
**THE EFFECT OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN JINJA HOTELS,
A CASE STUDY OF JINJA NILE RESORT**

BY

OTUTA JOHN

BU/UP/2023/1321

**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD
OF A BACHELOR'S DEGREE IN TOURISM
AND TRAVEL MANAGEMENT OF
BUSITEMA UNIVERSITY**

JULY, 2026

DECLARATION

I, **OTUTA JOHN**, with Registration Number **BU/UP/2023/1321**, hereby declare that this research report is my original work of creation. To the best of my knowledge, it has never been previously written, compiled, or submitted by any other scholar or student at any university or institution for any degree or qualification.

OTUTA JOHN

BU/UP/2023/1321

Signature:*John Otuta*.....

Date: *23/07/2026*.....

APPROVAL

I hereby certify that this research report has been done under my close supervision and guidance. The work is original and has been carried out in accordance with the academic standards and requirements of Busitema University. I therefore approve it for submission in partial fulfillment of the requirements for the award of a Bachelor of Tourism and Travel Management.

Supervisor's Name: Mr. Alexander Fox

Signature: _____

Date: 27 May 2021

DEDICATION

I dedicate this work to my Parents, and family for unwavering moral support, encouragement, and understanding. I also extend my gratitude to my friends, course mates, lecturers, and the Almighty God for His continuous blessings and love.

ACKNOWLEDGEMENT

I am deeply grateful to the Almighty God for His love and mercy, which have enabled me to complete this research report. I sincerely appreciate my beloved mother, Agwang Joice, my brother Orone Ekisoferi and my sisters Akello Benah and Asio Pauline for their endless moral, financial, intellectual, and spiritual support. May the Almighty God continue to bless you abundantly.

I also acknowledge my classmates and friends Kooyi Shedrack and Kirya Tom, for their support towards my academic journey. May the Almighty grant you success and guide you in your next life of service.

Finally, I wish to express my sincere gratitude to my academic supervisor, Ms. Taaka Hope, and to Mr. Wampande Jowalie Ahmed, Head of Department for Tourism and Hospitality, Faculty of Management Sciences, Busitema University, for their unending guidance and dedication in my academic journey and this Research proposal.

TABLE OF CONTENTS

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
CHAPTER ONE	1
BACKGROUND OF THE STUDY	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Problem Statement	4
1.3 Purpose of the study	4
1.4 Research Objectives	4
1.5 Research Questions	4
1.6.0 Scope of the Study.....	5
1.6.1 Content Scope.....	5
1.6.2 Geographical Scope.....	5
1.6.3 Time Scope	5
1.7 Significance of the study	5
1.8 Conceptual Framework	6
1.9 Explanation of the Conceptual Framework.....	7
1.10 Definition of key terms	7
CHAPTER TWO	9

LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Theoretical Review	9
2.1.1 SERVQUAL Model Theory	9
2.2.0 Empirical Review	10
2.2.1 Influence of Reliability on Customer Satisfaction	10
2.2.2 Influence of Responsiveness on Customer Satisfaction	11
2.2.3 Influence of Assurance on Customer Satisfaction.....	12
2.3 Summary of Research Gap.....	13
RESEARCH METHODOLOGY	14
3.0 Introduction	14
3.1 Research Design.....	14
3.2 Study Population	14
3.3 Sample Size	14
Source: Jinja Nile Resort Hotel (2026)	15
3.4 Sampling Method	15
3.5 Type of Data.....	16
3.5.1 Primary Data.....	16
3.5.2 Secondary Data.....	16
3.7 Data Analysis Plan and techniques	16
3.8 Validity and Reliability of the Research Instrument	17
3.9 Ethical Consideration	18
CHAPTER FOUR.....	19
DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF FINDINGS	19
4.0 Introduction	19

4.1 Response Rate	19
4.2 Demographic Information	20
4.2.1 Gender of the Respondents	20
4.2.1 Age of the Respondents	20
4.2.2 Education Background	21
4.2.3 Department/Role of Respondents	22
4.2.5 Duration of Affiliation with the Hotel	22
4.3 Descriptive Statistics of the Study Objectives	23
4.3.1 Descriptive Statistics on Reliability and Customer Satisfaction	23
4.3.2 Influence of Responsiveness on Customer satisfaction.....	24
4.3.3: Influence of Assurance on Customer Satisfaction.....	25
4.3.4 Customer Satisfaction.....	26
4.4 Correlation analysis.....	27
4.4.1 Reliability and Customer Satisfaction	28
4.4.2 Responsiveness and Customer Satisfaction.....	28
4.4.3 Assurance and Customer Satisfaction	28
4.5 Regression Analysis	28
4.5.1 Regression Analysis on Reliability and Customer Satisfaction	28
4.5.2 Regression Analysis on Responsiveness and Customer Satisfaction.....	29
4.5.3 Regression Analysis on Assurance and Customer Satisfaction.....	30
CHAPTER FIVE	31
DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	31
5.0 Introduction	31
5.1 Discussion of the study findings	31
5.1.1 Relationship between Reliability and Customer Satisfaction.....	31

5.1.2 Relationship between Responsiveness and Customer Satisfaction	32
5.1.3 Relationship between Assurance and Customer Satisfaction.....	32
5.2 Conclusion.....	33
5.2.1 Influence of Reliability on Customer Satisfaction	33
5.2.2 Influence of Responsiveness on Customer Satisfaction	33
5.2.3 Influence of assurance on Customer Satisfaction.....	33
5.3 Recommendations	34
5.3.1 Reliability and Customer Satisfaction	34
5.3.2 Responsiveness and Customer Satisfaction.....	34
5.3.3 Assurance and Customer Satisfaction	34
5.4 Limitations of the study.....	34
5.5 Areas for future research	35
REFERENCES	36
APPENDICES	41
Appendices i: Introduction letter.....	41
Appendix ii: Research Questionnaires	42
Appendix iii: Research work plan.....	46
Appendix iv: Research Budget.....	47
Appendix v: Krejcie and Morgan’s table of sample size determination	48

LIST OF TABLES

Table 3.1: Showing sample size framework	15
Table 3.2: Validity and Reliability Results.....	17
Table 3.2: Validity and Reliability Results.....	19
Table 4.2: Showing Responses by Gender	20
Table 4.3: Respondents Categorized by Age.....	20
Table 4.4: Respondents Categorized by Age.....	21
Table 4.5: Departmental distribution of respondents.....	22
Table 4.6: Length of service at the hotel.....	23
Table 4.7: Descriptive Statistics on Reliability and Customer Satisfaction	23
Table 4.8: Descriptive Statistics on Responsiveness	24
Table 4.9: Descriptive Statistics on Responsiveness	25
Table 4.10: Descriptive Statistics on Customer Satisfaction	26
Table 4.10: Descriptive Statistics on Customer Satisfaction	27
Table 4.10: Descriptive Statistics on Customer Satisfaction	28
Table 4.13: Regression Analysis on Responsiveness and Customer Satisfaction	29
Table 4.14: Regression Analysis on Assurance and Customer Satisfaction.....	30

LIST OF FIGURES

Figure 1.1: A conceptual framework showing the relationship between service quality and customer satisfaction.....	6
--	---

LIST OF ABBREVIATIONS

ABBREVIATIONS	MEANING
GDP	Gross Domestic Product
IV	Independent Variable
DV	Dependent Variable
JLL	Jones Lang LaSalle (Hotels & Hospitality Research)
OECD	Organization for Economic Co-operation and Development
SPSS	Statistical Package for the Social Sciences
SERVQUAL	Service Quality Model
SERVPERF	Service Performance Model
TRI	Tourism Research Institute
MTW	Ministry of Tourism and Wildlife (Kenya)
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UN	United Nations
UTB	Uganda Tourism Board
WTTC	World Travel and Tourism Council

ABSTRACT

The research study examined the effect of service quality on customer satisfaction Jinja in hotels, with a major focus on Jinja Nile Resort Hotel in Uganda. The study guided by the SERVQUAL model, examined three major dimensions of service quality: reliability, responsiveness, and assurance and their influence on customer satisfaction. By adopting a quantitative cross-sectional design, data were collected from 55 respondents comprising hotel staff and guests using structured questionnaires and interview questions. The findings demonstrated that all three dimensions positively and significantly influence customer satisfaction, with responsiveness showing the strongest effect ($R^2 = 0.659$), followed by assurance ($R^2 = 0.632$) and reliability ($R^2 = 0.613$). Respondents rated professionalism, prompt service, and dependable delivery highly, though complaint handling showed room for improvement. The study concludes that increasing staff training, improving service recovery, and enforcing quality standards are essential for sustaining customer satisfaction and loyalty. This research study is expected to contribute evidence based insights into service quality and customer satisfaction in Uganda's hospitality sector, offering recommendations for hotel managers, policymakers, and industry stakeholders to increase and boost the development of Uganda's hospitality industry through enhanced service quality and customer satisfaction.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

This chapter presents the background of the study, the problem statement, purpose of the study, objectives of the study, research questions, the scope of the study, significance of the study and the conceptual framework

1.1 Background of the study

Service quality in hotels is defined by dimensions like reliability, responsiveness, assurance, empathy, and tangibles, all of which significantly influence the guest experience. According to Kheng et al. (2010), service quality is very critical for evaluating customer satisfaction, and its sustainability depend on the quality service. Achieving high service standards is significant for achieving customer satisfaction which promotes customer loyalty, a critical objective for businesses to achieve customer loyalty and retention (UBOS, 2024); Tampil et al., 2022).

Research indicates that a 1% improvement in service quality result in a 3.7% increase in customer satisfaction and retention Crossman, (2024). In a competitive business environment, hotels must maintain high service quality to attract and retain customers, thus gaining a competitive advantage Abdul-Qadir et al., (2021). According to the World Travel and Tourism Council (2021), the tourism sector accounted for 10.4% of global GDP in 2019, creating over 300 million jobs globally. Within this sector, service quality acts as a major determinant of customer satisfaction, leading to repeat business and positive word-of-mouth referrals Sulemana et al. (2023).

Globally, the emphasis on service quality is increasingly recognized as a major driver of customer satisfaction. For instance, investments in service training in Spain have significantly enhanced its tourism sector, which now contributes more than 12% to the national GDP with increased customer retention and repeat visits indicating Spain's efforts towards achieving customer satisfaction in the tourism and hospitality sector OECD, (2024). Similarly, Japan's commitment to the principle of "Omotenashi," which focuses on anticipating and fulfilling

customer needs, has positioned it as a leading tourist destination in Asian Pacific region, with visitor numbers skyrocketing post-pandemic Takeshi.Kitamura, (2020).

In Africa, countries like Morocco and South Africa have reported robust recoveries in their tourism sectors, largely attributed to strategic government investments in service quality initiatives focusing of satisfying their guests JLL Research Hotels & Hospitality, (2024). Morocco, for instance, has enhanced its visitor experience through comprehensive training for hospitality staff, leading to record-high tourist arrivals, repeat visitations and revenue generation UN Tourism Report, (2025).

In East Africa, by 2024, Kenya recorded 2,394,376 international visitors, an increase from 2,089,259 in 2023, reflecting a gradual return of travelers. The average hotel occupancy rate reached about 45% during this period TRI & MTW, (2024). Key initiatives by the Kenya Tourism Board, particularly training programs for hotel staff focused on enhancing customer service, have played a critical role in improving service quality. (Kenya Tourism Board, 2021).

Uganda's tourism and hospitality sector experienced a significant recovery following the COVID-19 pandemic. In 2022, national hotel occupancy was 46.9%, with notable regional variations: Kampala recorded 61.4% and the Central/Western regions 33.8% (Smith, A., & Lee, 2021). By 2023, international arrivals increased by 56% generating earnings exceeding \$1 billion UTB, (2023). In 2024, the sector welcomed 1.37 million international visitors, achieving an 89.2% recovery to pre-pandemic levels and generating a record \$1.28 billion (approximately UGX 4.8 trillion) in revenue UTB, (2024). Despite this growth, the sector faces significant challenges related to service quality. For instance, only a small proportion of hotels are formally graded, with fewer than 5% meeting standardized classification criteria, raising concerns about the consistency and reliability of service delivery. Furthermore, hotel occupancy rates average around 53.2% nationally, indicating potential inefficiencies in service delivery and customer satisfaction.

Jinja, known as the "Adventure Capital of Uganda," features attractions such as the Source of the Nile and events like the Nyege Nyege Festival. The destination offers activities like white-water rafting, leading to a significant influx of tourists. The Source of the Nile maintained its status as a top tourist attraction, the industry in Jinja saw increased demand for high-quality, star-

rated hotels, particularly for adventure tourism activities (white-water rafting, bungee jumping) UTB, (2024).

However, many hotels in Jinja face challenges with inconsistent service quality, stemming from inadequately trained staff, a lack of standardized protocols, and limited insights into customer preferences (Abukui, 2024). These issues hinder potential visitors and negatively impact overall customer satisfaction (Atwine et al., 2025). For instance in a review posted on the trip advisor about a hotel in Jinja the visitor gave negative review about the experience, terming it as “The worst of experiences”, encountered (Trip advisor, 2019). This shows inconsistency in service quality in the most of the Ugandan hotels.

Hotels such as Jinja Nile Resort play a crucial role in accommodating this growing number of visitors. The Resort is located along the shores of the Nile River in Jinja, a well-known destination for both leisure and business travelers. The resort offers a range of accommodation options, including approximately 140 semi-detached cottage-style rooms equipped with private terraces, seating areas, and en-suite facilities Jinja Nile Resort, (2025). Despite its attractive setting and facilities, maintaining high standards of service delivery remains essential to ensuring customer satisfaction. As customer expectations continue to rise, factors such as reliability of services, promptness in attending to guest needs, and professionalism of staff are critical in shaping guests’ overall experiences and satisfaction levels at the resort.

However, like many hotels in Uganda, the resort also experience challenges related to maintaining consistent service quality, and maintaining customer satisfaction. The increasing competition and rising customer expectations, which require continuous improvement in service quality. As noted in recent studies, hotels must constantly adapt to globalization and changing customer preferences to remain competitive and sustain customer satisfaction Marc Oliveras et al., (2020). Furthermore, Poor staff attitude and lack of professionalism are major challenges in hotels, as issues such as rudeness and lack of courtesy reduce customer satisfaction and harm the hotel’s image, particularly affecting the assurance dimension of service quality. These challenges directly affect customer satisfaction and the overall competitiveness of the hotel. Therefore, the study aims to explore the effects of service quality on customer satisfaction in Jinja hotels, focusing specifically on Jinja Nile Resort, a notable establishment within the area (Lugaire, 2024). This study will be guided by the SERVQUAL model of service quality, developed by

Parasuraman et al., (1988), which identifies five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

1.2 Problem Statement

Although, tourism in Jinja is growing rapidly, many hotels struggle to maintain consistent service quality, which negatively impacts customer satisfaction and loyalty (Naziwa, 2023; Akumu, 2023). Despite this growth, hotel managers often rely on intuition rather than data-driven approaches to improve their services. While global models like SERVQUAL exist, there is a notable lack of research applying these models specifically to hotels in Jinja, including Jinja Nile Resort. This gap limits the use of evidence-based strategies to improve customer satisfaction and loyalty Ullah & Bakhsh, (2018). Addressing this gap is very significant to help hotel operators gain insights and stay competitive Hsieh & Yuan, (2022). Additionally, the hospitality industry is evolving rapidly due to technology and changing customer preferences, highlighting the need for updated research Albayrak, (2021). This study therefore aims to address this gap by empirically examining the effect of service quality dimensions (reliability, responsiveness, and assurance) on customer satisfaction at Jinja Nile Resort Hotel, using the SERVQUAL framework."

1.3 Purpose of the study

This research study sought to explore the effect service quality on customer satisfaction in Jinja hotels, with a specific focus on Jinja Nile Resort Hotel.

1.4 Research Objectives

- i. To examine the effect of reliability on customer satisfaction at Jinja Nile Resort Hotel.
- ii. To analyze the impact of responsiveness on customer satisfaction at Jinja Nile Resort Hotel
- iii. To evaluate the role of assurance in influencing customer satisfaction at Jinja Nile Resort Hotel.

1.5 Research Questions

- i. What is the effect of reliability on customer satisfaction at Jinja Nile Resort Hotel?
- ii. What is the impact of responsiveness on customer satisfaction at Jinja Nile Resort Hotel?

- iii. What role does assurance play in influencing customer satisfaction at Jinja Nile Resort Hotel?

1.6.0 Scope of the Study

The research study covered the content scope, geographical scope and the time scope.

1.6.1 Content Scope

The research majorly focused on the effects of service quality on customer satisfaction in Jinja Hotels focusing on Jinja Nile Resort as a case study.

1.6.2 Geographical Scope

This research was carried out in Jinja City, Eastern Uganda, focusing specifically on Jinja Nile Resort Hotel as a case study. Jinja was selected because it is a rapidly growing tourist destination with increasing hotel competition, making it an appropriate setting for examining service quality and customer satisfaction.

1.6.3 Time Scope

The research study concentrated on time period between 2020 and 2025, analyzing trends and patterns over this five-year period. Primary data collection was conducted in 2026

1.7 Significance of the study

The findings of this research is likely to be significant to industry stakeholders;

The research may contribute to improved service delivery, which can enhance the overall tourism experience and create more employment opportunities in the hospitality sector, indirectly benefiting local communities through economic growth.

The research study is expected to offer insightful information about the dimensions of service quality that affect customer satisfaction at Jinja Nile Resort. This knowledge will guide management in implementing targeted improvements, leading to higher service standards and customer satisfaction

The study may contribute to the academic understanding of service quality and customer satisfaction in Uganda's hospitality industry, providing empirical evidence on the applicability of the SERVQUAL model in a developing country context.

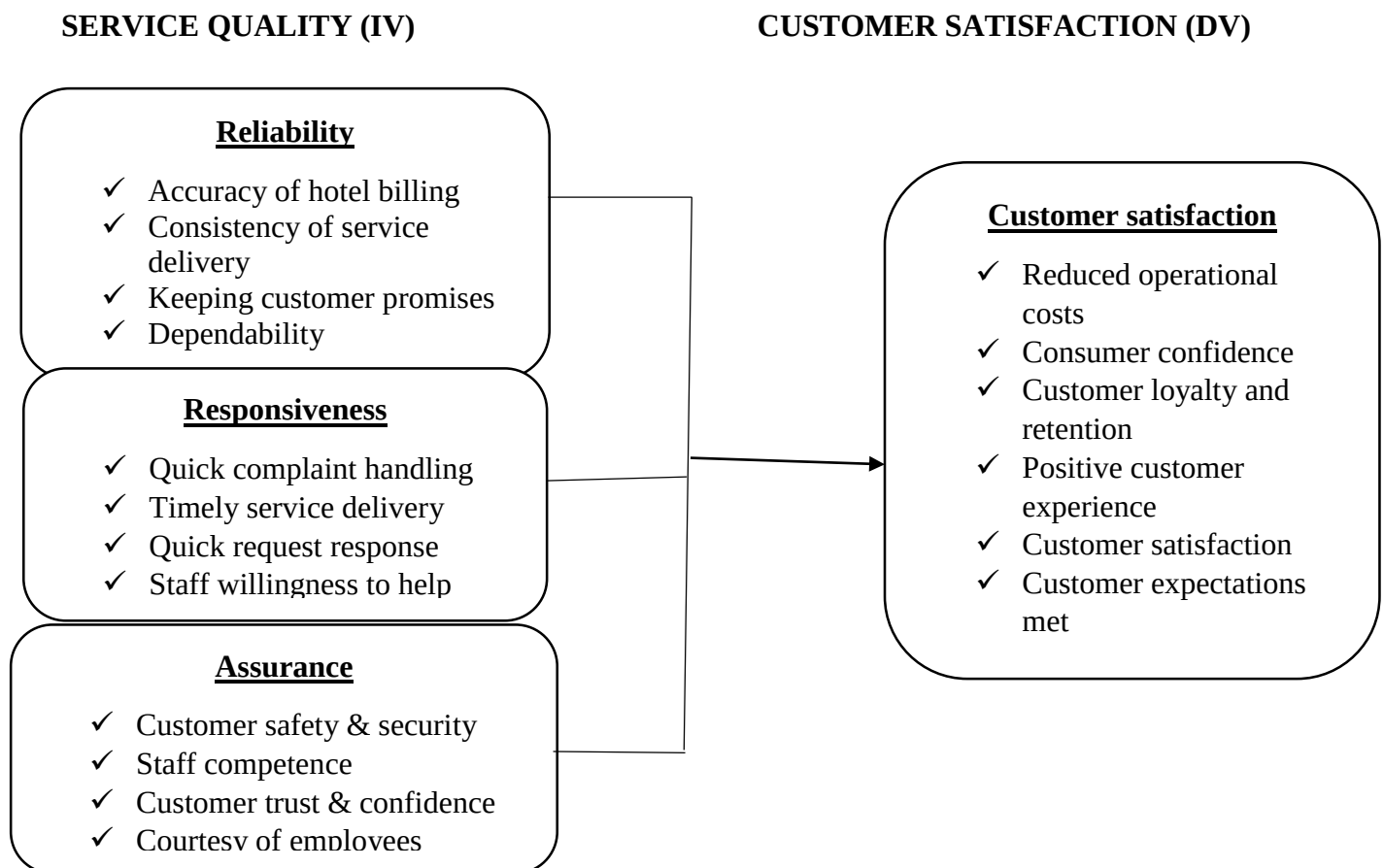
The study may serve as a benchmarking tool for other hotels in Jinja and similar tourist destinations. The findings may help other hospitality establishments understand how to enhance their service quality based on the experiences and feedback of guests.

The research findings may inform policy makers about training and development programs for hotel staff, emphasizing the importance of service quality. This will lead to a more skilled workforce committed to providing exceptional service, ultimately benefiting the entire hospitality sector in Jinja.

1.8 Conceptual Framework

This study focuses on three dimensions (reliability, responsiveness, and assurance) as they are most relevant to the hotel context based on preliminary observations.

Figure 1.1: A conceptual framework showing the relationship between service quality and customer satisfaction



Source: Adopted from (Ali et al., 2021) and modified by the researcher.

1.9 Explanation of the Conceptual Framework

This conceptual framework explains the interacting relationship between service quality which is the independent variable and customer satisfaction which is the dependent variable. Service quality is operationalized through three dimensions: Reliability (accuracy of billing, consistency of service, keeping customer promises, and dependability), Responsiveness (quick complaint handling, timely service delivery, quick request response, and staff willingness to help), and Assurance (customer safety and security, staff competence, customer trust and confidence, and courtesy of employees). These dimensions are expected to positively influence customer satisfaction, which is measured through consumer confidence, customer loyalty and retention, positive customer experience, overall level of customer satisfaction and the degree to which expectations are fulfilled.

1.10 Definition of key terms

Service quality. Service quality is a combined concept consisting of two major elements: "service" and "quality." Service denotes any intangible activity or benefit provided by one party to another, which does not involve ownership transfer. On the other hand, "quality" has become a strategic asset for achieving operational efficiency and boosting overall business performance. In this study, service quality is measured using three dimensions of the SERVQUAL model: reliability, responsiveness, and assurance." In addition to what you have.

Customer satisfaction is defined as how well customers feel a product or service meets or exceeds their expectations after use. It depends on service quality, perceived value, and whether expectations are met Kotler et al. (2022). In hospitality, satisfaction reflects a guest's overall experience with a hotel and affects their likelihood to return, recommend, and stay loyal (Rather, 2021). In this study, customer satisfaction will be measured through indicators such as overall satisfaction, loyalty, and willingness to recommend the hotel.

Reliability. Reliability is a critical dimension of service quality, highlighting the importance of consistent and dependable performance by service providers. It shows how well an organization keeps its commitments and maintains steady service, building customer trust and satisfaction (Kalnaovakul & Promsivapallop, 2023). In hospitality, this includes accurate bookings, timely

service, error-free transactions, and consistent quality, all boosting satisfaction and loyalty Dewantara et al. (2025).

Responsiveness is defined as the capacity and willingness of the service provide to promptly assist guests by addressing their requests, answering questions, and solving problems without delay. This shows a commitment to meeting customer needs and improves how customers view service quality and satisfaction Ali et al., (2021). In hospitality, responsiveness means promptly attending to guests, communicating quickly, and handling issues efficiently, which boosts satisfaction and loyalty (Sharma & Kaushik, 2023).

Assurance is the capacity of service providers to earn customer trust and confidence by consistently exhibiting expertise, skillfulness, and courteous conduct. It involves staff qualifications, effective communication, and providing reliable information or guarantees that reassure customers. This dimension is very significant in industries like tourism and hospitality, where services are intangible, and trust is essential for loyalty Lee & Chen, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents the review of the theoretical framework and empirical review according to the current literature in relation to the study objectives (reliability, responsiveness, and assurance) and points out the research gap."

2.1 Theoretical Review

In addressing the effect of service quality on customer satisfaction in Jinja Hotel, the study was be guided by the SERVQUAL Model theory of service quality developed by Parasuraman et al., (1985), a widely used framework for assessing service quality across various industries, including hospitality. This study focused on reliability, responsiveness, and assurance because these dimensions are most relevant to the hotel context based on preliminary observations and their emphasis in the literature on service quality in the hospitality sector. Tangibles and empathy, while important, were not the primary focus of this study.

2.1.1 SERVQUAL Model Theory

SERVQUAL is a widely accepted model for assessing service quality. Initially, Parasuraman, et al., (1985), as cited in later studies, proposed ten dimensions for measuring service quality. These included tangibility, reliability, responsiveness, competence, courtesy, access, security, credibility, communication, and understanding the customer. However, Cronin & Taylor (1992) criticized both the measurement approach and conceptualization of SERVQUAL, arguing that customer perceptions alone provide a more effective basis for measuring service quality.

In response, Parasuraman et al., (1988) refined the SERVQUAL model through further research, modifying scale items and improving clarity in measurement. As a result, the model was streamlined into five core dimensions: tangibility, reliability, responsiveness, assurance, and empathy. However, scholars continued to identify several limitations of the SERVQUAL model. One major criticism is its reliance on the expectation-perception gap, which may be difficult to measure accurately because customer expectations are dynamic and subjective Prakash &

Mohanty, (2023). Additionally, SERVQUAL has been criticized for lacking universal applicability, as service quality dimensions may vary across industries and cultural contexts (Shahin & Samea, 2020). Scholars continued to highlight that SERVQUAL does not fully capture emerging aspects of service delivery, such as digital service interactions and emotional customer experiences. As a result Jain, & Gupta, (2021) proposed SERVPERF as an alternative model.

Despite all these criticism, SERVQUAL remains one of the most widely recognized frameworks for assessing service quality, Studies continue to confirm that these dimensions significantly influence customer satisfaction, loyalty, and behavioral intentions in service industries, including hospitality (Fatima & Razzaque, 2020; Ali et al., 2021). SERVQUAL remains relevant due to its ability to provide a structured and diagnostic approach to measuring service quality. For example, Ali et al. (2021), found that SERVQUAL dimensions have a significant positive effect on customer satisfaction in the hotel sector. Therefore, SERVQUAL Model has remained widely recognized model for assessing quality service, as it captures major aspects that influence customer evaluations of service performance due to its simplicity, adaptability, and strong theoretical foundation in service quality research.

2.2.0 Empirical Review

The study was based on the literature of that analyze the relation between service quality and customer satisfaction in the hospitality industry.

2.2.1 Influence of Reliability on Customer Satisfaction

Scholars have consistently examined the association between reliability and customer satisfaction in the hospitality sector. For example, Nguyen & Nguyen, (2024), demonstrated that hotels which consistently fulfill their service promises, provide accurate information, and meet customer expectations tend to enjoy greater customer satisfaction and loyalty.

Empirical evidence revealed that reliable service like honoring reservations, accurate billing, and consistent delivery builds customer trust and satisfaction. Dewantara et al. (2025), found a positive and significant relationship between reliability and customer satisfaction, though its impact may be less pronounced than more human centered aspects like empathy and assurance.

Reliability is also connected to customer loyalty, as guests tend to return to hotels that consistently deliver dependable service. Mensah, (2022), explains that repeat visits in hospitality mainly come from the confidence that services will be provided reliably, without mistakes or delays. Furth more, research by Ali et al. (2021) found that reliability significantly influences customer satisfaction in five-star hotels in Malaysia."

Research in African hotels shows that reliability helps keep customers satisfied and coming back, especially when consistent service is important to guests Adzinyo et al., (2024). However, some studies like Anas (2023) suggest that while reliability matters, qualities like responsiveness and empathy can be even more important in places where customer interaction is high. For example, Yeong et al. (2022) found that in Malaysian resorts, tangibles and empathy had the biggest impact on satisfaction, while reliability mattered least. Similarly, Candra et al. (2024) and Papademetriou et al. (2023) found empathy to be the strongest factor for satisfaction in budget hotels.

While existing research emphasizes the importance of reliability in service quality, most studies have been conducted outside of Uganda. There is a lack of empirical evidence on how reliability affects customer satisfaction in Ugandan hospitality settings, such as Jinja Nile Resort Hotel. This presents a clear empirical gap that this study aims to fill by exploring the role of reliability within the local industry.

2.2.2 Influence of Responsiveness on Customer Satisfaction

Recent studies show that responsiveness is a crucial part of service quality which improves customer satisfaction within the hospitality sector. For instance, Khatibi et al. (2023, found that customers are happier when hotel staff respond quickly to their requests, provide timely help, and effectively resolve complaints.

Similarly, Agrawal, (2025), found that responsiveness has a greater influence on customer satisfaction compared to reliability and tangibles, emphasizing the importance of timely service in hotels. Additionally, Anas, (2024) reported that responsiveness significantly and positively affects customer satisfaction, particularly in high-contact service environments such as hotels.

Modern customers expect immediate responses, with the rise of digital platforms and online reviews, customers now expect real-time responses to their inquiries and complaints (Ali et al.,

2021). Recent research highlights that customers increasingly value fast and efficient service, especially in the tech-driven hospitality industry where digital booking, online communication, and instant support are standard Amin et al., (2022). Hotels that quickly address customer inquiries and complaints tend to boost satisfaction, loyalty, and gain a competitive edge Sharma & Kaushik, (2023) Therefore, this confirms that responsiveness greatly enhances customer satisfaction and hotel success.

Furthermore, responsiveness has been linked to customer loyalty and positive behavioral intentions. Fatima & Razzaque, (2020), highlight that customers who receive prompt and attentive service are more likely to recommend the hotel to others and engage in repeat visits, thereby enhancing the organization's competitiveness.

Although responsiveness is very significant, many hotels face challenges such as staff shortages, insufficient training, and operational difficulties that may reduce their ability to respond promptly. Literature reviewed highlighted that delays and poor handling of customer requests lower satisfaction, even when other aspects of service quality are well maintained. Despite extensive research on responsiveness, there is a notable gap regarding its effects within the Ugandan hospitality sector, especially considering local challenges such as staffing constraints and the effectiveness of service systems. Therefore, this research seeks to address this gap by examining how responsiveness impacts customer satisfaction in Uganda's local context.

2.2.3 Influence of Assurance on Customer Satisfaction

The concept of assurance is very significant in establishing trust and confidence between service providers and customers Smith & Lee (2021). Several studies have noted that it encompasses the knowledge, competence and credibility of service provider, including the qualifications and expertise of staff, their professionalism, and their ability to communicate reliably and offer guarantees that boost customer confidence Johnson & Martinez, (2023).

Studies indicate that when hotel staff demonstrate professionalism, competence, and courtesy, customers are more likely to feel confident in the services provided, thereby enhancing satisfaction levels Izogo & Ogba, (2021). Similarly, research by Dewantara et al. (2025) found that assurance significantly contributes to customer satisfaction by strengthening trust and reducing perceived risks associated with service consumption.

Empirical studies further suggest that assurance contributes to long-term customer relationships. According to Adzinyo et al. (2024), customers who perceive high levels of assurance are more likely to develop trust in the service provider, which in turn fosters loyalty and repeat patronage. This indicates that assurance not only affects immediate satisfaction but also influences future behavioral intentions.

Furthermore, assurance is especially crucial in the hospitality industry, where guests frequently evaluate not only the service delivered but also the manner in which it is delivered. Similarly, Shahin & Samea, (2020), argue that customers are more satisfied when employees are knowledgeable and able to provide accurate information, as this enhances the credibility of the service provider. In addition, assurance is closely connected to customer perceptions of safety and security, especially in areas such as financial transactions and personal well-being during hotel stays Supriyanto et al. (2021).

However, some studies present mixed findings regarding the direct impact of assurance on customer satisfaction. For example, Muhammad (2024), found that assurance may not always be a significant predictor of satisfaction in certain contexts, particularly where customers prioritize speed and convenience over trust-related factors. This suggests that the importance of assurance may vary depending on customer expectations and the specific service environment. Despite some variations in findings, existing literature generally confirms that assurance is an important determinant of customer satisfaction, particularly in service environments involving high customer interaction and perceived risk.

2.3 Summary of Research Gap

The reviewed literature confirms quality service as very significant shaping customer satisfaction within the hospitality sector. The chapter was guided by the SERVQUAL model theory developed by Parasuraman et al. (1988), emphasizing three major dimensions: reliability, responsiveness, and assurance. These dimensions significantly influence customer satisfaction, loyalty, and overall service evaluation in the hotel sector. However, despite extensive global and regional research, most studies have been conducted in non-Ugandan contexts, with limited empirical evidence focusing on Uganda's hotel sector. Specifically, no study has systematically examined how reliability, responsiveness, and assurance influence customer satisfaction at Jinja Nile Resort Hotel using the SERVQUAL framework. This study therefore seeks to bridge both

the geographical and contextual gaps by providing localized evidence on how these service quality dimensions influence customer satisfaction in Jinja Hotels, focusing on Jinja Nile Resort.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design, study population, sampling techniques, sample size, type of data, data collection methods, data analysis plan, data analysis techniques, reliability and validity, and ethical considerations that will be observed throughout the research process.

3.1 Research Design

Kumar, (2023) described research design as a general plan of how the researcher answer research questions, including the choice of data collection techniques and analysis procedures. The study adopted a quantitative research approach using a cross-sectional research design.

A cross-sectional design is appropriate for this study because it allows the researcher to collect data at a single point in time from hotel guests and staff, examining the relationship between service quality dimensions and customer satisfaction. This design was suitable for descriptive and correlational studies where the goal was to examine relationships between variables at a specific time Saunders et al., (2020).

3.2 Study Population

Bryman, (2012), explains that a study population consists of all cases or elements that meet certain criteria and to which the researcher intends to generalize the findings. The study population consists of 70 respondents, including employees and guests at Jinja Nile Resort Hotel. This population was identified based on the hotel's average staff size and guest turnover during peak seasons, according to hotel management (Jinja Nile Resort, 2025).

3.3 Sample Size

Sample size refers to the quantity of units, individuals, or elements chosen from a larger population to participate in a research study. Sample size constitutes the subset of the population used for analysis and is crucial in ensuring the accuracy and credibility of the research findings.

The sample sizes were determined using Krejcie & Morgan, (1970) table for determining sample size from a given population. The sample was distributed across categories based on the proportion of each staff category to the total workforce, with guests included as a separate category to capture customer perspectives. A response rate of 80% was assumed for key informants (administration, front office, sales & marketing), while a 100% response rate was assumed for other categories.

Table 3.1: Showing sample size framework

Sample Category	Target population	Sample size	Sampling technique
Administration	10	5	Purposive sampling
Front Office	5	4	Purposive sampling
Sales & Marketing	5	5	Purposive sampling
Human Resource	5	5	Simple random sampling
Food & beverages	10	10	Simple random sampling
Maintenance	5	5	Simple random sampling
House keeping	10	10	Simple random sampling
Security	5	5	Simple random sampling
Guests	15	10	Simple random sampling
TOTAL	70	59	

Source: Jinja Nile Resort Hotel (2026)

3.4 Sampling Method

The stud employed two sampling techniques purposive Sampling was used to select respondents in the Administration, Front Office, and Sales and Marketing departments. These respondents were deliberately chosen because they possess specialized knowledge and expertise regarding service delivery and customer relations at Jinja Nile Resort Hotel. Simple Random Sampling was used to select respondents in the Human Resources, Food and Beverages, Maintenance, Housekeeping, Security departments, and guests. This method ensured that each person within these groups had an equal opportunity for selection, reducing bias and improving the representativeness of the sample.

3.5 Type of Data

The study will collect both primary and secondary data to support data analysis and the study findings.

3.5.1 Primary Data

Alan Bryman (2021), defined primary data as firsthand, original data collected directly from respondents. Primary data was collected directly from respondents (hotel staff and guests) using structured questionnaires. This data provided first-hand information on respondents' perceptions of service quality dimensions (reliability, responsiveness, assurance) and their levels of customer satisfaction.

3.5.2 Secondary Data

Secondary data refers to information that has been previously gathered and made available by other researchers. Secondary data was obtained from existing sources, including hotel records, guest feedback forms, online reviews (e.g., TripAdvisor), industry reports, academic journals, books, and official government documents. These sources provided contextual information and support the primary data findings.

3.6 Data Collection Methods

Data collection methods in research refer to the systematic procedures and techniques used by researchers to gather information from various sources. Data was collected using a questionnaire method, whereby structured questionnaires. A 5-point Likert scale will be used (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) (Manisha, 2021). The questionnaire were pre-tested with a small sample of 10 respondents (approximately 20% of the sample) to identify ambiguities and ensure clarity before the main data collection.

3.7 Data Analysis Plan and techniques

Data analysis involved both descriptive and inferential statistics. Quantitative data from questionnaires was coded and entered into SPSS version 26.0. Descriptive statistics including frequencies, percentages, means, and standard deviations was computed to summarize respondents' views on service quality dimensions and customer satisfaction. Inferential statistics, including correlation analysis, was used to examine the relationships between the independent

variables (reliability, responsiveness, assurance) and the dependent variable (customer satisfaction). The findings were presented using tables and figures for clarity.

3.8 Validity and Reliability of the Research Instrument

Before the actual data collection, the questionnaire was tested to establish its validity and reliability. Content validity was assessed using the Content Validity Index (CVI), where experts evaluated the relevance of each questionnaire item in relation to the study variables. Reliability was determined using Cronbach's Alpha coefficient to assess the internal consistency of the questionnaire items. A CVI and Cronbach's Alpha value of 0.70 and above were considered acceptable for the study (Taber, 2018).

Table 3.2: Validity and Reliability Results

Variable	Number of Items	CVI	Cronbach's Alpha
Reliability	8	0.875	0.842
Responsiveness	8	0.889	0.856
Assurance	8	0.903	0.864
Customer Satisfaction	8	0.896	0.851
Overall Instrument	32	0.891	0.853

Source: Pilot Study Data (2026)

The results show that all the study variables achieved Content Validity Index (CVI) scores exceeding the accepted benchmark of 0.70, with the overall instrument recording a CVI of 0.891. This verifies that the questionnaire items were deemed appropriate and effectively captured the targeted constructs of reliability, responsiveness, assurance, and customer satisfaction. Therefore, the research instrument possessed satisfactory content validity and was appropriate for data collection.

Similarly, the reliability results show that all variables achieved Cronbach's Alpha coefficients greater than 0.80, with values ranging from 0.842 to 0.864, while the overall questionnaire recorded an alpha coefficient of 0.853. Since all coefficients exceeded the recommended minimum value of 0.70, the instrument demonstrated a high level of internal consistency. This implies that the questionnaire was reliable and capable of producing consistent and dependable results if administered repeatedly under similar conditions.

Overall, the validity and reliability findings confirmed that the research instrument was both valid and reliable for examining the relationship between service quality dimensions and customer satisfaction at Jinja Nile Resort Hotel.

3.9 Ethical Consideration

Before data collection begins, the researcher sought formal approval from Jinja Nile Resort Hotel by presenting an introduction letter from Busitema University Faculty of management sciences Department of Tourism and Hospitality Management. This ensured that the study was conducted legally and in line with institutional and ethical research standards.

The researcher ensured that all respondents received comprehensive information regarding the study's purpose, objectives, and procedures of this research before they take part. All participants were required to sign or verbally consent to an informed consent form, which clearly explained the study's purpose, the voluntary nature of participation, and their right to withdraw at any stage of research.

The researcher will ensure that sensitive data is not disclosed to unauthorized persons. Responses will be securely stored, and only aggregated findings will be presented in the final report. This is important to protect participants from any possible negative consequences that may arise from the disclosure of their information. Furthermore, participants will be treated with dignity, fairness, and respect regardless of their social status, gender, age, or professional position. The researcher also ensured respectful communication throughout the research process and avoided any form of discrimination or disrespectful treatment.

The researcher upheld high standards of academic integrity which ensured that all data collected is accurate and honestly represented. This prevented fabrication, manipulation, or falsification of data. All sources of information used in the study were properly acknowledged to avoid plagiarism. Finally, to maintain confidentiality all data collected was stored securely on a password-protected computer and will be destroyed after five years to protect respondent confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter of the study presents the data analysis, presentation and interpretation of the study findings. This was guided basing on the objectives of the study;

- i. To examine the effect of reliability on customer satisfaction at Jinja Nile Resort Hotel.
- ii. To analyze the impact of responsiveness on customer satisfaction at Jinja Nile Resort Hotel
- iii. To evaluate the role of assurance in influencing customer satisfaction at Jinja Nile Resort Hotel.

4.1 Response Rate

The researcher administered 59 questionnaires to the selected respondents, of which 55 were duly completed and returned, resulting in a response rate of 93.2%. The high response rate indicates a satisfactory level of participation and provided an adequate basis for data analysis. The response distribution is presented in the table below.

Table 3.2: Validity and Reliability Results

Target respondents	No. of questionnaires returned	Response rate
59	55	93.2%

Source: Primary data (2026)

The findings indicate that out of the 59 questionnaires distributed to respondents, 55 were duly completed and returned, yielding a response rate of 93.2%, while only four questionnaires were not returned. The substantial response rate indicates that respondents were actively engaged and willing to contribute to the research process. And provided sufficient data for meaningful statistical analysis. Since the response rate exceeded the acceptable threshold for survey research, the collected data was considered adequate for drawing reliable conclusions regarding the effect of service quality on customer satisfaction at Jinja Nile Resort Hotel.

4.2 Demographic Information

This section presents the demographic characteristics of the respondents, including their gender, age, educational level, department, and years of service at Jinja Nile Resort Hotel.

4.2.1 Gender of the Respondents

Respondents were asked to specify their gender, and the results are presented in the table below.

Table 4.2: Showing Responses by Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	31	56.4	56.4	56.4
Female	24	43.6	43.6	100.0
Total	55	100.0	100.0	

Source: Primary Data (2026)

The results presented in Table 2 reveal that among the 55 participants involved in the study, 56.4% were male respondents, whereas 43.6% were female respondents. This suggests that the study achieved a relatively balanced gender representation, allowing perspectives from both male and female participants to be captured, although males constituted a slightly higher proportion of respondents. The balanced representation enabled the researcher to obtain views from both male and female respondents regarding service quality and customer satisfaction at Jinja Nile Resort Hotel. The higher proportion of male respondents may be attributed to the staffing structure and customer composition during the period of data collection.

4.2.1 Age of the Respondents

The participants were also asked to provide information regarding their age categories, and the results obtained are presented in the section below.

Table 4.3: Respondents Categorized by Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18–25 years	13	23.6	23.6	23.6
26–35 years	22	40.0	40.0	63.6
36–45 years	12	21.8	21.8	85.4
46–55 years	5	9.1	9.1	94.5
55 years and	3	5.5	5.5	100.0

above			
Total	55	100.0	100.0

Source: Primary Data (2026)

Table 3 illustrates that the largest proportion of respondents (40.0%) were within the 26–35 years age group, followed by those aged 18–25 years (23.6%) and 36–45 years (21.8%). Participants aged 46–55 years accounted for 9.1%, while those above 55 years formed the smallest group at 5.5%. The results demonstrate that the study captured views from varied age groups, with greater participation among younger respondents. This distribution shows that the majority of respondents were within the economically active age category, which frequently utilizes hotel services and is therefore capable of providing informed opinions regarding the quality of services offered by Jinja Nile Resort Hotel.

4.2.2 Education Background

The participants were asked to state their highest educational qualification achieved, and the findings are presented in the table below.

Table 4.4: Respondents Categorized by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
No Formal Education	0	0	0	0
Certificate	12	21.8	21.8	21.8
Diploma	19	34.5	34.5	56.3
Bachelor's Degree	20	36.4	36.4	92.7
Postgraduate	4	7.3	7.3	100.0
Total	55	100.0	100.0	

Source: Primary Data (2026)

The findings in Table 4 indicate that the majority of respondents had attained either a Bachelor's Degree (36.4%) or a Diploma (34.5%), while 21.8% possessed certificates, no one had no formal education and only 7.3% had postgraduate qualifications. This indicates that most respondents had attained higher levels of education and were therefore capable of objectively assessing the quality of services provided by Jinja Nile Resort Hotel. Educated respondents are more likely to understand service delivery standards and evaluate customer satisfaction objectively.

4.2.3 Department/Role of Respondents

The respondents were asked to identify the departments in which they were employed, and the results obtained are presented below.

Table 4.5: Departmental distribution of respondents

Department/Role	Frequency	Percent	Valid Percent	Cumulative Percent
Administration	6	10.9	10.9	10.9
Sales & Marketing	7	12.7	12.7	23.6
Human Resource	5	9.1	9.1	32.7
Food & Beverages	10	18.2	18.2	50.9
Maintenance	6	10.9	10.9	61.8
Housekeeping	9	16.4	16.4	78.2
Security	6	10.9	10.9	89.1
Guests	6	10.9	10.9	100.0
Total	55	100.0	100.0	

Source: Primary data (2026)

The findings show that respondents were distributed across different departments of Jinja Nile Resort Hotel, with the highest representation from Food & Beverages (18.2%), followed by Housekeeping (16.4%). Other departments such as Sales & Marketing, Administration, Maintenance, Security, Human Resource, and Guests were also represented. This implies that the study captured views from multiple functional areas of the hotel, making the findings comprehensive and reflective of overall service delivery performance.

4.2.5 Duration of Affiliation with the Hotel

The respondents were requested to indicate the period they had worked at Jinja Nile Resort Hotel.

Table 4.6: Length of service at the hotel

Duration	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	8	14.5	14.5	14.5
1–3 years	20	36.4	36.4	50.9
3–5 years	17	30.9	30.9	81.8
Over 5 years	10	18.2	18.2	100.0
Total	55	100.0	100.0	

Source: Primary data (2026)

The findings indicate that most respondents (36.4%) had worked at the hotel for 1–3 years, followed by 30.9% with 3–5 years of experience. Those with over 5 years accounted for 18.2%, while 14.5% had worked for less than one year. This suggests that most respondents had sufficient experience with hotel operations. This implies that respondents were knowledgeable about service delivery practices at Jinja Nile Resort Hotel, making their responses credible and reliable.

4.3 Descriptive Statistics of the Study Objectives

4.3.1 Descriptive Statistics on Reliability and Customer Satisfaction

Table 4.7: Descriptive Statistics on Reliability and Customer Satisfaction

statement	min	max	Mean	Std. Dev
The hotel consistently provides the services it promises to its guests.	1.0 0	5.00	4.28	0.71
Hotel employees provide services accurately and with very few mistakes.	1.0 0	5.00	4.12	0.74
The hotel delivers services within the time it promises to customers.	1.0 0	5.00	4.05	0.78
Hotel reservations, bookings, and other requests are handled correctly.	1.0 0	5.00	4.20	0.69
The quality of services provided by the hotel is consistent during every visit.	1.0 0	5.00	4.10	0.73

Hotel staff are dependable whenever I require assistance or support.	1.00	5.00	4.32	0.66
The hotel fulfils its commitments regarding the services and facilities offered	1.00	5.00	4.18	0.70
Whenever a service problem occurs, the hotel makes reasonable efforts to resolve it effectively.	1.00	5.00	4.02	0.81
Valid N (list wise)	N=55			
Overall Mean				4.16 0.73

Source: Primary Data (2026)

The findings indicate that respondents generally agreed that Jinja Nile Resort Hotel provides reliable services, with an overall mean of 4.16. The highest-rated statement was that hotel staff are dependable whenever guests require assistance (Mean = 4.32), while the lowest was that service problems are resolved effectively (Mean = 4.02)

These findings imply that reliability plays a significant role in enhancing customer satisfaction. However, weaknesses in service recovery suggest that improving complaint handling systems would further strengthen customer trust and loyalty at the hotel.

4.3.2 Influence of Responsiveness on Customer satisfaction

Table 4.8: Descriptive Statistics on Responsiveness

statement	Min	max	Mean	Std. Dev
Hotel employees respond promptly whenever guests request assistance.	1.00	5.00	4.25	0.69
Staff are always willing to help guests whenever the need arises.	1.00	5.00	4.30	0.65
Customer complaints and concerns are handled without unnecessary delays.	1.00	5.00	4.08	0.76
Guests receive prompt service whenever they need hotel facilities or services.	1.00	5.00	4.15	0.72
Hotel staff provide clear and timely responses to guests'	1.00	5.00	4.18	0.70

questions and inquiries.				
Employees are easily available whenever guests require their assistance.	1.00	5.00	4.22	0.68
The hotel takes quick action whenever service-related problems are reported.	1.00	5.00	4.10	0.75
The speed at which services are provided meets guests' expectations.	1.00	5.00	4.16	0.71
Valid N (list wise)	N=55			
Overall Mean			4.18	0.71

Source: Primary Data (2026)

The results show that respondents agreed that the hotel is responsive to customer needs, with an overall mean of 4.18. The highest-rated item was staff willingness to help guests (Mean = 4.30), while the lowest was handling complaints without delay (Mean = 4.08).

These findings imply that responsiveness positively influences customer satisfaction. However, delays in complaint handling may reduce satisfaction levels if not addressed, suggesting a need for improved service recovery processes.

4.3.3: Influence of Assurance on Customer Satisfaction

Table 4.9: Descriptive Statistics on Responsiveness

statement	min	max	Mean	Std. Dev
Hotel employees treat guests with courtesy, respect, and professionalism.	1.00	5.00	4.30	0.66
Staff have the knowledge and skills required to provide quality services.	1.00	5.00	4.25	0.68
The behavior of hotel employees makes guests to feel confident in the services they provide.	1.00	5.00	4.18	0.72
Guests feel safe and secure while using the hotel's facilities and services.	1.00	5.00	4.22	0.70
Hotel employees provide accurate information whenever guest	1.00	5.00	4.15	0.73

seek clarification.				
Staff handle customers' concerns with honesty and professionalism.	1.00	5.00	4.20	0.69
Guests trust the hotel to protect their personal information and property during their stay.	1.00	5.00	4.17	0.71
The competence and conduct of hotel employees increase guests' confidence in the hotel's services.	1.00	5.00	4.24	0.67
Valid N (list wise)	N=55			
Overall Mean			4.21	0.70

Source: Primary Data (2026)

The findings reveal that respondents agreed that assurance is high in the hotel, with an overall mean of 4.21. The highest-rated aspect was courtesy and professionalism (Mean = 4.30). These results imply that assurance significantly contributes to customer satisfaction by building trust, confidence, and a sense of safety among guests. Maintaining professionalism is therefore essential for sustaining customer loyalty.

4.3.4 Customer Satisfaction

Table 4.10: Descriptive Statistics on Customer Satisfaction

statement	min	max	Mean	Std. Dev
Guests' receiver overall, satisfaction with the quality of services provided by Jinja Nile Resort Hotel.	1.00	5.00	4.28	0.66
The services guest receive at the hotel met or exceeded their expectations.	1.00	5.00	4.22	0.70
I am satisfied with the way hotel employees handled my needs and requests.	1.00	5.00	4.20	0.69
My overall experience at Jinja Nile Resort Hotel has been pleasant and enjoyable.	1.00	5.00	4.26	0.67
I would confidently recommend Jinja Nile Resort Hotel to friends, relatives, or colleagues.	1.00	5.00	4.35	0.62
The services I received were worth the amount of money I paid.	1.00	5.00	4.15	0.73

Based on my experience, I consider Jinja Nile Resort Hotel to provide quality services that satisfy customers.	1.00	5.00	4.24	0.68
I would choose to stay at this hotel again when I visit Jinja.	1.00	5.00	4.32	0.64
Valid N (list wise)	N=55			
Overall Mean				4.25 0.68

Source: Primary Data (2026)

The results show that respondents were generally satisfied with services at Jinja Nile Resort Hotel, with an overall mean of 4.25. The highest agreement was on recommending the hotel (Mean = 4.35). These findings imply that high service quality directly translates into high customer satisfaction, which enhances customer loyalty, repeat visits, and positive word-of-mouth promotion.

4.4 Correlation analysis

Correlation analysis was conducted to establish the strength and direction of the association between the independent variables (reliability, responsiveness, and assurance) and the dependent variable (customer satisfaction). The study applied Spearman's rho correlation coefficient (r) to measure the nature and magnitude of the relationships among the variables. This approach was suitable for examining the link between service quality dimensions and customer satisfaction at Jinja Nile Resort Hotel. The findings are presented in the table below.

Table 4.10: Descriptive Statistics on Customer Satisfaction

Variables	(1)	(2)	(3)	(4)
Spearman's rho	Reliability (1)	1		
	Responsiveness (2)	.721**	1	
	Assurance (3)	.698**	.734**	1
	Customer Satisfaction (4)	.783**	.812**	.795**
** . Correlation is significant at the 0.01 level (2-tailed). N=55				

Source: Primary Data (2026)

4.4.1 Reliability and Customer Satisfaction

From Table 10 above, the findings indicate a strong positive correlation ($r = 0.783$, $p < 0.01$) between reliability and customer satisfaction. This suggests that improvements in the reliability of services at Jinja Nile Resort Hotel significantly enhance customer satisfaction. In particular, consistent service delivery, accuracy in service provision, and dependability of staff contribute greatly to positive customer experiences. Therefore, reliability is a key factor in influencing how customers perceive and evaluate service quality.

4.4.2 Responsiveness and Customer Satisfaction

The findings show a very strong positive correlation ($r = 0.812$, $p < 0.01$) between responsiveness and customer satisfaction. This implies that promptness in service delivery, quick response to customer needs, and timely handling of complaints significantly improve customer satisfaction. The results further suggest that responsiveness is the most influential service quality dimension in this study, indicating that customers highly value fast and efficient service at Jinja Nile Resort Hotel.

4.4.3 Assurance and Customer Satisfaction

The results reveal a strong positive correlation ($r = 0.795$, $p < 0.01$) between assurance and customer satisfaction. This indicates that customer trust, confidence in staff competence, and the ability of employees to instil a sense of safety and professionalism significantly enhance customer satisfaction. It can therefore be concluded that assurance plays a vital role in shaping positive customer perceptions and encouraging repeat visits to the hotel.

4.5 Regression Analysis

The study employed multiple regression analysis to establish the predictive effect of service quality dimensions (reliability, responsiveness, and assurance) on customer satisfaction at Jinja Nile Resort Hotel. This analytical technique was used to determine the extent to which the independent variables jointly and individually explain variations in customer satisfaction.

4.5.1 Regression Analysis on Reliability and Customer Satisfaction

Table 4.10: Descriptive Statistics on Customer Satisfaction

Model	B	Std. Error	Beta	t	Sig.	R	R ²	Adj. R ²	F

(Constant)	0.510	0.260	—	1.962	0.055				
Reliability	0.410	0.095	0.383	4.316	0.000	0.783	0.613	0.606	18.64

Dependent Variable: Customer Satisfaction (N=55)

Source: Primary Data (2026)

The regression results indicate a strong positive relationship between reliability and customer satisfaction at Jinja Nile Resort Hotel, with a correlation coefficient ($R = 0.783$), showing a strong association between the variables.

The R^2 value of 0.613 implies that reliability explains 61.3% of the variation in customer satisfaction, indicating a strong predictive power. The unstandardized coefficient ($B = 0.410$) shows that a unit improvement in reliability leads to an increase in customer satisfaction.

The relationship is statistically significant ($t = 4.316$, $p < 0.001$), meaning reliability is a strong and meaningful predictor of customer satisfaction. This implies that consistent service delivery, accuracy, and dependability of staff significantly enhance customer satisfaction.

4.5.2 Regression Analysis on Responsiveness and Customer Satisfaction

Table 4.13: Regression Analysis on Responsiveness and Customer Satisfaction

Model	B	Std. Error	Beta	t	Sig.	R	R²	Adj. R²	F
(Constant)	0.420	0.240	—	1.750	0.086				
Responsiveness	0.455	0.090	0.421	5.056	0.000	0.812	0.659	0.652	25.56

Dependent Variable: Customer Satisfaction (N=55)

Source: Primary Data (2026)

The regression model indicates a very strong positive relationship between responsiveness and customer satisfaction, with a correlation coefficient ($R = 0.812$), showing a strong association.

The R^2 value of 0.659 indicates that responsiveness explains 65.9% of the variation in customer satisfaction, making it a very strong predictor of customer satisfaction.

The relationship is statistically significant ($t = 5.056$, $p < 0.001$), indicating that responsiveness significantly influences customer satisfaction. This implies that prompt service delivery, quick

response to customer needs, and efficient complaint handling greatly enhance customer satisfaction.

4.5.3 Regression Analysis on Assurance and Customer Satisfaction

Table 4.14: Regression Analysis on Assurance and Customer Satisfaction

Model	B	Std. Error	Beta	t	Sig.	R	R ²	Adj. R ²	F
(Constant)	0.480	0.250	—	1.920	0.060				
Assurance	0.438	0.092	0.405	4.761	0.000	0.795	0.632	0.625	22.66

Dependent Variable: Customer Satisfaction (N = 55)

Source: Primary Data (2026)

The regression results indicate a strong positive relationship between assurance and customer satisfaction, with a correlation coefficient ($R = 0.795$), showing a strong association between the variables. The R^2 value of 0.632 shows that assurance explains 63.2% of the variation. The relationship is statistically significant ($t = 4.761$, $p < 0.001$), meaning assurance is a significant predictor of customer satisfaction. This suggests that professionalism, courtesy, competence, and trustworthiness of staff significantly enhance customer satisfaction at Jinja Nile Resort Hotel.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the discussion of the findings of the study, conclusions of the recommendations, limitations of the study and areas for future research.

5.1 Discussion of the study findings

This section presents the discussion of the study findings basing on the study objectives

5.1.1 Relationship between Reliability and Customer Satisfaction

The study findings demonstrated that reliability significantly influences customer satisfaction at Jinja Nile Resort Hotel, with an overall (Mean=4.16; SD = 0.73). Regression analysis revealed that reliability explains 61.3% ($R^2 = 0.613$) of the variance in customer satisfaction, demonstrating a statistically significant positive effect ($\beta = 0.410$, $t = 4.316$, $p < 0.001$). The strong Spearman's rho correlation coefficient ($r = 0.783$, $p < 0.01$) further underscores this relationship.

These findings align with Dewantara et al. (2025) and Ali et al. (2021) who emphasized that consistent service delivery, accuracy, and dependability promote customer trust and satisfaction. Similarly, Adzinyo et al. (2024) found reliability to be critical in customer retention within African hotels, a context comparable to Uganda.

Additionally, Mensah (2022); Nguyen & Nguyen (2024) reinforced that reliable services, such as honoring bookings and error-free transactions, are crucial for customer loyalty. Furthermore, Kalnaovakul & Promsivapallop (2023), connected reliability with reducing service failures that degrade satisfaction.

However, the study found relatively lower scores on service recovery effectiveness (Mean = 4.02), indicating an area for improvement. This supports Mensah (2022) who stressed the importance of efficient complaint management in increasing customer trust and loyalty. Therefore, improving service recovery frameworks could amplify the positive effects of reliability on satisfaction, as also noted by Crossman (2024).

5.1.2 Relationship between Responsiveness and Customer Satisfaction

Basing the second objective study findings, responsiveness was the most influential dimension, with a (Mean= 4.18; SD = 0.71) and the highest predictive power in regression ($R^2 = 0.659$, $\beta = 0.455$, $t = 5.056$, $p < 0.001$). The correlation coefficient of 0.812 ($p < 0.01$) confirms a very strong positive association with customer satisfaction.

This supports prior findings that promptness and willingness to assist are highly valued by hotel guests (Khatibi et al., 2023; Sharma & Kaushik, 2023). Similarly, Agrawal (2025) identified responsiveness as the leading driver of satisfaction in hospitality services, a conclusion echoed by Amin et al. (2022) and Ali et al. (2021), who noted that digitalization and real-time communication have raised customer expectations for rapid responses.

Furthermore, Anas (2024) and Fatima & Razzaque (2020) linked responsiveness to increased customer loyalty and positive behavioral intentions. Nevertheless, the study revealed room for improvement in complaint handling speed (Mean = 4.08), consistent with challenges reported by Ullah & Bakhsh (2018). Therefore, addressing these operational issues may further enhance satisfaction and competitive advantage.

5.1.3 Relationship between Assurance and Customer Satisfaction

The study findings on assurance showed a strong impact with a mean of 4.21 (SD = 0.70). Professionalism and courtesy were highly rated (Mean = 4.30). Regression indicated assurance explains 63.2% ($R^2 = 0.632$) of satisfaction variance ($\beta = 0.438$, $t = 4.761$, $p < 0.001$), with correlation $r = 0.795$ ($p < 0.01$).

These findings align with studies emphasizing staff competence, professionalism, and trustworthiness as key to building customer confidence (Smith & Lee, 2021; Izogo & Ogba, 2021). Assurance's role in safety and credibility perception is supported by Johnson & Martinez (2023) and Supriyanto et al. (2021), highlighting its importance in reducing customer perceived risks (Dewantara et al., 2025). Although some contexts reveal varied impacts of assurance (Muhammad, 2024), this study confirms its critical role in Uganda's hospitality sector, improving customer trust and loyalty.

Finally, the study confirms that reliability, responsiveness, and assurance all positively and significantly affect customer satisfaction at Jinja Nile Resort Hotel, with responsiveness being

the most influential predictor. This ordering is consistent with Agrawal (2025) and Sharma & Kaushik (2023), underscoring the significant importance of prompt service and professional trust-building. These findings address the empirical gap highlighted by Akumu (2023) and Ullah & Bakhsh (2018) regarding service quality's effects in Ugandan hotels. They emphasize the need for hotel management to prioritize prompt service, efficient complaint handling, and staff professionalism, as further supported by Hsieh & Yuan (2022) and Albayrak (2021).

5.2 Conclusion

5.2.1 Influence of Reliability on Customer Satisfaction

The study concludes that reliability significantly influences customer satisfaction at Jinja Nile Resort Hotel. The strong positive correlation ($r = 0.783$, $p < 0.01$) and regression results ($R^2 = 0.613$, $\beta = 0.410$, $p < 0.001$) confirm that consistent, dependable service delivery such as accurate billing, fulfilling service promises, and dependable staff support substantially boost guest satisfaction. However, the relatively lower effectiveness in resolving service issues highlights an area for improvement in complaint handling and service recovery, which could further increase customer trust and loyalty.

5.2.2 Influence of Responsiveness on Customer Satisfaction

Basing on responsiveness, the findings indicate it is the most influential dimension impacting customer satisfaction. With a very strong correlation ($r = 0.812$, $p < 0.01$) and regression explanation of 65.9% variance ($R^2 = 0.659$, $\beta = 0.455$, $p < 0.001$), promptness in addressing guest needs, quick complaint resolution, and staff willingness to assist were key factors driving satisfaction. Despite generally high responsiveness scores, some delays in complaint handling suggest operational challenges that, therefore the study conclude that if addressed, could enhance overall customer satisfaction and competitive advantage.

5.2.3 Influence of assurance on Customer Satisfaction

The study concludes by highlighting the importance of assurance in shaping customer satisfaction. Basing on the positive correlation ($r = 0.795$, $p < 0.01$) and regression analysis ($R^2 = 0.632$, $\beta = 0.438$, $p < 0.001$) demonstrate that professionalism, staff competence, and the ability to instill trust and confidence significantly contribute to positive guest experiences. Courtesy, safety, and transparent communication foster customer confidence and loyalty, confirming assurance as a critical service quality dimension in the Ugandan hospitality context.

5.3 Recommendations

5.3.1 Reliability and Customer Satisfaction

For reliability, the study recommends that hotel management should implement strict quality assurance protocols and staff training to ensure consistent, dependable service delivery, while policymakers need to enforce service quality standards and incentivize compliance. Additionally, academicians are encouraged to conduct localized research on reliability's impact in Ugandan hotels, and community members should actively provide feedback to support service improvements.

5.3.2 Responsiveness and Customer Satisfaction

Regarding responsiveness, the study recommends that frontline staff and supervisors must prioritize prompt guest service and efficient complaint handling, supported by digital tools. Additionally, industry practitioners like trainers should develop targeted programs to enhance responsiveness skills. The study recommends that policymakers should increase funding training initiatives and raising awareness about service expectations, while customers and local communities should engage constructively with hotels to enhance continuous improvement.

5.3.3 Assurance and Customer Satisfaction

Basing on assurance findings, the study recommends that human resource departments should emphasize professionalism and competence through ongoing training and performance evaluation. Additionally, policymakers should mandate staff certification and promote safety regulations.

Academicians should explore assurance's role in trust-building within local hospitality, and industry policy makers should advise hotels on strategies to enhance guest confidence. Finally, community partnerships can further reinforce assurance by enhancing security and guest safety.

5.4 Limitations of the study

The study faced several limitations that may have influenced the results. Time constraints restricted the duration for data collection and analysis, limiting sample size and depth, while budgetary restrictions affected logistical support, narrowing the scope of data gathered. Additionally, respondent bias likely impacted the authenticity of feedback, as respondents may have provided socially desirable responses due to organizational dynamics. Furthermore, limited

access to sensitive internal information constrained the comprehensiveness of the analysis. These limitations suggest that although the study offers valuable insights into service quality and customer satisfaction at Jinja Nile Resort Hotel, caution is advised when generalizing the findings.

5.5 Areas for future research

Future research should expand to examine the impact of service quality on customer satisfaction across various hotel types and regions in Uganda to increase generalizability. Furthermore, investigating the role of digital technologies and innovative service delivery in the hospitality sector could offer insights into improving customer experience and efficiency. Longitudinal studies tracking satisfaction trends over time would provide understanding of the lasting effects of service improvements. Research focusing on employee perspectives regarding service challenges and training effectiveness is also important to address internal factors affecting service quality. Additionally, comparative studies between local and international hotel chains could reveal best practices and cultural differences, helping local hotels enhance competitiveness. These areas would contribute to a deeper and more comprehensive understanding of service quality and customer satisfaction in Uganda's hotel industry.

REFERENCES

- Abukui, E. (2024). THE IMPACT OF DIGITAL MARKETING STRATEGIES IN THE HOSPITALITY INDUSTRY OF UGANDA.
- Adzinyo, O., Dzansi, D. Y., & Strydom, A. J. (2024). Service quality facets and hotel customer retention in Ghana: Evidence from the Volta Region. *Nternational Journal of Research in Business and Social Science*, 13(2), 72–83.
- Agrawal, B. (2025). SERVQUAL model in practice: Assessing service quality and customer satisfaction in hotels. *Archives of Multidisciplinary Research*.
- Akumu, R. (2023). The impact of tourism service quality on destination loyalty in Uganda's tourism sector: A case of Source of the Nile Hotel, Jinja (Undergraduate dissertation). Busitema University.
- Albayrak, T. (2021). The influence of service quality on customer satisfaction in boutique hotels: Evidence from Turkey. *Management, Journal of Hospitality and Tourism*, 47, 17–23. <https://doi.org/10.1016/j.jhtm.2021.03.005>
- Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., Aziz, H. M., Sabir, B. Y., & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3), 14–28. <https://doi.org/10.22161/ijebm.5.3.2>
- Ali, F., Amin, M., & Ryu, K. (2021). Customer experience and customer satisfaction in the hospitality industry: The role of perceived value and service quality. *Journal of Hospitality and Tourism Management*, 49, 44–52. <https://doi.org/10.1016/j.jhtm.2021.08.002>
- Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, B., Hamza, P. A., Aziz, H. M., & Sabir, B. Y. (2021). Hotel Service Quality : The Impact of Service Quality on Customer Satisfaction in Hospitality. 3, 14–28.
- Amin, M., Ryu, K., & Cobanoglu, C. (2022). (2022). Service quality, customer satisfaction, and customer loyalty in the hospitality industry: A systematic review. *Journal of Hospitality and Tourism Management*, 52, 273–284.
- Anas, M. (2024). Customer satisfaction in the hotel industry: A case study from Makassar City.

- Journal of Economic Education and Entrepreneurship Studies, 5(1).
<https://doi.org/10.26858/je3s.v5i1.3265>
- Atwine, B., Sebuliba, J., Guloba, M. M., Alum, C. A., Nakato, L., Huyse, H., & Storme, E. (2025). Synthesis report of findings in 4 districts REPORT DECENT WORK ASSESSMENT OF THE HOSPITALITY SECTOR IN UGANDA Highlights. February.
- Board, U. T. (2024). Jinja hotels unclassified to host global conferences, says UTB. Daily Monitor.
- Bryman, A. (2012). Social research methods (4th ed.). Oxford University Press.
- Creswell, J. (2014). Research Design, Qualitative, Quantitative, and Mixed Methods approaches.
- Crossman, S. (2024). Impact of Service Quality on Customer Satisfaction in Boutique Hotels
 Impact of Service Quality on Customer Satisfaction in Boutique Hotels. Journal of Hospitality and Tourism, 2(3), 1–9. <https://doi.org/10.47672/jht.2385>
- Dewantara, H., Isma, A., & Raharimalala, S. (2025). Prioritizing service quality dimensions in enhancing customer satisfaction in hotels. Fundamental and Applied Management Journal, 10(1), 1–15.
- Fatima, T., & Razzaque, M. A. (2020). Service quality and customer satisfaction. Nternational Journal of Bank Marketing, 38(1), 55–72.
- Hsieh, Y. C., & Yuan, C. T. (2022). Examining the impact of service quality on customer satisfaction and loyalty in boutique hotels: The mediating role of perceived value. International Journal of Contemporary Hospitality Management, 34(1), 120-136.
<https://doi.org/10.1108/IJCHM-07-2020-0703>
- Institute, T. R. & M. of T. and W. (2024). Annual Tourism Sector Performance Report 2024.
- Izogo, E. E., & Ogba, I. E. (2021). Service quality, customer satisfaction and loyalty. Journal of Services Marketing.
- Jain, S. K., & Gupta, G. (2021). Measuring service quality: SERVQUAL vs. SERVPERF scales. Vikalpa,. 29(2), 25–37.
- JLL Research Hotels & Hospitality. (2024). Hotel Investment Trends Globally and in Morocco

Investment market trends: State of the Lodging Industry | Q3 2024.

Johnson, C., & Martinez, D. (2023). (2023). Enhancing customer confidence through professional competence and communication. *International Journal of Customer Relations*, 15(1), 45–60. <https://doi.org/10.1080/ijcr.2023.0015>

Kalnaovakul, K., & Promsivapallop, P. (2023). Hotel service quality dimensions and attributes: An analysis of online hotel customer reviews. *Tourism and Hospitality Research*, 23(3), 420–440. <https://doi.org/10.1177/14673584221145819>

Kotler, P., Keller, K. L., & Chernev, A. (2022). (2022). *Marketing management* (16th Global ed.). Pearson.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>

Kumar, R. (2023). *Research Methodology: A Step-by-Step Guide for Beginners*.

Lugaire, E. (2024). THE ROLE OF COMPUTER LITERACY ON EMPLOYEE PERFORMANCE IN THE HOTEL INDUSTRY : A CASE STUDY JINJA NILE RESORT (MADA HOTEL).

Mensah, I. (2022). Service quality and customer satisfaction in hospitality. *African Journal of Hospitality and Tourism*.

Naziwa, F. (2023). Hotel services and guest satisfaction in Jinja City: A case study of Crested Crane Hotel, Hotel Paradise and Nile Village Hotel (Undergraduate dissertation). Makerere University.

Nguyen, T. H., & Nguyen, H. T. (2024). Digital service quality and customer satisfaction in the hospitality industry. *International Journal of Hospitality Management*, 116(103629.).

OECD. (2024). *Tourism trends and policies 2024*. Organisation for Economic Co-operation and Development. <https://doi.org/10.1787/tour-2024-en>

Parasuraman, A.; Zeithaml, Valarie A.; Berry, L. L. (1988). SERVQUAL: A multiple-Item Scale for Measuring Consumer Perception of Service Quality. *Journal of Retailing*.

- Prakash, G., & Mohanty, R. P. (2023). Service quality models: A critical review. *Production Planning & Control*, 33, 2–3.
- Rather, R. A. (2021). Customer experience and engagement in the hospitality industry: The influence of service quality on customer satisfaction and loyalty. *Journal of Hospitality and Tourism Insights*, 4(3), 357–376. <https://doi.org/10.1108/JHTI-07-2020-0138>
- Report, U. T. (2025). *Tourism doing Business Investing in Morocco*.
- Saunders, M., Lewis, P., & Thornhill, A. (2020). *Research methods for business students* (8th ed.). Pearson Education.
- Shahin, A., & Samea, M. (2020). Service quality gaps and customer satisfaction. *Business Management and Strategy*, 11(1).
- Sharma, P., & Kaushik, V. (2023). The influence of service responsiveness on customer satisfaction and loyalty in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 24(6), 859–878.
- Smith, A., & Lee, B. (2021). The role of assurance in building customer trust in service industries. . . *Journal of Service Management*, 32(4), 567–582. <https://doi.org/10.1108/JOSM-07-2020-0234>
- Sulemana, A.M, Galyuoni, B, Cowther S, I. A. (2023). An assessment of the impact of quality service on customer s ’ satisfaction and loyalty in selected hotels in Tamale Metropolis , Northern Region , Ghana. 17(March), 43–52. <https://doi.org/10.5897/AJBM2022.9398>
- Taber, K. S. (2018). The use of Cronbach’s alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Takeshi.Kitamura. (2020). *Overview of Hotel Market in Japan Hospitality , the most growing segment in Japan*.
- UBOS. (2024). *Uganda tourism satellite account report 2023 (full version)*. Government of Uganda. Retrieved from <https://www.ubos.org>.
- Ullah, S. N., & Bakhsh, Q. (2018). Role of service quality and customer satisfaction in firm ’ s

performance : Evidence from Pakistan hotel industry Role of Service Quality and Customer Satisfaction in Firm ' s Performance : Evidence from Pakistan.

UTB. (2023). Uganda tourism satellite account: Popular version. Retrieved from <https://utb.go.ug>. 1–9. <https://doi.org/10.1007/978-3-319-28099-8>

APPENDICES

Appendices i: Introduction letter

 **BUSITEMA UNIVERSITY**
Pursuing Excellence

P.O. Box 236, Tororo, Uganda
Gen: +256-45-4448838
Fax: +256-45-4420517
Email: info@adm.busitema.ac.ug
www.busitema.ac.ug

FACULTY OF MANAGEMENT SCIENCES

Date: 29/6/2026

To: MANAGEMENT OF JINJA NILE RESORT
HOTEL

 *Send the required
sequence to the one
mentioned above
Ph: 072 000 0000
Proven*

Dear Sir/Madam,

RE: OTVITA JOHN

On behalf of Busitema University, Faculty of Management Sciences, please allow me extend my appreciation to your organization for the continued support and commitment to providing services to our community. The Faculty looks forward to continuously partner with your organization in pursuance of excellence of our students by exposing them to practical learning experiences.

It's a University requirement that every student must carry out research and write a report in order to satisfy the requirement for the award of a Bachelor's Degree. The purpose of this letter is therefore to humbly request you to allow our fore mentioned student, who is in 3rd year of study on a programme of Bachelors of Tourism and Travel Management of Busitema University, to carry out research by way of collecting data in your esteemed organization.

We look forward to your supportive and positive response to our request above.

Yours faithfully,


Wampande Jowalie
0752566618; Wampandej@gmail.com
Ag. HOD (Tourism and Hospitality Mgt).

 **23 MAY 2026**
BUSITEMA UNIVERSITY
P.O. BOX 53, PALLISA

Appendix ii: Research Questionnaires

BUSITEMA UNIVERSITY

FACULTY OF MANAGEMENT SCIENCES

BACHELOR OF TOURISM AND TRAVEL MANAGEMENT

Research questionnaires

Research Title: The Effect of Service Quality on Customer Satisfaction in Jinja Hotels, A case study of Jinja Nile Resort.

Researcher: Otuta John

Registration Number BU/UP/2023/1321

Dear Respondents

My name is Otuta John, with registration number BU/UP/2023 a student of Busitema University, Faculty of Management Sciences conducting academic study on the effect of service quality on customer satisfaction in Jinja Hotels with a specific focus on Jinja Nile Resort Hotel.

You have been selected to participate in this study because your views and experiences are valuable to the research. I kindly request you to take a few minutes to complete this questionnaire. The information you provide will be treated with strict confidentiality and will be used solely for academic purposes.

Your participation is voluntary, and your cooperation will greatly contribute to the successful completion of this study.

Instructions:

- Tick where appropriate.
- Sections B to E use a 5-point Likert scale:
 - **1 – Strongly Disagree, (SD)**
 - **2 – Disagree, (D)**
 - **3 – Neutral, (N)**

- 4 – Agree, (A)
- 5 – Strongly Agree (SA)

SECTION A: RESPONDENT BACKGROUND INFORMATION

1. **Gender:**

☐ Male ☐ Female

2. **Age Bracket:**

☐ 18–25 ☐ 26–34 ☐ 35–45 ☐ 55 & above

3. **Highest Level of Education:**

☐ No Formal Education ☐ Certificate ☐ Diploma ☐ Degree ☐ Master’s or above

4. **Which of the following best describes your role?**

☐ Administration ☐ Sales & Marketing ☐ Human Resource ☐ Food and
beverages ☐ Maintenance ☐ Housekeeping ☐ Security ☐ Guests

5. **How long have you been affiliated with this Hotel?**

☐ Less than 1 year ☐ 1–3 years ☐ 3–5 years ☐ Over 5 years

SECTION B: Influence of Reliability on Customer Satisfaction

S/N	Statements	SD	D	N	A	SA
RC1	The hotel consistently provides the services it promises to its guests.					
RC2	Hotel employees provide services accurately and with very few mistakes.					
RC3	The hotel delivers services within the time it promises to customers.					
RC4	Hotel reservations, bookings, and other requests are handled correctly.					
RC5	The quality of services provided by the hotel is consistent during every visit.					
RC6	Hotel staff are dependable whenever I require assistance or support.					
RC7	The hotel fulfills its commitments regarding the services and facilities offered					

RC8	Whenever a service problem occurs, the hotel makes reasonable efforts to resolve it effectively.					
------------	--	--	--	--	--	--

SECTION C: Influence of Responsiveness on Customer satisfaction

S/N	Statements	SD	D	N	A	SA
RS1	Hotel employees respond promptly whenever guests request assistance.					
RS2	Staff are always willing to help guests whenever the need arises.					
RS3	Customer complaints and concerns are handled without unnecessary delays.					
RS4	Guests receive prompt service whenever they need hotel facilities or services.					
RS5	Hotel staff provide clear and timely responses to guests' questions and inquiries.					
RS6	Employees are easily available whenever guests require their assistance.					
RS7	The hotel takes quick action whenever service-related problems are reported.					
RS8	The speed at which services are provided meets guests' expectations.					

SECTION D: Influence of Assurance on Customer Satisfaction

S/N	Statements	SD	D	N	A	SA
AS1	Hotel employees treat guests with courtesy, respect, and professionalism.					
AS2	Staff have the knowledge and skills required to provide quality services.					
AS3	The behavior of hotel employees makes guests to feel confident in the services they provide.					
AS4	Guests feel safe and secure while using the hotel's facilities and services.					

AS5	Hotel employees provide accurate information whenever guest seek clarification.					
AS6	Staff handle customers' concerns with honesty and professionalism.					
AS7	Guests trust the hotel to protect their personal information and property during their stay.					
AS8	The competence and conduct of hotel employees increase guests' confidence in the hotel's services.					

SECTION E: Customer Satisfaction

S/N	Statements	SD	D	N	A	SA
CSI	Guests receiver overall, satisfaction with the quality of services provided by Jinja Nile Resort Hotel.					
CS2	The services guest receive at the hotel met or exceeded their expectations.					
CS3	I am satisfied with the way hotel employees handled my needs and requests.					
CS4	My overall experience at Jinja Nile Resort Hotel has been pleasant and enjoyable.					
CS5	I would confidently recommend Jinja Nile Resort Hotel to friends, relatives, or colleagues.					
CS6	The services I received were worth the amount of money I paid.					
CS7	Based on my experience, I consider Jinja Nile Resort Hotel to provide quality services that satisfy customers.					
CS8	I would choose to stay at this hotel again when I visit Jinja.					

Thank you for your time and cooperation!

Your participation is voluntary, and your cooperation will greatly contribute to the successful completion of this study.

Appendix iii: Research work plan

ACTIVITIES	FEB	MARCH	APRIL	MAY	JUNE	JULY
Identifying research problem						
Formulating research proposal						
Writing research proposal						
Approving and submitting research proposal						
Collecting data						
Analyzing data and interpreting						
Submitting data						

Appendix iv: Research Budget

Category of items	Amounts (shs.)
Accessing academic documents and subscribing to software	100,000
Hiring laptop and internet cafe	70,000
Data Connection	120,000
Transport to Jinja Nile Resort Hotel	50,000
Research Assistants for data collection (2)	50,000
Analyzing and interpreting data	150,000
Printing and bidding	200,000
Total	740,000

Appendix v: Krejcie and Morgan's table of sample size determination

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970