed while 5.8% of the respondents disagree in the fact that the menu have a variety of food items and also 1.1% of them strongly disagree. 14.2% of the respondents were neutral to the content of the menu. This implies that the hotels are providing different variety of good items to meet customers need.

Figure 3: Distribution of Responses on Delivery of Ordered Food Correctness, Completeness and Promptness

Responses on Delivery of Ordered Food Correctness, Completeness and Promptness

	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral
■ Correctness and Completeness of Ordered Food	35.8	46.8	58	11.1	0.5
■ Promptness	27.9	10.5	42.1	12.6	6.8

Source: Survey 2016

This graphical demonstration shows the correctness and completeness of ordered food and its promptness.

Here, 5.8% of customers disagreed, 6.8% of the customers are neutral for the promptness of the service. 35.8% and 27.9% of the respondents agreed that the service provided was correct and complete and prompt respectively and also 46.8% and 10.5% of them strongly agreed for the correctness, completeness and promptness for the service. Finally, in this respect 11.1% and 6.8% of the respondents were neutral. This implies that most of the respondents agree on the fact that the food ordered was served as required but there is still doubt regarding to promptness of delivery of ordered food.

Figure 4: Distribution of Responses on Food and Beverage Being as Expected and Actually Delivered

	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral
■ The food & beverage being displayed as expected	38.9	44.7	6.3	3.7	6.3
■ Service is/was excellent	23.2	67.9	2.6	0	6.3
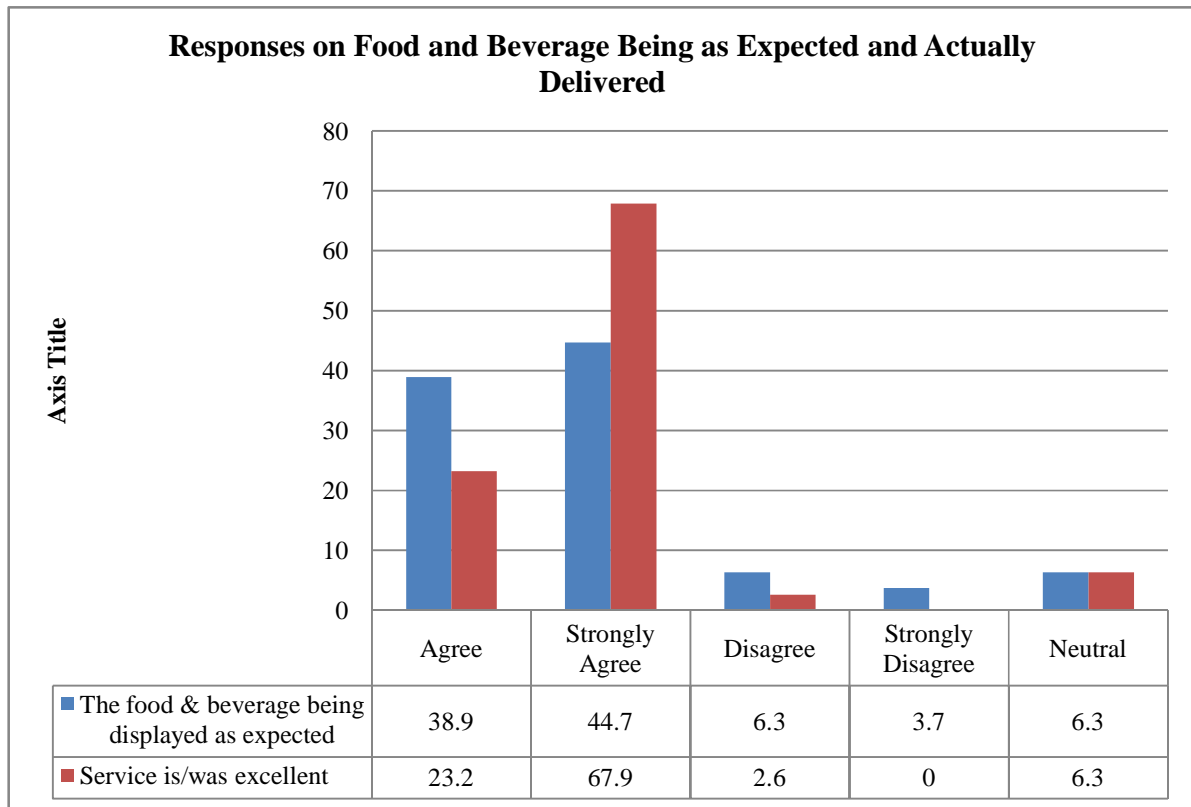
Source: Survey 2016

The food and beverage division occupies an important and unique position in the hotel industry. A good food and beverage operation does more than help establish the quality of the hotel in the eyes of the customer. Such an operation may become a very valuable profit maker and may also give the hotel a distinct competitive advantage. (Lattin, 2005).

The above graph explains the expectation of customers towards food and beverage display and whether the service received is excellent or not.

From the respondents 6.3% disagreed and 3.7% were strongly disagreed, 6.3% were neutral, 38.9% were agreed and 44.7% strongly agreed on the food and beverage being presented as they expect it to be. Also, 23.2% were agreed, 67.9% were strongly agreed, 2.6% were disagreed and

6.3% of them neutral for the service that they have received were excellent. This implies that most of the customer's expectation is meet by the excellent service they have received.

Figure 5: Distribution on Staffs Being Professional
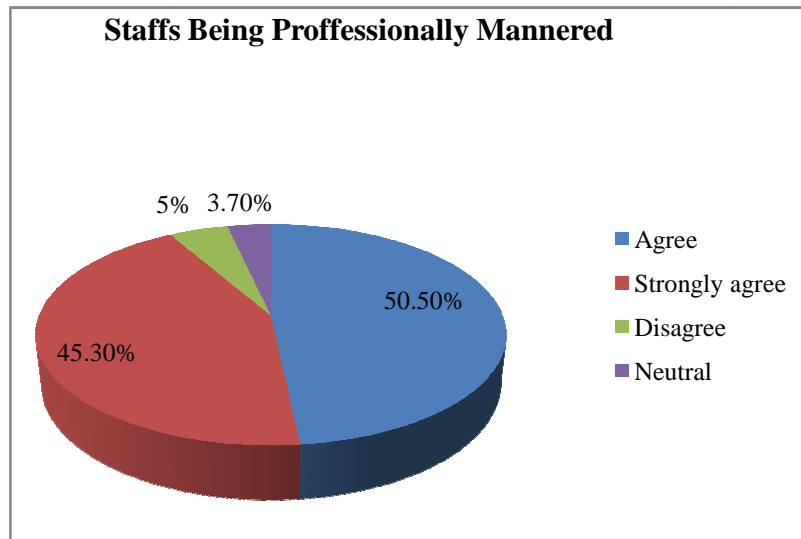
Source: Survey 2016

This figure shows the professional manner of employees while giving service. As it shows, 50.5% of the respondents were agreed, 45.3% strongly agreed, 1 person disagreed and 3.7% of them were neutral on staffs' professional manner. None of the respondents strongly agreed on the fact that the employees are professionally Mannered. This implies that more than half of the customers have been served by professionally mannered staff members.

4.3 Customers response related to recreational centers

Some hotels, staff division is dedicated in providing group and individual recreational activities for guests. A variety of questions related to recreational centers were asked to respondents and the distribution of response is presented in tabular form in the following tables.

Table 3: Analysis Related to Recreational Centers

No	Item	Scale	No of respondents	Percentage%
1	How familiar are you with the recreational centers?	Very familiar	92	48.4
		Familiar	61	32.1
		Not familiar	35	18.4
		Don't know it exists	2	1.1
		Total	**190**	**100%**
2	How would you grade the gymnasium and restrooms?	Excellent	1	5
		Very good	38	20
		Good	78	41.1
		Poor	45	23.7
		Never used	28	14.7
		Total	**190**	**100%**
3	How do you evaluate the spa and related services (like Jacuzzi, Sauna, hair salons and the like)?	Dissatisfied	121	63.7
		Satisfied	25	13.2
		Very satisfied	15	7.9
		Never used	29	15.3
		Total	**190**	**100%**
4	How do you find the parking?	Excellent	8	4.2
		Very good	44	23.2
		Good	67	35.3
		Poor	66	34.7
		Very poor	5	2.6
		Total	**190**	**100%**

Source: Survey 2016

As it can be seen from Table 3 of item 1, 48.4% of the respondents are very familiar to recreational centers, 32.1% of them are also familiar, 18.4% of the respondents are not familiar,

the rest 1.1% don't know the recreational centers are exists. Even though majority of the respondents are familiar with the recreational centers but a few are still not familiar. So, the hotel has the responsibility to attract them towards it.

From item 2 indicates those customers who have used the service also responded on how they grade the gymnasium. 20% of the respondents evaluated as 'very good', 41.1% of them as 'good', the other 23.7% of them as 'poor' and the rest 14.7% of them never used it. Even though majority of the respondents said good for the question but it is clearly indicating that the service of the gymnasium is not satisfactory.

From this table item 3, it could be understood that 63.7% of the customers were dissatisfied with the spa and related services of the hotel, while 13.2% and 7.9% of the respondents were satisfied and very satisfied with the service respectively and the remaining 15.3% of the customers have never used the service at all. This implies that most of the hotel customers are not satisfied.

As it could be observed from table 3 item 4, 4.2% of the respondents evaluate the parking area as 'excellent', 23.2% of the respondents gave their responses as 'very good',35.3% of them as 'good', 34.7% and 2.6% of customers were evaluated as 'poor' and 'very poor' respectively. This indicates that the parking area still needs to show a better progress.

Table 4: Analysis Related to Room Service

No	Item	Scale	No of Respondents	Percentage %
1	How satisfactory are the amenities in the room (amenities like soap, towels DVD players…)	Very satisfactory	77	40.5
		Satisfactory	59	31.1
		Not satisfactory	15	7.9
		Disappointing	20	10.5
		Never used	19	10
		Total	**190**	**100%**

2	Are the fire exits manuals clearly displayed?	Yes	189	99.5
		No	1	.5
		Total	**190**	**100%**
3	Is the room service available at time of your request (i.e.24 hours)	Yes	109	57.4
		No	32	16.8
		Never used	49	25.8
		Total	**190**	**100%**

Source: Survey 2016

Hotels are providing service options, one of which is room service; which is offered to the convenience of guests. The room service is sometimes considered as a costly amenity, as it requires long and odd hours of operation.

As it is indicated on Table 4 Item 1 shows whether customers are satisfied with the room amenities or not. According to the respondents 40.5% responded 'very satisfactory', 31.1% of the respondents were satisfied, 7.9% of them were not satisfied, 10.5% of the respondents were disappointing and the remaining 10% of the respondent customers never used the amenities in the room.

In all if the managers consider the room service is essential to guest service, they should come up with action plans to increase room service profitability and maximize effectiveness.

Item 2 of this table illustrates if the fire exists manuals are clearly displayed or not. 99.5% agreed and the rest 1 is disagreed on the fact that the fire exist manuals were displayed. This implies that almost all of the customers have access to any extra service required.

The last item of this table demonstrates whether the room service are available 24 hours and 57.4 of the responses shows it is available and 16.8% responded that it is not available and the remaining 25.8% of them were never used the room service. This implies that the customers receive a room service almost at all of their time of request.

Table 5: Analysis on the General Service of the Hotel

No	Item	Scale	No of Respondents	Percentage %
1	Do you think the facilities in the hotel are suitable for the disabled customers?	Strongly agree	44	23.2
		Agree	39	20.5
		Disagree	46	24.2
		Strongly disagree	43	22.6
		Neutral	18	9.5
		Total	**190**	**100%**
2	Judging from your side how would you grade the service delivery from your expectation?	Delightful	74	38.9
		Better than expected	29	15.3
		As expected	73	38.4
		Below expectation	14	7.4
		Completely disappointing	—	—
		Total	**190**	**100%**
3	How often do you get a parking space when coming to this hotel?	Always	16	8.4
		Sometimes	75	39.5
		Rarely	86	45.3
		Never used	13	6.8
		Total	**190**	**100%**

Source: Survey 2016

In the hotel business, different kinds of customers could visit the hotel. Among them disabled customers are also available there so that it is essential to have every accessing order to deliver a good service. On this issue, Table 5 item 1, 23.2% of the customers strongly agreed and 29.5% agreed, 24.2% were disagreed and 22.6% also strongly disagreed that the hotels are suitable for the disables and the remaining 9.5% of the respondents were neutral. This implies that aside from the disagree responses the hotel is not well facilitated to the disabled customers. Therefore, the hotel has to do a lot to accommodate all the necessary conditions to the disabled ones.

Customer expectations are beliefs that a consumer has about the performance of a service delivery that function as standards or reference against which service performance is judged. (Clow and Kurtz, 2003). What matters most in delivering any product or service is the perceptionof the customers towards the product or service. Table 5 item 2 illustrates that 38.9% of the respondents were delighted for the service they had, 15.3% of the respondents stated that the service was better than expected and 38.4% of them as expected, while 7.4% of the respondents find the service of the hotel is below their expectation. This implies that the hotels are providing services as per the expectation and delightful for the customers but with still a little improvement needed to meet their disappointing customers.

Item 3 of Table 5 identifies whether the hotels have an appropriate parking space or not. 8.4% of the respondents get parking space always, 39.5% of the respondents get sometimes the other 45.3% get rarely and 6.8% of the respondents never used. This implies that with the insufficient availability of parking space, most of the customers don't get a place to park their car whenever they need. Since paring highly needed in such a hotel a particular attention should be given by the concerned body of the hotel.

Figure 6: Analysis Related to Service Giving Personnel's

	Excellent	V.Good	Good	Fair	Poor
Sociability	63.7	10	20.5	4.7	1.1
Politeness	61.6	16.3	20	1.6	0.5
Cooperativeness	59.5	25.3	12.6	1.1	1.6
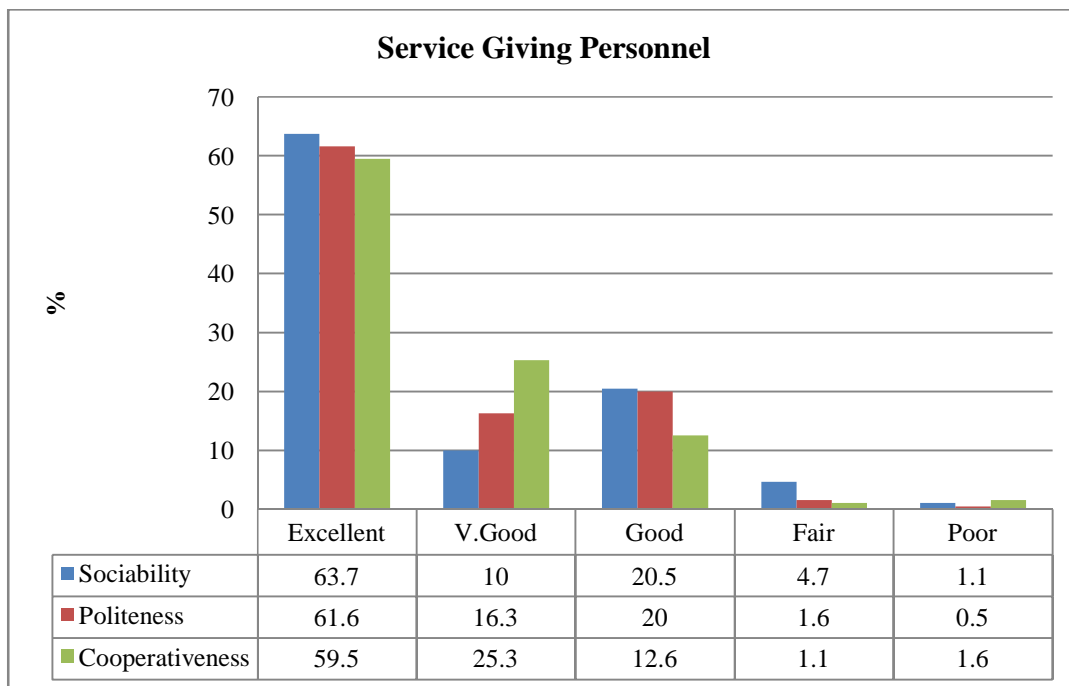
Source: Survey 2016

The service scope by itself has a great impact on customers and employees. In addition to purchase decisions, the service scope will influence customer expectations and their evaluation of service quality. The service scope can also affect employee attitude and work motivation. Individual who work in a comfortable physical environment tend to have better attitudes about work than employees who work in undesirable physical environments. If employees are proud of the way a service facility looks, they will take better care of it and will be motivated to be more productive for the company.

The above graph shows customer response on how they have observed personnel's sociability, politeness and cooperativeness.

Figure 5 indicates that 63.7%, 61.6%, 59.5% of the respondents have found the employee performance too be excellent in terms of sociability, politeness and cooperatives respectively. 10% of the customers responded that the employees' performance in socializing with customers was very good. 16.3% of the respondents agreed that the employees' politeness towards customers was very good. 25.3% of the respondents show that employees cooperativeness is very good too.

The 20.5%, 20% and 12.6% of the responses shows that the employees are good in sociability, politeness and cooperativeness respectively while 4.7%, 1.6% and 1.1% of the respondents agreed that employees' performance on sociability, politeness and cooperativeness is fair. The remaining 1.1%, 1 and 1.6% of the respondents evaluated the employee's sociability, politeness and cooperativeness as 'poor' but this all implies that most of the customers are satisfied with employees' skills of welcoming customers.

Figure 7: Analysis Regarding Personnel's Language Clarity, Understanding and Taking Orders Correctly

Personnel Language Clarity, Understanding and Taking Orders

	Excellent	V.Good	Good	Fair	Poor
■ Language Clarity	41.6	35.8	11.6	9.5	1.6
■ Speed of Understanding Orders	23.2	47.9	25.3	3.7	0
■ Taking Orders Correctly	56.8	34.2	8	8	1
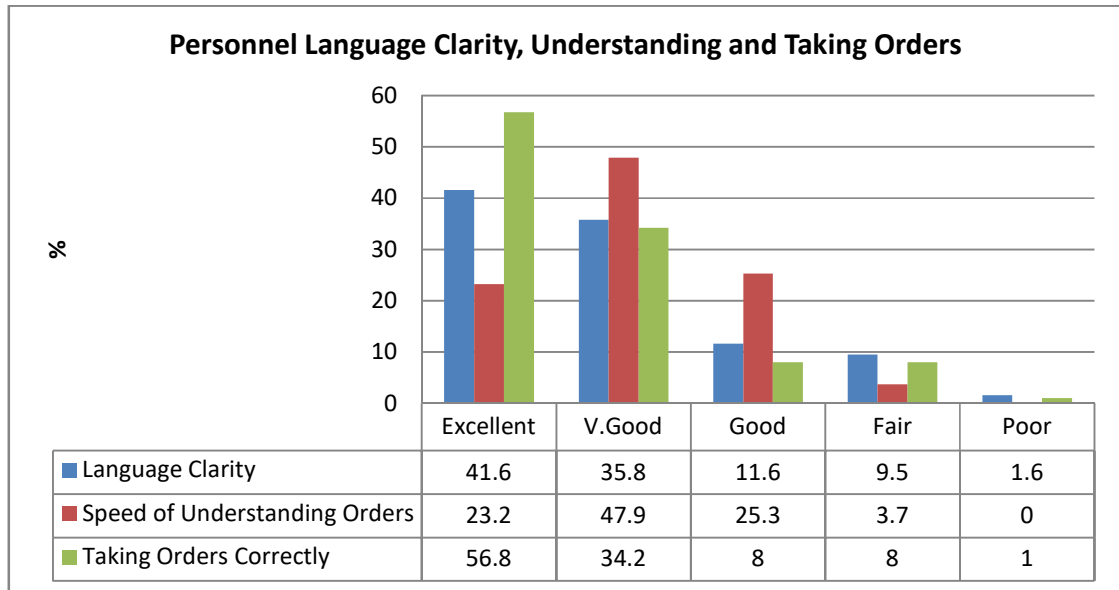
Source: Survey 2016

From a business perspective, service staffs are crucially important, as they can be a key determinant of customer loyalty or defections and therefore play an important role in the service chain. The way a given service is delivered by staff members can be important source of differentiation as well as competitive advantage.

The above graph illustrates that 41.6% of the respondents were agreed that the language clarity of the employee is excellent, 35.8% of the respondents evaluated as 'very good', 11.6% of them as 'good', 9.5% of them as 'fair' and 1.5% of them as 'poor'. In terms of understanding orders correctly, 23.2% responded as 'excellent', 47.9% and 25.3% of them evaluated as 'very good' and 'good' respectively and the rest 3.7% of them replied as 'Fair' and also 56.8% of the respondents agreed that customers' orders were taken appropriately, 34.2% also evaluated as 'very good' and the rest 4.2% of them evaluated for both 'good' and 'fair'. This implies that having a clear language can play a great role in understanding and taking orders correctly.

Figure 8: Analysis Regarding Personnel's Personal Grooming and Facial Expression

Personnel's Personal Grooming and Facial Expression

	Excellent	Very Good	Good	Fair	Poor
■ Personal Grooming	48.9	24.2	21.6	4.7	0.5
■ Facial Expression	38.4	40	13.7	7.9	0
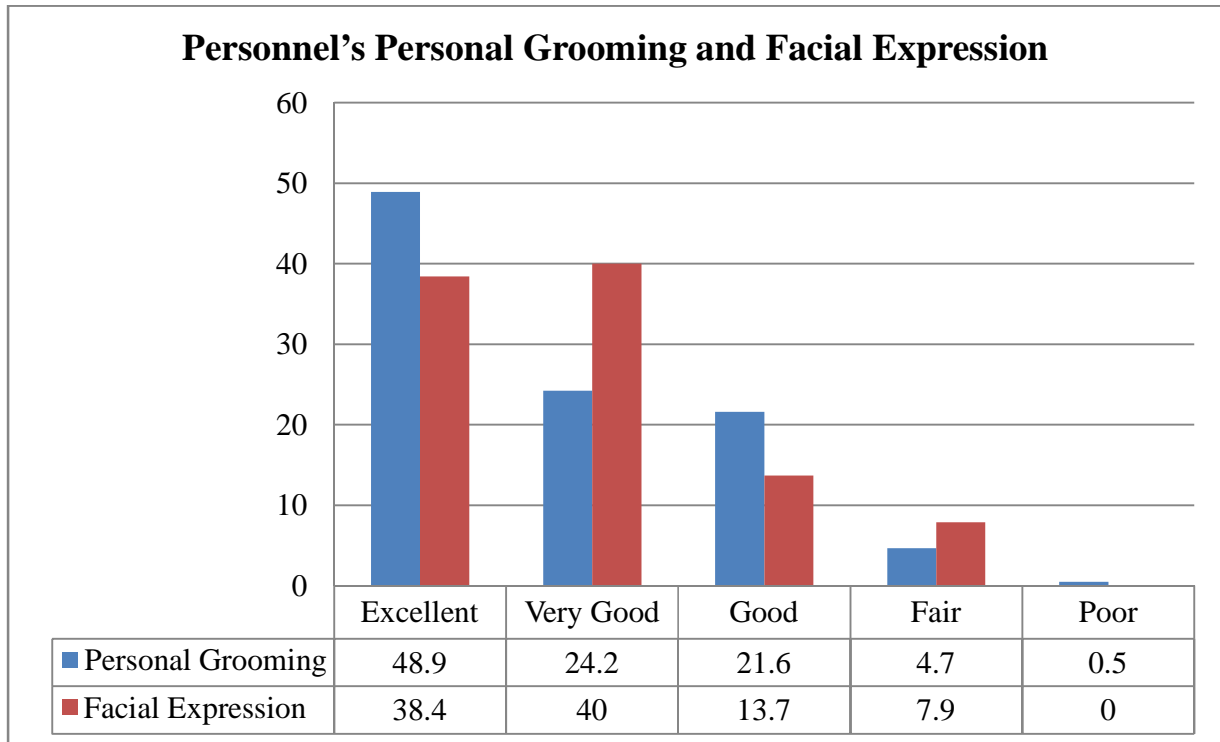
Source: Survey 2016

The above graph the way customers perceive employees' personal presentation whether it be the way they groom themselves and their facial expression.

The facial expression in terms of whether they are welcoming with the smile and make the customers feel at home. With this respect 48.9% and 38.4% of the customer responded that the employees have excellent personal grooming and facial expression respectively towards customers, 24.2% and 40% of them responded very good to employees personal grooming and facial expression respectively. 21.6% and 13.7% of the respondents agreed that employees have good personal grooming and facial expressions. While 4.71% and 7.9% of them evaluated as 'fair' and the rest 1 was said as 'poor'. This implies that most of all the respondents are happy with employee's personal presentation.

Figure 9: Analysis of Responses on Personnel's Responsibilities and Conflict Resolving Capacity

Personnel Responsibilities and Conflict Resolving Capacity

	Excellent	Very Good	Good	Fair	Poor
■ Sense of Responsibility	74.7	9.5	12.6	3.2	0
■ Resolving Conflict Capacity	45.3	27.4	13.7	12.1	1.6
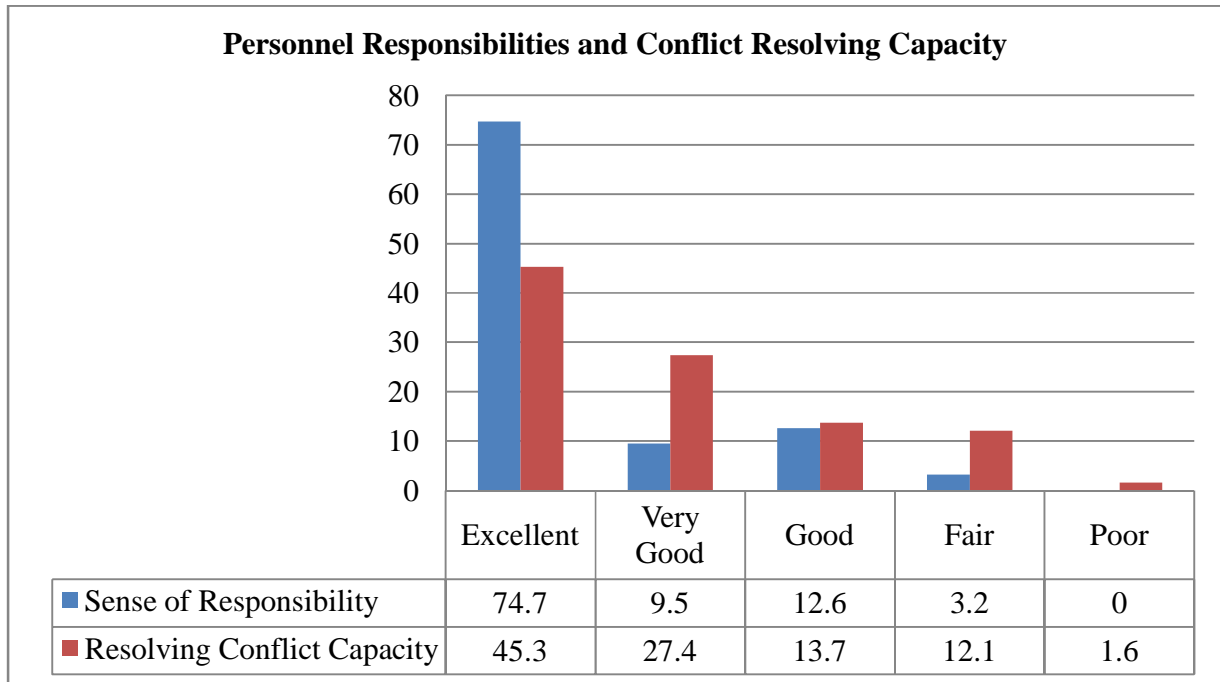
Source: Survey 2016

Responsibility is the willingness to help customers and provided prompt service.

As it can be seen from figure 8 with regarding to personnel responsibility and conflict resolving capacity, 74.7% of the customers responded that the employees' responsiveness was excellent, 9.5% them as 'very good', 12.6% of them as 'good' and the rest 3.2% of them as 'fair'.

Also, customers had responded to employee's conflict resolving capacity whether it is between customers, employees or between customers and employees. 45.3% of them were evaluated as 'excellent', 27.4% of them as 'very good', 13.7% of them as 'good' and 12.1% of them as 'fair' and the rest 1.6% of them were said 'poor'.

This implies that employees' being responsible and able to give solution to customer's problem in any working environment is very essential. The researcher also observed that employee's conflict resolving capacity is good and also respondents agreed on that.

Table 6: Customer Responses on the Conference Hall

No	Item	Scale	No of respondents	Percentage%
1	Ventilation system	Excellent	35	18.4
		Very good	94	49.5
		Good	12	6.3
		Fair	32	16.8
		Poor	17	8.9
		Total	**190**	**100%**
2	Audio visual equipment	Excellent	54	5
		Very good	49	20
		Good	86	41.1
		Fair	1	23.7
		Poor	_	
		Total	**190**	**100%**
3	Availability of rest rooms	Excellent	56	29.5
		Very good	57	30
		Good	77	40.5
		Fair	_	_
		Poor	_	_
		Total	**190**	**100%**
4	Number of guests it can hold	Excellent	72	37.9
		Very good	61	32.1
		Good	41	21.6
		Fair	16	8.4
		Poor	_	
		Total	**190**	**100%**

Source: Survey 2016

Conference centers are those specifically designed to handle group meetings. Most full-service conference centers offer all the service and equipment necessary to ensure a meeting success for

example, technical production assistance, high quality audio and visual equipment, business service centers, flexible seating arrangements, charts and display screens.

As it is indicated on Table 6 Item 1, 18.4% of the conference hall users responded that the ventilation system of the Hall is excellent, 49.5% of the respondents gave their responses as 'very good', 6.3% of them measure as 'good' and 16.8% of them evaluated the Hall's ventilation as 'Fair' and the rest 8.9% measures as 'poor'. This implies that majority of the respondents have given positive response but still there are minorities who gave a negative response. As long as the hotel has to fulfill the demand of each and every customer minor problems seen on the ventilation system needs immediate solution.

As it is illustrated on Table 6 Item 2, 28.4% of them agreed on the availability of visual equipment as being 'excellent' 25.8% of them as 'very good', 55.3% of the respondents agreed that the visual equipment as 'good' and only 1 respondents measure as 'poor'. This implies that the responses given on visual equipment are all positive; therefore, the hotel should keep it up.

As it is indicated on Table 6 Item 3, 29.5% and 30% of the customers responded on the fact that the availability of rest rooms is excellent and very good respectively and the rest 40.5% of them responded good. This implies that all the customers are satisfied with the rest room service.

As it can be seen on Item 4, 37.9% of the respondents were agreed that the hotel can hold small and large number of customers, also 32.1% and 21.6% of them evaluated as very good and good respectively but 8.4% of them measures the hotel number of guests it can hold as 'poor'. This implies that all the conditions may not be 100 percent fulfilled but still almost 92% of the clients are satisfied with the conference hall number of guests it can hold.

4.4 Analysis of Manager's response

The analysis presented here under is taken from the responses of the selected hotel manager.

Q1) Do *you think the current service provided by the hotel meets customers' satisfaction and have high service quality?*

As the manager clearly stated about the service provided by the hotel has been showing progress from time to time. He also explained that the service that has been given so far is even beyond the customer's expectations. He also elaborated that the reason behind improving the service quality is because it is one of the basic areas where competitive advantage can be gained. As a result, with quality service customers can refer to the hotel everywhere they go. According to his additional statement that doesn't mean they have met 100% but he confidentially says the rate of satisfaction of customers goes from 85% to 90%.

Q2) what would you do if the customers are dissatisfied with the service they have received?

Zeithaml and Bittner (2003) recognize that different set of determinates affects adequate service or the level of service the customers finds acceptable.

The manager responded that only complain that comes from the customers is respectfully handled by every member of the hotel. If conditions go beyond, it goes up to the general manager to find immediate solution. First and for most they would try to do everything possible not to dissatisfy the customers even to the extent of giving service to the respective customer free of charge. Furthermore, the hotel has its own log book to record any complain or suggestion by the customers. After having investigated every problem, there will be a meeting to find a solution.

Q3) Do customers have easy access or are encouraged to complain their dissatisfaction?

The manager suggested that any complain suggestion or advice is always encouraged. He also said that if it wasn't for customers complain they wouldn't have had improved the service quality as it is needed. Some of the mechanism used to encourage this are given questionnaires to customer's level of satisfaction and needs. Prepare paper containing the in-line phones of the managerial office if he encounters any problems. This piece of manuals paper is placed in all the rooms of the hotels. A concerned person is also assigned who follow up in any problem occurs.

Q4) Do you think employees have the ability or the potential to respond to customers complain by their own?

The manager was confident enough about the employees to say that they can handle any problem. In addition, since they are professionals to handle it by their own if it is beyond their capacity, they will automatically refer it to the nearby supervisor.

The manager also said there might be some employees who may not have the ability to handle customer complain but they are well informed of what to do if there is any problem and those who don't have the capacity normally work in positions where there is low customer contact.

Q5) how would you rate the level of satisfaction employees have while working in this hotel?

Employees are the major sources of service and without them it is hard to say that one can give service. The manager's response to the level of satisfaction that employees have with their work is as follows.

The hotel manager stated that he can't say all employees are always satisfied with their work but he also stated that he, as a manager does his best to go with the needs of his employees. This is because he believes that if an employee is not satisfied with the work environment then the power of handling customers correctly will decline.

Q6) Is there special training program arranged for employees to upgrade their performance and knowledge?

As workers take on more responsibility for production, quality control and customer service, they need new skills in problem solving, team building and the basics of business operation. (Woods and King, 2002). Training prepares employees to do their jobs effectively. It describes job procedures and help employees develop skills to do their jobs at the proper level of performance.

In this case, as the manager stated, basically the employees should be qualified to be employed. After they are selected they will be well trained, orientation and guidance will also be given in order to be a accustomed to their duties and responsibilities.

Q7) If you have any other comments or additional ideas about service marketing on the performance of Harmony hotel, please point some relevant issues.

For so long we have struggled a lot to make our Harmony hotel the best competent not only the city her in Addis Ababa but also to make it internationally recognized hotel. We are also on the process of doing our best to attract and satisfy our guests who come from different corners of the country and abroad.

Chapter Five

5 Summary, Conclusions and Recommendations

This chapter presents the summary of the results and the findings based on the analysis conducted throughout the entire study. This research work has attempted to assess the service marketing of Harmony hotel. Hence, based on the data discussions, analysis and interpretation the following summary of major findings, conclusion and recommendation are presented here under.

5.1 Summary of Findings

➢ The major purpose of the study is to assess the service marketing of Harmony hotel. The main findings are arising out of the survey and implications of the study are summarized here under.

➢ Hotels are the most important organizations in a given country to give good opportunities to citizens, strangers, tourists, diplomats, and the like in facilitating food services, room services, recreational areas and for weeding ceremonies. Besides it creates good job opportunities to many people.

➢ As far as the Harmony hotel is concerned, though it has some challenges, its good sides are more dominant. Such as, the hotel is modern and well facilitated comparatively. It functions to meet customers' expectations therefore customers visit it frequently for room services for pleasure like Gym and spa. Its menu contains good variety of food items to meet customers need.

➢ The employees have professional manners while giving services.

➢ Majority of the customers are familiar with recreational areas although they are not that much satisfied with the spa and related services of the hotel.

➢ The hotel doesn't have every access to deliver the disabled ones which is very crucial.

➢ Regarding to the amenities some of the circumstances of this hotel is disappointing. On the hand the fire exists manuals are clearly displayed.

➢ No dalliance, carelessness or avoidance of giving service by the service givers rather they are active, obedient and good entertainers.

➢ In reality the sociability, sense of responsibility, cooperativeness, personal grooming, language clarity, resolving conflict capacity are appreciated.

5.2 Conclusion

All the data analysis and discussion that have been made in the preceding part of the study are meant to lead the student research to possible conclusion and recommendation. Precisely the conclusions that can be made from the finding of the research are portrayed here under.

➢ According to the research findings there is high level of customer satisfaction in terms of the food delivery, variety and the overall performance of the employees in handling customers.

➢ Finding of the research portray majority the customers are satisfied with the amenities that are delivered with the room service. Also, they are very satisfied with the display of the different manuals and the availability of the room service for 24 hours.

➢ In addition, customers also believe that the sociability, politeness and cooperativeness of the hotel employees are very good.

➢ The personal grooming and facial expression of the employees are very welcoming from the customer's point of view and their sense of the responsibility is also very good.

➢ Also, according to the findings, there are certain points that the hotel should be improving. Some of the negative (weak) points of the hotel raised are stated below;

➢ The majority of the respondents were either dissatisfied or the actual facility doesn't exist at all. This scenario occurred in the recreational center and different related facilities. Also from what the researcher has observed green areas are not available in the hotel.

➢ Still most of the respondents were not that satisfied with the parking space that the hotel has. From researcher observation, the hotel has a very small space for parking that isn't responsive to the number of their guests.

- Since the hotel hasn't given a particular attention to accommodate the necessary conditions to the disabled ones.
- The hotels don't also pay attention to the conference hall ventilation system and the flexibility of the guests it can hold.
- The hotel try to do its best to fulfill the needs of the customers and accordingly the researcher hasn't seen any significance error in both through observation and from the responses given by the customers.
- The effort of the hotels to upgrade their workers' performance and skill is very low.
- They lack certain crucial recreational centers.
- The above statements show that the hotel has both strong parts to maintain and weak points to correct. So as a conclusion the researcher would like to state the major point to be mentioned.

5.3 Recommendations

This part of the study is trying to forward certain recommendation that would help the company management to overcome the problem faced or occurred. The opinion which will recommend or forwarded allows the firms to analyze different factors that hinder the management to achieve its objectives. Accordingly, the researcher would like to recommend the following possible remedies that must be taken by the management of the company.

- Any organization, company or institution will always have a certain kind of problem despite how hard they have been trying to deliver the product/ service perfectly. Especially in service giving organization it is really difficult to say the service would be excellent for every user. The reason behind this is just that, what is sated in part of the literature review I.e. its intangibility, heterogeneity, inseparability and perishability.
- In the hotel industry, what is mostly delivered is pure service and this makes it difficult to say that there is no problem in delivering it. Most of the time these problems occur due to the failure of the hotels in delivering the expectations of customers. And as the researcher observed it is really difficult to satisfy the need of

every customer as they come from different cultural backgrounds and having different psychological expectation. The researcher also discovered some problem in the hotels which need serious attention and which should be improved.

Problems and solutions that could be followed by the hotels in relation to the food and beverage service would be;

➢ As analyzed in sum 38% of the respondents either disagreed or were neutral about the menu having a good variety of items. This shows that one third of the respondents were not served with the Varity of food that they wanted to have. So the hotel should give appropriate attention to the variety of food they serve. This part of the unsatisfied need of customers could be fulfilled by studying the different food options presented in different countries. Some problems could occur while preparing the food, since the skill of the chefs will have a great contribution.

➢ On average one fourth of the respondents were either dissatisfied or neutral about the correctness of food delivery promptness and the restaurants ambient condition. This also shows that one fourth of the customer were not properly satisfied with the restaurant service so some of the solution that could be offered for the hotel to improve the service are;

✓ Hire skilled professionals, so that the service is promptly and correctly delivered the service of the restaurant to create better atmospheric condition.

✓ Try to assess what entertains the customer while delivering the ordered food.

➢ The other area of weakness of the hotels is concerning the recreational centers. Here what can be observed is that the hotel doesn't have a green area for their customers to have a good time at with their colleagues or families. These by itself being a weakness almost 37% of the respondents are not both familiar and know nothing about the existence of the recreational centers.

For this the recreational center the manager should try to do his best;

➢ Make a study to know what kind of recreational tool to have at hand then clearly make every facility available to customer's request.

- To make the customers interested give some of the recreational services free of charge.
- Also, one of the major weaknesses what the researcher has observed is, 40% of the clients have given that the parking area is not adequate for the guests. So, it is the duty of the management to facilitate its parking area.
- Regarding the Spa and related services 63.7%bof the respondents are dissatisfied. It is the concern of the hotel managerial body to accommodate the necessary facilities.
- 46.8% of the respondents have stated that the hotel is not comfortable for the disabled persons to be properly entertained, so the hotel has a great responsibility to adjust their sits, particular service gives should be assigned who can assist them accordingly to their demand.
- Some of the respondents have complained about the ventilation system. To create suitable environment in the hall the right of each and every individual should be reserved through having a better ventilation system.

Through recommendation the researcher is trying to spot out all the necessary minor and major errors that have been obtained during the study. The researcher would like to encourage that the hotels performance is very good and is certainly satisfactory for the users. Despite the problems mentioned above and some other minor problems.

Finally, the researcher would like to state that the hotels should keep their strong side and strive to improve the weakness they have.

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Survey Questionnaire to Customers

St. Mary's University

School of Graduate Studies

Masters of Business Administration (MBA) Program

The main purpose of this research paper (Questionnaire) is for the graduate courses of General business administration department in ST. MARY'S University.

The questionnaires are designed to assess the service marketing concepts of the hotel industry in Addis Ababa and based on the findings provides possible recommendations and conclusion that will help the hotels to shape their selves according to the given responses.

-Thanks, in advance for your time, attention, interest, courage, dedication and cooperation to fill this questionnaire taking some minutes

Contact Address:

If there is any problem that need further clarification; do not hesitate to call with Mob. No. 0911370587 or 0912176774 E-mail lillybogale4@gmail.com any time at your convenience.

Instruction: Do not write your name on the questionnaire.

Part 1. General Information

Please put a tick mark in the proper box listed below

1. Gender   A)Male   ☐   B) Female   ☐

2. How often do you visit this hotel?
   A) Daily   ☐
   B) Weekly   ☐
   C) Monthly   ☐
   D) First time   ☐

E) Other [   ]

3. For what purpose, do you use the service of the hotel (i.e. most of the time)?

A) Rooms [ ]

B) Pleasure [ ]

C) Conference [ ]   D) Other service [ ]

Part 2: Questionnaire related to food service quality

Please put a tick mark in the proper box listed below

1. How often do you dine in this Hotel?

A) Daily [ ]   B) Weekly [ ] C) Monthly [ ] D) First time [ ]

D) Other _____

2. How would you rate the following?

Statement	Agree	Strongly agree	Disagree	Strongest disagree	Neutral
	1	2	3	4	5
The menu has a good variety of items					
The ordered food was correct and complete					
It was served promptly					
The way the food and beverage was					

displayed was as per your expectation				
The person who delivered the food/beverage was in professional manner				
The restaurant/bar service generally is/was excellent				

Part 3: Questions related to recreational Centers

3. How familiar are you with the recreational centers?

   A) Very Familiar ☐   B) Familiar ☐   C) Not familiar ☐

   D) Don't know it exists ☐

4. How would you grade the gymnasium and restrooms?

   A) Excellent ☐   B) Very good ☐   C) Good ☐   D) Poor ☐

   E) Never used ☐

5. How do you evaluate the spa and related services (like Jacuzzi, Sauna, hear salons, massage and the like)?

   A) Dissatisfied ☐ B) Satisfied ☐ C) Very satisfied ☐

   D) Never used ☐

6. How do you find the parking area?

   A) Excellent ☐   B) Very good ☐ C) Good ☐   D)poor ☐

   E) Very poor ☐

Part 4: The following questions from 8 - 10 are related to room service customers.

7. How satisfactory are the amenities in the room (amenities like soap, Shampoo, towels, DVD players, hair driers etc.)?

A) Very satisfactory ☐ B) satisfactory ☐ C) Not satisfactory ☐

D) Disappointing ☐ E) Never used ☐

8. Are the fire exits manuals clearly displayed?
   A) Yes ☐ B) No ☐

9. Is the room service available at time of your request (i.e.24hours)?
   A) Yes ☐ B) No ☐ C) Never used ☐

Part 5: Questions related to the services of the hotel

10. Do you think the facilities in the Hotel are suitable for the disabled customers?
    A) Strongly agree ☐ B) Agree ☐ C) Disagree ☐ strongly disagree ☐

11. Judging from your side how would you grade the service delivery from your expectation?
    A) Delightful B) Better than expected ☐ C) as expected
    D) Below expectation ☐) completely disappointing ☐ ☐

12. How often do you get a parking space when coming to this Hotel?
    A) Always ☐ B) Sometimes ☐ C) Rarely ☐ D) Never used ☐

Part 6: Questions related to the service giving personnel's (employees)

Please put a tick mark under the given number

13. How do you generally rate the waiters in the restaurant and bar, door man, bill man, management staff and overall the general employee?

Statements	Excellent	Very good	Good	Fair	Poor
	1	2	3	4	5

Sociability					
Politeness					
Sense of responsibility					
Cooperativeness					
Personal grooming					
Language clarity					
Speed of understanding orders					
Taking orders correctly					
Facial expressions					
Resolving conflict capacity					

Part 7: The following questions are only for those who have or had used the conference hall service of the hotel

14. How would you rate the conference hall?

Statements	Excellent	Very good	Good	Fair	Poor
Ventilation system	1	2	3	4	5
Audio visual equipment					
Availability of rest rooms					
Number of guests it can hold					

Thank you…

Survey Questionnaire to manager

St.Mary's University

School Of Graduate Studies

Masters Of Business Administration (MBA) program

The following interview questions are designed in ordered to gather the relevant information for the study on the hotel industry. I would like to ask you few questions about this hotel regarding service marketing since this research paper focus on this area.

Your concern and carefully answering the interview questionnaire will contribute a lot to arrive at right conclusion. So, you are kindly requested to provide accurate, complete, genuine and reliable information to the best of your knowledge. Feel free to discuss any topic related issues since the data will be used for specific research only. I farther assure you that all the information will be kept confidentially.

Thank you in advance and appreciate your attention, interest, courage, dedication, and cooperation to conduct this interview questionnaire taking some few minutes.

1. For how long have you managed in this hotel? _____
2. Do you think the current service provided by the hotel meets customer satisfaction and have high service quality?
3. What would you do if the customers are dissatisfied with the service they have received?
4. Do customers have easy access or are encouraged to complain their dissatisfaction?
5. Do you think employees have the ability or the potential to respond to customers complain by their own?
6. How would you rate the level of satisfaction employees have while working in this hotel?

7. Is there special training program arranged for employees to upgrade their performance and knowledge?

8. If you have any other comments or additional ideas about service marketing on the performance of Harmony Hotel, please point some relevant issues.

Thank you!

Statement of Declaration

I Mahlet Bogale hereby declare that the work entitled assessment of service marketing in the case of Harmony Hotel is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor Dr. Tesfaye Wolde. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the award of Master degree in General Business Administration.

_____   _____

Mahlet Bogale   Date

Letter of certification

This is to certify that Mahlet Bogale has carried out this project work on the topic "assessment of service marketing in the case of Harmony Hotel under my supervision. This work is original and suitable for the submission in partial fulfillment of the award of Master Degree in General Business Administration.

_____   _____

TesfayeWolde (Dr.)   Date

Research Advisor

Table of Contents

LIST OF TABLES

ii

LIST OF FIGURES

iii