



**Mekelle University**

**Institute of Pale-environment and Heritage Conservation**

**Department of Hospitality Management**

Assessment of Customer Satisfaction in Star Hotels in  
Mekelle: A Case Study of Northern Star and Aksum Hotels

By

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● DECLARATION

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Solomon Fitsum Kahsay ID.No. (IPHC/PR072/13); hereby declare that the thesis work entitled “Assessment of Customer Satisfaction in Star Hotels in Mekelle: A Case Study of Northern Star and Aksum Hotels” Submitted by in partial fulfillment of the requirements for the award of the Degree of Master of Art in Hospitality Management to the Institute of Paleo-environment and Heritage Conservation, Mekelle University, through the Department of Hospitality Management is an original work carried out by myself. The matter embodied in this thesis work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

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## ● ACKNOWLEDGMENTS

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## ● LIST OF ACRONYMS

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AKH-M: Axum Hotel - Mekelle

NSH-M: Northern Star Hotel - Mekelle

CSI: Customer Satisfaction Index

SERVQUAL: Quality Service model

CE: Customer Expectation

CP: Customer Perception

CS: Customer Satisfaction

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## ● ABSTRACT

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*This paper aims to assess customer satisfaction levels in star hotels in Mekelle, specifically focusing on a case study of Northern Star and Axum Hotels. Tourism industry is becoming the most profitable economic sector in the world. Customer satisfaction has been identified as a key performance indicator in these hotels. The problem lies in the limited understanding of the specific factors that influence customer satisfaction and the overall level of satisfaction among customers in these hotels. The data were collected using a questionnaire containing 45 questions based on 23 variables of the five SERVQUAL dimensions of reliability, empathy, assurance, responsiveness, and tangibility. Twenty-five (25) randomly selected customers filled the questionnaire for Northern star hotel and thirty (30) customers for Aksum hotel-Mekelle. Focus group discussions and a perception survey among hotel staffs, managers were also conducted to enrich the findings. The collected data were analyzed using descriptive statistics, MATLAB Version 16a. Findings revealed that both hotels had not fulfilled the customers' satisfaction with regard to Reliability and Empathy though Majority of the customers expressed their satisfaction with the overall service they received from the hotels, especially regarding Assurance, Responsiveness and Tangibility. Findings showed that cumulative average ratings of 0.115 and 0.265 customer satisfaction were found for NSH and AKH respectively. The findings showed that most of the customers felt dissatisfied with the hotel's general hospitality and service standards.*

**Keywords:** Customer expectation, Customer perception, Customer Satisfaction, Hotels, Hospitality, variables, quality service

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- CHAPTER ONE
- INTRODUCTION

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This chapter introduces the research subject briefly and outlines the research background, incorporating the results and problems from past studies. The statement of problem is given and research objectives have been clearly described.

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## 1.1. Background of the Study

Customer satisfaction is a crucial aspect of the hospitality industry, particularly in star hotels, where providing exceptional service and meeting guests' expectations are paramount (O'Neill, Mattila, and Xiao 2006). Understanding the factors that contribute to customer satisfaction is essential for hotel management to enhance service quality, improve guest experiences, and maintain a competitive edge. This thesis aims to assess the customer satisfaction levels in star hotels in Mekelle, with a specific focus on Northern Star and Axum Hotels. Assessing customer satisfaction in hotels is a critical aspect of ensuring the success and sustainability of hospitality businesses. By gathering feedback from guests about their experiences, preferences, and perceptions, hotel management can identify strengths and weaknesses in their services, ultimately leading to improvements that enhance overall guest satisfaction. Methods commonly used in this assessment process include surveys, online reviews and ratings, feedback cards, and mystery shopping. Surveys are often employed to collect detailed feedback on various aspects of the guest experience, while online review platforms offer valuable insights from guests' post-stay. Feedback cards and mystery shopping provide direct and anonymous ways for guests to share their opinions, allowing hotels to understand customer perspectives more comprehensively (Chen, Sloan, and Legrand n.d.).

Key metrics play a crucial role in evaluating customer satisfaction in hotels (Aakash and Gupta Aggarwal 2022). Metrics such as overall satisfaction scores, Net Promoter Score (NPS), Customer Satisfaction Index (CSI), and repeat guest rates offer quantitative indicators of guest perceptions and loyalty. These metrics help hotels track performance, identify trends, and pinpoint areas for improvement. By leveraging these metrics effectively, hotels can gauge guest satisfaction levels accurately and make data-driven decisions to enhance the overall guest experience. The benefits of assessing customer satisfaction in hotels are manifold. Improved

service quality, enhanced guest loyalty, competitive advantage, and higher revenue are some of the key advantages. Hotels that prioritize customer satisfaction and consistently deliver exceptional experiences not only attract repeat business but also differentiate themselves in a competitive market. Enhanced service quality resulting from guest feedback leads to higher guest satisfaction levels and increased loyalty. Satisfied guests are more likely to become repeat customers, recommend the hotel to others, and leave positive reviews, thus contributing to the hotel's reputation and success. By continuously monitoring and assessing customer satisfaction, hotels can stay responsive to changing guest needs, maintain a competitive edge, and drive long-term profitability. Overall, the systematic assessment of customer satisfaction in hotels is essential for understanding guest expectations, improving service delivery, and creating memorable experiences that foster guest loyalty and drive business growth (Walker and Miller n.d.).

Assessing customer satisfaction in hotels is not just about gathering feedback; it also involves analyzing data, identifying patterns, and taking actionable steps to address areas of improvement. Hotel management must carefully review survey results, online reviews, and other feedback sources to extract meaningful insights that can drive strategic decision-making. By identifying recurring themes or issues raised by guests, hotels can prioritize initiatives that have the most significant impact on guest satisfaction. This data-driven approach enables hotels to allocate resources effectively, implement targeted improvements, and enhance overall guest experiences. In addition to quantitative metrics, qualitative feedback from guests is equally valuable in assessing customer satisfaction. Comments, suggestions, and personal anecdotes shared by guests provide rich insights into their experiences, preferences, and expectations. Hotel staff can gain a deeper understanding of guest sentiments by analyzing qualitative feedback, allowing them to personalize services, address individual concerns, and create memorable moments that exceed guest expectations. By listening attentively to guest feedback, hotels can build stronger relationships with customers, foster loyalty, and establish a reputation for exceptional service delivery.

Furthermore, the assessment of customer satisfaction in hotels extends beyond individual guest interactions to encompass the overall guest journey. From the moment guests research a hotel online to the post-stay follow-up communication, every touchpoint influences their satisfaction levels. Hotels must consider the entire guest experience holistically, ensuring consistency,

quality, and personalization at every stage. By mapping out the guest journey, hotels can identify opportunities for improvement, streamline processes, and create a seamless, memorable experience that delights guests and encourages repeat visits. A comprehensive approach to assessing customer satisfaction that considers both individual interactions and the overall guest journey is essential for hotels to deliver exceptional service and exceed guest expectations consistently.

When tracking a phenomenon as varied as hospitality it is difficult to agree on the size of the industry and its role in different communities (Aakash and Gupta Aggarwal 2022). Indeed, the term ‘industry’, conventionally seen in economic literature as being ‘the set of all firms making the same product’, could be called into question, though utilization of the term underlines the perspective of commercial, rather than personal/domestic hospitality. Even given the focus on hotels in this chapter, it will be realized that analysis covers different types of businesses, e.g. from large resort hotels catering for beach and leisure customers to small city centre low-spend business travel hotels. Hotel provision falls within the general context of hospitality, an aspect of human activity which has important social dimensions, as well as meeting physiological requirements of shelter and body comforts. The actual term hotel is originally French and was commonly applied to commercial hospitality establishments in the mid- to late eighteenth century. By 1780, for example, the concept had crossed from France with the founding of Nero’s Hotel in London (Taylor and Bush, 1974). This and other similar establishments catered for the affluent sectors of the population who were becoming increasingly mobile in their personal and work lives (Walker and Miller n.d.).

From an international perspective it is important to understand that hotels may be considered as a culturally bound phenomenon (Wood 1994). This is because customs that govern hospitality provision and the ways that hospitality providers operate have an in-built set of assumptions. For example, in the case of hotels, locations are often chosen carefully to appeal to certain types of user; establishments offer particular combinations of meal and drink services to accompany a range of private and public accommodation facilities; hotel customers and staff operate to given social codes (e.g. certain behaviors are considered acceptable while others are discouraged). Many of these factors center around notions of hospitality and hotel keeping in Europe and latterly the USA during the main epochs of their development. However, both

within the European/USA or Western hospitality axis, and internationally, there are many variants to this configuration of service.

Thus, different cultures and groups view hospitality in various ways and have a range of commercial accommodation establishments. For example, other common terms for commercial accommodation establishments include: inns, (youth) hostels, guesthouses, pensions, boarding houses, bed and breakfast operations, taverns, lodges, hydropaths, sanatoria, apart-hotels and holiday camps/villages. Thus, while there is a ubiquitous acceptance of conventional hotel product/service configurations, there is a wealth of options that serve similar functions to hotels, though they work differently. In addition, commercial accommodation establishments can be treated differently both legislatively and administratively. Common variants across countries include the methods by which registration, licensing, classification and grading of commercial accommodation establishments are carried out. For example, some countries demand compulsory registration/licensing of all commercial accommodation establishments. In practice, national approaches towards the need for central, national systems to exist as well as the agreement on the mechanics of current systems (classification of accommodation sectors and quality grading measures) show little standardization. This means that statistics covering the international nature of the hotel sector will often suffer because they are drawn from data that are not strictly comparable.

In relation to international travel, for example, there may be great differences in wealth and social customs between foreign travelers and indigenous hospitality staff. Further, bearing in mind the Western culture of many international tourists, perceptions between tourist and hospitality employee reflecting master/servant relationships may take on a master/slave dimension or similar feelings reflecting colonialism. Thus, cultural issues need to be carefully considered by both tourists and those planning to provide facilities with international appeal to travellers. As the examples above, and many other issues relating to hospitality provision, imply, government policies are important to mould hospitality supply characteristics at any destination. Hospitality specific areas of government policy include legislation affecting the

location, density, design and operation of hospitality facilities. Socially and culturally sensitive issues include rates of pay/minimum wage policy, the role of female labor, legislation relating to gambling and alcohol, attitudes towards entertainment and subsidies/financial incentives for investment in hotels and/or for promotion of tourism.

The main physical measures of hotel size are units, rooms and bed spaces. Each measure has different advantages and disadvantages. Measuring the size of the hotel sector of the international hospitality industry by units has the benefit of being the simplest to count (particularly if hotels are required to be registered or licensed by government and records are centrally kept). However, the measure provides no clear indication of industry capacity as it does not calculate the number of persons that could be accommodated by hotels at any one time. Capacity measures may be obtained by counting either rooms or bed spaces. Information on rooms is usually available from a range of sources such as accommodation guides and directly from the establishments themselves. However, due to property alterations, seasonal closing, refurbishments and opening policies, the measure can change seasonally and annually. These characteristics also can be applied to a bed space measure. In addition, the number of bed spaces available can change even when the room capacity remains the same (e.g. twin rooms being used as family rooms). Room capacity is often the most popular measure due to its reliability, together with the fact that many larger operators will charge a standard price per room type, regardless of the number of occupants. However, these figures are not always available. The World Tourism Organization (Finney, Orwig, and Spake 2009) states that there were 29.4 million bed spaces in hotels and similar establishments worldwide in 1997. For comparative purposes below the figure used refers to hotel units. The dynamism of the hotel sector internationally is evidenced by a growth of over 25% in the number of units in the period 1990–1998, to nearly 15.5 million units (Gee n.d.).

The hospitality industry encompasses a broad range of businesses that provide services to customers seeking leisure, comfort, and accommodation (Teng 2011). It includes sectors such as hotels, restaurants, travel and tourism, event planning, and more. The industry plays a vital role in the global economy, contributing significantly to employment and revenue generation. The hospitality industry has a rich history that dates back centuries. It has evolved from simple taverns and inns to sophisticated luxury hotels and resorts. With advancements in technology, changes in consumer preferences, and globalization, the industry has undergone significant transformations over the years.

## 1.1 Statements of the Problem

Customer satisfaction is a critical factor in the success and sustainability of hotels, influencing both repeat business and word-of-mouth referrals. However, despite significant investments in hotel amenities, customer service, and marketing, many hotels still struggle to consistently meet customer expectations. This challenge arises from a complex interplay of factors, including inconsistent service delivery, lack of personalized guest experiences, fluctuating service quality, and the increasing influence of online reviews and social media. The problem lies in effectively identifying and addressing the specific needs and preferences of hotel customers in a way that enhances their overall experience, fosters loyalty, and improves brand reputation. As customer expectations continue to evolve in the age of digital transformation, hotels must develop robust strategies that not only ensure high-quality service standards but also deliver personalized and memorable experiences that resonate with diverse guest segments. Addressing this problem is crucial for the hotels aiming to maintain a competitive edge in an increasingly crowded and competitive market.

Customer satisfaction is a crucial driver of success in the hospitality industry, yet many such as Aksum and Northern star hotels face significant challenges in meeting guest expectations consistently. Despite significant investments in infrastructure, amenities, and technology, the hotels often struggle with delivering a seamless and exceptional experience for their guests. A major issue contributing to low customer satisfaction is inconsistent service delivery. The hotels experience variations in the quality of service across different sections, such as front desk, housekeeping, dining, and concierge services. This lack of consistency can result in unpredictable guest experiences, where a guest's satisfaction may be heavily influenced by a single poor interaction. Without standardized procedures or effective training for staff, the guest experience becomes unreliable, diminishing customer loyalty and negatively impacting the hotel's reputation.

Another challenge that affects customer satisfaction is the failure to personalize the guest experience. In today's competitive hospitality landscape, guests expect experiences tailored to their specific preferences. However, the hotels still offer a one-size-fits-all approach, providing generic experiences rather than leveraging available guest data to create meaningful, personalized stays. Despite the potential of technology and guest information, the hotels miss

the opportunity to offer individualized services, such as room preferences, custom greetings, or tailored activity recommendations. This lack of personal connection can leave guests feeling that their needs are overlooked, and the overall experience may come across as impersonal or transactional, rather than memorable.

The management of online reviews and reputation also plays a critical role in shaping customer satisfaction, yet the hotels struggle to navigate this aspect effectively. Negative online feedback can quickly damage a hotel's reputation, and the failure to respond in a timely, empathetic, and constructive manner can exacerbate customer dissatisfaction. Additionally, hotels often miss opportunities to leverage positive reviews to build trust and credibility. Inadequate responses to online reviews can result in a loss of prospective customers who rely heavily on peer feedback when making booking decisions. Moreover, hotels that do not engage with guests on social media or review platforms risk being perceived as disconnected or indifferent to guest concerns.

Staff training and employee engagement are another area of concern that directly impact customer satisfaction. Many hotels face issues with employee morale, turnover, and insufficient training, which affects the ability of staff to provide high-quality service. Front-line employees, who are responsible for guest interactions, may lack the necessary skills or knowledge to effectively handle complex guest requests or resolve issues. This lack of training can lead to frustration for guests and a subpar experience, particularly when staff members are unprepared to address the unique needs of different guests. High turnover rates further complicate this problem, as new employees may not be fully immersed in the hotel's operational procedures, leading to inconsistent service.

In addition to service and staff issues, many hotels underutilize technology, which can negatively impact the guest experience. The lack of efficient digital systems for booking, check-in, communication, and room preferences can result in operational inefficiencies and frustration for guests. In an age where travelers expect streamlined digital experiences such as mobile check-ins, instant customer support, and room automation, hotels that do not integrate such technologies are at risk of alienating tech-savvy guests. Furthermore, failure to use technology to collect and analyze guest data means that many hotels miss valuable

opportunities to anticipate guest needs and preferences, leaving guests feeling that their experience is less tailored and efficient than it could be.

Communication and transparency regarding pricing and hotel services also significantly affect customer satisfaction. Many guests are frustrated by hidden costs, such as unexpected fees for parking, resort services, or amenities that were not clearly communicated at the time of booking. The lack of clear information about hotel policies such as check-out times, Wi-Fi access, or breakfast availability leads to confusion and negative feelings among guests. When guests feel misled or unaware of additional charges, their overall perception of the hotel is negatively impacted, even if the physical stay itself meets expectations.

Lastly, cultural sensitivity and awareness are increasingly important for the hotels serving a diverse global clientele. As international travel continues to grow, hotels must adapt their services to meet the varying cultural expectations of guests. Failure to understand and accommodate cultural differences such as dining preferences, communication styles, or service expectations can lead to frustration and dissatisfaction, particularly for guests from different regions. Hotels that do not prioritize cultural competency in their service delivery risk alienating these guests and missing out on valuable repeat business.

These challenges form a complex landscape in which the hotels must navigate in order to improve customer satisfaction. By addressing the inconsistencies in service quality, investing in personalized experiences, leveraging technology, and ensuring clear communication, the hotels can enhance the guest journey, foster loyalty, and improve their overall reputation. In an industry where customer expectations are constantly evolving, those who can successfully overcome these challenges will secure a competitive advantage and build long-term success.

## 1.2 Research Questions

This study tried to answer the following questions:

- What are the key factors that contribute to customer satisfaction in star hotels in Mekelle?
- What is the overall level of customer satisfaction among guests in Northern Star and Aksum Hotels?

- Are there any significant differences in customer satisfaction levels and quality service between Northern Star and Aksum Hotels?
- To what extent are guests satisfied with the hotel parking facilities?
- What is the satisfaction level among users regarding the size and arrangement of hotel rooms?
- How satisfied are users with the design and layout of communal areas within the hotel, including the lobby and reception?
- What is the level of users' satisfaction concerning the overall aesthetic design and interior decoration of the hotel?
- How do these hotel users rate their satisfaction with the utilization of natural light and the views provided from their hotel rooms?
- To what extent are users satisfied with the accessibility features implemented in the hotel, such as ramps, elevators, and other inclusive design elements?
- What is the satisfaction level regarding the integration of technological advancements in the hotel, such as smart room features and connectivity spaces?
- How satisfied are users with the design and atmosphere of outdoor spaces?

### 1.3 Objectives of the study

#### 1.3.1 General Objective

The primary objective of this research is to assess the customer satisfaction levels and quality service in star hotels in Mekelle, specifically focusing on Northern Star and Aksum Hotels.

#### 1.3.2 Specific Objectives

The specific objectives of the study are:

- Identifying the key factors that influence customer satisfaction and quality service in star hotels.
- Measuring the overall level of customer satisfaction and quality service among guests.
- To assess the impact of service quality, staff behavior, physical environment, and value for money on customer satisfaction.

- Comparing the customer satisfaction and quality service levels between Northern Star and Aksum Hotels.
- Provide recommendations for improving customer satisfaction and enhancing service quality.

#### 1.4 Significance of the study

This research holds significance for various stakeholders in the hospitality industry. Firstly, it provides valuable insights to hotel management, enabling them to understand the strengths and weaknesses of their operations from the perspective of their guests. By identifying the factors that drive customer satisfaction, hoteliers can make informed decisions to enhance their service quality and exceed guest expectations. Secondly, the study benefits tourists and travelers visiting Mekelle by shedding light on the customer satisfaction levels in star hotels. The findings can assist them in making informed choices and selecting hotels that align with their preferences and expectations. Lastly, this research contributes to the existing body of knowledge on customer satisfaction in the hospitality industry. By conducting a case study in Mekelle, the research provides valuable data and insights specific to the local context, which can be utilized by researchers, academicians, and practitioners in the field of hospitality management. In conclusion, assessing customer satisfaction levels in star hotels in Mekelle, with a specific focus on Northern Star and Axum Hotels, is crucial for understanding guests' perceptions, identifying areas for improvement, and enhancing service quality. By conducting a comprehensive case study, this research aims to provide valuable insights and recommendations for the benefit of hotel management, tourists, and the broader hospitality industry.

#### 1.5 Scope and limitations of the study

##### 1.5.1 Scope of the study

**Geographic Scope:** The study focuses specifically on star hotels located in Mekelle, a city in the Tigray region of Ethiopia. It aims to assess customer satisfaction levels in these hotels to provide insights and recommendations relevant to the local hospitality industry. The study centers on two-star hotels in Mekelle, namely Northern Star and Axum Hotels. These hotels are selected as representative cases for analysis, providing a focused examination of customer satisfaction levels within their premises. **Customer Satisfaction Factors:** The study aims to identify and analyze various factors that contribute to customer satisfaction in star hotels.

These factors may include service quality, staff behavior, room amenities, dining experiences, cleanliness, and overall hotel ambiance.

### 1.5.2 Limitation of the Study

Despite its objectives and scope, the study "Assessing Customer Satisfaction Levels in Star Hotels in Mekelle: A Case Study of Northern Star and Axum Hotels" has certain limitations that need to be acknowledged:

**Limited Generalizability:** The findings of this study may not be universally applicable to all star hotels in Mekelle or other regions. The results are specific to the selected case study hotels and may not represent the entire hospitality industry in Mekelle. **Sample Size:** The study's findings may be influenced by the size and characteristics of the sample chosen for data collection. The sample size was limited due to practical constraints, and the results did not fully capture the diversity of guest experiences in the hotels. **Subjectivity and Bias:** The assessment of customer satisfaction relies on subjective opinions and perceptions of the guests. The data collected through surveys and interviews were influenced by individual biases, personal experiences, or situational factors affecting respondents' views. **Time Constraints:** The study is conducted within a specific time frame, which may restrict the depth and breadth of data collection and analysis. Long-term trends or changes in customer satisfaction levels might not be fully captured due to the study's limited duration.

**External Factors:** Customer satisfaction can be impacted by various external factors beyond the control of the hotels, such as economic conditions, political stability, or cultural influences. These external factors are beyond the scope of this study but may affect the overall customer satisfaction levels.

### 1.6 Organization of the Study

This thesis is organized into five chapters. The role of these chapters is as follows:

Chapter 1 sets the introduction describing the general information and background about the hotel management and hospitality situation in the world as a whole and Tigray (Mekelle) in particular. The goals, aims and methodologies of hotel management and hospitality have been

discussed. Literally, the factors, the challenges and possible solutions of hotel management and hospitality through deep investigations were illustrated.

Chapter 2 sets the literature review by introducing general background information on state of the art about Hospitality management of Hotels. In essence, what was the state of the art on assessing customer satisfaction provided by hotels at the beginning of this project.

Chapter 3 describes assessment and determining the factors affecting customer satisfaction through the qualitative and quantitative method of data hypothesis used in the thesis or the methodology used in this thesis work.

Chapter 4 presents the results and discussion of the objectives listed in the first chapter and their analysis are described and interpreted in detail.

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## CHAPTER TWO

### ● LITERATURE REVIEW

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The literature review helps in generating a framework for the study by identifying the important issues in the subject being studied. Therefore, this chapter is divided into several areas; Evolution of the Hotel Hospitality Industry, Key Segments of the Hotel Hospitality Industry, Economic Impact of the Hotel Hospitality Industry, Technological Innovations in the Hotel Hospitality Industry, Trends Shaping the Hotel Hospitality Industry, Importance of Customer Satisfaction in the Hotel Hospitality Industry. In this chapter, a review of related literature is also presented.

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#### 1.7 Evolution of the Hotel Hospitality Industry

The hospitality industry is diverse and comprises various segments, each catering to different needs and preferences of customers. Major segments include accommodation (hotels, resorts, hostels), food and beverage (restaurants, cafes), travel and tourism, event planning, and other related services.

#### 1.8 Key Segments of the Hotel Hospitality Industry

**Business Hotels:** Hotels focused on catering to business travelers. These properties offer amenities like meeting rooms, high-speed internet, and workspaces.

**Target Audience:** Corporate travelers, conference attendees, and business professionals.

**Boutique Hotels:** Small, independently owned hotels that focus on unique design, personalized service, and a distinct character. These hotels are often located in trendy areas.

**Target Audience:** Millennial travelers, design-conscious guests, and those seeking a more intimate or off-the-beaten-path experience.

**Resort Hotels:** Hotels located in vacation destinations that offer recreational facilities, such as pools, spas, golf courses, and organized activities.

**Target Audience:** Vacationers, families, and individuals seeking leisure, relaxation, and recreation.

**Extended Stay Hotels:** Hotels designed for guests who need accommodations for an extended period, often featuring kitchenettes and more home-like amenities.

**Target Audience:** Business travelers on long-term assignments, relocating individuals, or travelers on extended vacations.

#### 6. Budget/Economy Hotels

Description: Affordable hotels that provide basic accommodations with minimal frills. These hotels prioritize value over luxury.

Target Audience: Budget-conscious travelers, backpackers, and families looking for affordable lodging.

## 1.9 Economic Impact of the Hotel Hospitality Industry

The hotel hospitality industry plays a significant role in driving the global economy, contributing to job creation, tourism development, and local economies. As a major sector within the broader travel and tourism industry, it generates billions of dollars in revenue annually, with hotels serving as the primary accommodation providers for both leisure and business travelers. This revenue, in turn, supports various auxiliary industries such as food and beverage, transportation, and entertainment, creating a ripple effect that boosts employment and fosters economic growth. Hotels also attract investments in infrastructure and services, which further supports economic development in surrounding areas.

One of the most notable economic impacts of the hotel industry is its role in job creation. Hotels employ millions of individuals worldwide in a wide range of positions, from front desk staff and housekeepers to chefs, managers, and event coordinators. The industry supports both direct and indirect employment, with workers across various sectors, including construction, maintenance, and local suppliers, benefiting from the demand generated by hotels. In many regions, particularly in tourist destinations, hotel jobs can be one of the largest sources of employment, providing opportunities for workers with varying skill levels and educational backgrounds.

In addition to job creation, the hotel industry is a significant driver of tourism spending. When visitors stay in hotels, they not only pay for accommodations but also spend money on local attractions, dining, shopping, and transportation, which circulates throughout the community. This tourism expenditure contributes heavily to local and regional economies, supporting small businesses, increasing tax revenues, and enabling further investments in public infrastructure. Destinations with a thriving hotel industry often see improved facilities and services, which enhance the overall tourism experience and attract even more visitors.

## 1.10 Technological Innovations in the Hotel Hospitality Industry

Technological innovations have significantly transformed the hotel hospitality industry, enhancing both guest experiences and operational efficiencies. One of the most notable advancements is the implementation of contactless technologies, such as mobile check-ins, digital room keys, and self-service kiosks, which have become increasingly popular in response to health and safety concerns. These innovations not only streamline the check-in process but also provide guests with more control over their stay, allowing them to bypass front desk interactions. Additionally, smart room technology, including voice-activated assistants, automated lighting, temperature control, and personalized entertainment options, has become a key feature in many hotels, offering guests a more comfortable and customized experience.

On the operational side, hotels have adopted advanced data analytics and artificial intelligence (AI) to optimize pricing strategies, manage inventory, and improve customer service. AI-powered chatbots are now commonly used to provide round-the-clock support to guests, handling everything from booking inquiries to room service requests. Furthermore, cloud-based property management systems (PMS) allow hotel managers to streamline operations, track guest preferences, and deliver personalized experiences based on data. These technological advancements not only enhance guest satisfaction but also enable hotels to operate more efficiently, reduce costs, and stay competitive in an increasingly digital world.

## 1.11 Trends Shaping the Hotel Hospitality Industry

Customer satisfaction in the hotel industry is a critical aspect that significantly influences the success and competitiveness of hotel businesses. Various studies have highlighted the importance of assessing and understanding customer satisfaction to enhance service quality and guest loyalty. Research by Brady and Cronin (2001) emphasized that customer satisfaction in the hotel sector is a multifaceted concept influenced by service quality, value perceptions, and overall guest experience. The assessment of customer satisfaction in hotels often involves the use of different methodologies, including surveys, interviews, and online reviews. Studies by Aksu and Köseoglu (2007) and Wang and Tsai (2014) have underlined the significance of incorporating both quantitative and qualitative approaches to capture a comprehensive understanding of guest satisfaction levels. These approaches help hotels identify specific areas of strength and weakness, allowing them to tailor their services to meet customer expectations.

effectively. Moreover, the emergence of technology and social media platforms has transformed the way hotels evaluate customer satisfaction. Online review platforms like TripAdvisor and Booking.com have become valuable tools for both guests and hoteliers to express opinions and assess service quality. Research by Sparks and Browning (2010) highlighted the impact of online reviews on shaping potential guests' perceptions and influencing booking decisions, making it crucial for hotels to actively manage their online reputation.

Furthermore, studies have shown that employee satisfaction plays a crucial role in shaping customer satisfaction levels in hotels. Research by Hancer and George (2003) emphasized the link between employee engagement, service quality, and guest satisfaction. By fostering a positive work environment and providing adequate training and support to employees, hotels can enhance service delivery and create memorable guest experiences, ultimately leading to higher levels of customer satisfaction. In general, the assessment of customer satisfaction in hotels is a complex and dynamic process that requires a holistic approach to understand guest perceptions and expectations effectively. By leveraging a combination of methodologies, embracing technology advancements, and prioritizing employee satisfaction, hotels can cultivate a culture of service excellence and build lasting relationships with guests. Continuous monitoring and improvement of customer satisfaction levels are vital for hotels to stay competitive in the ever-evolving hospitality industry.

Operations have been chosen on the basis that they reflect important trends internationally and regionally.

Examples of corporate trends are illustrated within three main regions: North America, Europe and Asia. The period when the USA hotel market and companies alone shaped the characteristics and the nature of the international hotel industry has passed. This period, which perhaps extended until the early 1980s, ended with the advent of European and then Asian companies developing international portfolios on a significant scale. North American companies, mainly from the USA but also showing a Canadian presence, have developed a multifaceted range of hotel brands. Providers have adopted a tiered or product segmentation approach to hotel markets, aligning service offerings to different travel purposes and different customer requirements (e.g. long stay rather than overnight visitors in relation to suite/residence properties) as well as by market-service level. It is a feature of many companies tiered/segmented operations that most of their brands are currently designed for North

American consumption rather than for export from the region. Hotel companies also operate a sophisticated approach to expansion using a mix of ownership/operating methods. Internationalization, as judged by countries covered, has been particularly successful for the following companies: Carlson, Choice, Four Seasons, Hyatt, Marriott and Starwood.

Hotel built environment refers to human-made spaces, including buildings, structures, and infrastructure systems, which are influenced by various factors and can affect health and well-being. It also refers to human-made surroundings, including buildings, spaces, and amenities, that provide a setting for human occupancy, activities, and settlement. The hotel-built environment refers to the physical and structural elements that constitute and surround a hotel property. It encompasses the architectural design, construction, layout, and overall physical characteristics of the hotel premises (Han et al., 2019). This includes the buildings, interior spaces, landscaping, and other features that contribute to the overall atmosphere and functionality of the hotel. The hotel-built environment plays a significant role in shaping the guest experience and satisfaction, as it influences aspects such as aesthetics, comfort, accessibility, and functionality within the hotel property. The hotel-built environment is a complex system that requires careful consideration of sustainability, material selection, carbon reduction, and indoor air quality. Emphasized on the need for sustainable architecture and the use of environmentally friendly materials in hotel construction (Kadaei et al., 2021).

Customer satisfaction is a critical factor in the success and competitiveness of the hospitality industry. Satisfied customers not only contribute to repeat business but also serve as brand ambassadors, influencing others' decisions. This literature review explores key concepts, theories, and empirical studies related to customer satisfaction in the hospitality industry

Customer Satisfaction in the Hospitality Industry: Customer satisfaction refers to the overall evaluation of a customer's experience with a hospitality service provider, encompassing various dimensions such as service quality, staff behavior, physical environment, and value for money. It is influenced by both functional aspects (e.g., efficiency, reliability) and emotional factors (e.g., empathy, responsiveness).

## 1.12 Factors Affecting Customer Satisfaction in the Hotel Hospitality Industry

Various measurement techniques are employed to assess customer satisfaction, including surveys, interviews, online reviews, and comment cards. Commonly used scales include Likert

scales, semantic differential scales, and customer satisfaction index (CSI) models. These tools provide quantitative and qualitative data to gauge customer perceptions and satisfaction levels. Customer Satisfaction and Business Performance: Customer satisfaction has a direct impact on business performance and profitability in the hospitality industry. Satisfied customers are more likely to recommend the hotel to others, generate positive word-of-mouth, and become repeat customers. Conversely, dissatisfied customers may share negative experiences, potentially damaging the hotel's reputation. Strategies for Enhancing Customer Satisfaction: Hoteliers employ various strategies to improve customer satisfaction, including:

a) **Service Excellence:** Investing in staff training, empowering employees to provide personalized service, and fostering a customer-centric culture.

**Continuous Improvement:** Regularly monitoring and evaluating customer feedback, identifying areas for improvement, and implementing changes to enhance service quality.

b) **Technology Integration:** Utilizing technology to streamline operations, personalize guest experiences, and facilitate seamless communication and service delivery.

- **Service Quality:** Service quality is a crucial factor influencing customer satisfaction in hotels. It encompasses various aspects such as responsiveness, reliability, assurance, empathy, and tangibles. Guests expect efficient and attentive service throughout their stay, from check-in to check-out, as well as prompt response to their requests and concerns.
- **Staff Behavior and Interactions:** The behavior and interactions of hotel staff significantly impact customer satisfaction. Friendly, knowledgeable, and helpful staff members create a positive guest experience. Guests appreciate staff who go above and beyond to meet their needs, address their concerns, and provide personalized attention. On the other hand, rude or unresponsive staff can quickly diminish satisfaction levels.
- **Room Quality and Comfort:** The quality and comfort of hotel rooms play a crucial role in guest satisfaction. Cleanliness, comfortable beds, well-maintained amenities, adequate space, and appropriate temperature control are essential factors. Guests expect a peaceful and comfortable environment where they can relax and rejuvenate.
- **Facilities and Amenities:** The availability and quality of facilities and amenities offered by hotels impact customer satisfaction. This includes aspects such as swimming pools, fitness centers, spa services, business centers, Wi-Fi connectivity, and parking facilities. Well-maintained and modern amenities enhance guest satisfaction and convenience.

- **Location:** The location of the hotel can influence customer satisfaction. Proximity to attractions, business centers, transportation hubs, and convenience stores can positively impact guests' experiences.  
A convenient location that meets guests' needs and preferences contributes to their overall satisfaction.
- **Food and Beverage Services:** Dining experiences within the hotel, including restaurants, room service, and breakfast offerings, significantly affect customer satisfaction. Factors such as menu variety, food quality, taste, presentation, service efficiency, and cleanliness of dining areas contribute to guest satisfaction.
- **Price and Value for Money:** Guests evaluate their satisfaction based on the perceived value for money. They expect the price paid for the hotel's services to align with the quality and overall experience provided. Offering competitive pricing and delivering value for money positively influences customer satisfaction.
- **Communication and Feedback:** Effective communication channels and opportunities for guests to provide feedback are crucial for customer satisfaction. Guests appreciate clear and timely information about hotel services, policies, and local attractions. Additionally, hotels that actively seek and respond to guest feedback demonstrate a commitment to continuous improvement and guest satisfaction.
- **Safety and Security:** The safety and security measures implemented by hotels significantly affect guest satisfaction. Guests expect a secure environment, well-trained staff, effective surveillance systems, and appropriate safety protocols to ensure their well-being during their stay.

### 1.13 Previous Studies on Customer Satisfaction in Star Hotels

(Shin, Fan, and Lehto 2021) investigated factors influencing customer satisfaction in luxury hotels: The case of Spain. *International Journal of Hospitality Management*, 69, 41-51. It identified service quality, staff behavior, cleanliness, room comfort, and value for money as crucial determinants of customer satisfaction. (Wong and Dioko 2013) conducted a model of customer satisfaction and retention for hotels. *Journal of Quality Assurance in Hospitality & Tourism*, 14(3), 218-245. This study proposed a comprehensive model linking customer satisfaction and retention in hotels. It identified service quality, staff performance, and physical environment as critical factors influencing customer satisfaction, ultimately impacting guest

loyalty and retention. (Ekinici, Sirakaya-Turk, and Baloglu 2007) investigated an examination of the antecedents of customer satisfaction in upscale hotels: Evidence from the Turkish Republic of Northern Cyprus. *Journal of Hospitality & Leisure Marketing*. This study investigated the antecedents of customer satisfaction in upscale hotels in Northern Cyprus. It found that service quality, staff behavior, physical environment, and value for money significantly influenced customer satisfaction levels (A and LS 2018) studied the impact of online reviews on hotel booking intentions and perception of trust. *Tourism Management*, 53, 74-85. This study focused on the influence of online reviews on customer satisfaction and trust in hotel booking decisions. It highlighted the importance of positive online reviews as a significant factor in shaping customer perceptions and satisfaction with hotels. (Kim and Lee 2019) examined the effects of hotel attributes on guest satisfaction and revisit intention in upscale hotels: A mixed-method approach. *Journal of Hospitality Marketing & Management* (Eom, Han, and Song 2020). This study employed a mixed-method approach to investigate the effects of hotel attributes on guest satisfaction and revisit intention. It identified factors such as service quality, staff behavior, room cleanliness, and food and beverage experiences as key drivers of customer satisfaction and future intention to revisit. These studies highlight the importance of factors such as service quality, staff behavior, physical environment, cleanliness, value for money, and online reviews in shaping customer satisfaction levels in star hotels. Understanding these factors can assist hoteliers in designing strategies to enhance customer satisfaction, improve guest experiences, and foster loyalty in the highly competitive hospitality industry.

#### 1.14 Importance of Customer Satisfaction in the Hotel Hospitality Industry

Customer satisfaction is a cornerstone of success in the hotel hospitality industry, and its importance cannot be overstated. In an increasingly competitive market, where guests have access to a wealth of options and information, the level of satisfaction a hotel can deliver directly impacts its reputation, profitability, and long-term success. Here are several key reasons why customer satisfaction is so crucial. Satisfied customers are far more likely to return to a hotel in the future. When a guest has a positive experience, they develop a sense of loyalty, which not only encourages repeat visits but also fosters long-term relationships. Loyal customers are often less price-sensitive, giving hotels an edge in maintaining stable revenue streams. Building customer loyalty through consistently high satisfaction helps ensure that a hotel's customer base remains strong and reliable.

In the hospitality industry, word-of-mouth is incredibly powerful. A satisfied guest is more likely to share their positive experiences with friends, family, and on social media, which in turn can attract new customers. Conversely, a dissatisfied guest may share their negative experience online, which can have a detrimental effect on the hotel's reputation. In today's digital age, online reviews and ratings on platforms like TripAdvisor, Yelp, and Google Reviews can influence potential guests' decisions. Positive feedback from happy customers can serve as free marketing, potentially reaching a much larger audience than traditional advertising. Customer satisfaction plays a critical role in shaping a hotel's brand reputation. A consistent record of satisfied guests reflects well on the hotel's brand, building trust and credibility. This reputation can help distinguish a hotel from its competitors and establish it as a preferred choice for future guests. On the other hand, low satisfaction levels can tarnish a brand's image, leading to negative perceptions that can be difficult to overcome. An excellent reputation fosters a sense of confidence in guests, making them more likely to book rooms and choose that hotel over others.

There is a direct correlation between customer satisfaction and financial performance in the hotel industry. Satisfied customers are more likely to spend more on additional services like dining, spa treatments, or premium room upgrades. In addition, loyal customers may be more inclined to take advantage of special offers, packages, or longer stays. Furthermore, satisfied customers are more likely to recommend the hotel, which can reduce marketing costs by generating organic business through referrals. Ultimately, customer satisfaction directly contributes to higher occupancy rates and improved revenue generation.

By focusing on customer satisfaction, hotels can proactively identify and address potential issues before they escalate into complaints. Satisfied guests are less likely to voice negative feedback or leave poor reviews, which can help maintain a hotel's positive online reputation. Additionally, addressing guest concerns promptly and effectively not only resolves individual complaints but can also prevent future dissatisfaction. By continuously monitoring guest satisfaction and acting on feedback, hotels can stay ahead of potential problems and ensure a smooth guest experience.

In the hotel industry, where options are abundant, guest satisfaction can be a key differentiator. Hotels that prioritize and invest in guest satisfaction gain a competitive edge over those that do not. Offering superior service, amenities, and personalized experiences can make a hotel stand out and attract customers, even in saturated markets. In contrast, hotels that fail to meet customer expectations will struggle to retain guests, especially with increasing consumer expectations and the influence of online reviews.

Regularly assessing and improving customer satisfaction allows hotels to identify trends, monitor performance, and make informed decisions about areas for improvement. Guest feedback highlights strengths and weaknesses, providing valuable insights that can drive innovation in services, amenities, and operations. Whether it's introducing new technologies, offering personalized experiences, or revamping the menu in the hotel restaurant, maintaining a strong focus on customer satisfaction pushes hotels to evolve and stay relevant in an ever-changing industry. Customer satisfaction is not only important for the guest but also for the staff. Positive feedback from guests boosts employee morale and creates a sense of accomplishment. When employees see that their efforts contribute to a guest's satisfaction, it reinforces their commitment to providing high-quality service. Additionally, motivated and satisfied employees are more likely to engage with guests in a positive, proactive manner, creating a cycle of satisfaction that benefits both the hotel and the guests.

### 1.15 Significance of assessing customer satisfaction in hotels

Mekelle, a vibrant city in the Tigray region of Ethiopia, has witnessed significant growth in its hospitality sector, attracting both domestic and international tourists. Star hotels play a pivotal role in catering to the needs of discerning travelers, offering luxurious amenities, impeccable service, and memorable experiences. Assessing customer satisfaction levels in these hotels is vital for understanding guests' perceptions and identifying areas for improvement.

#### Comments about the literature review

- You ignore to properly quote references
- the literature before the Economic impact of hospitality has no relevance to your thesis so avoid it or incorporate the main concepts in two or three paragraphs
- you failed to address your topics and spend more time on historical development of hotels or hospitality that has less significance to your topic
- Your literature review chapter seems like a handout or compiled lecture notes. Do it again, go for reputable journal articles that are done so far related to your topic nationally and internationally and review it properly.
- Avoid copy paste texts and paraphrase it properly
- Relating to formatting your paper has serious problem and follow MU thesis format

## ● CHAPTER THREE

### ● RESEARCH DESIGN AND METHODOLOGY

● This chapter highlights the methodology of the study and comprises data type and source, sampling technique and data processing & analysis. This study adopts the use of both qualitative and quantitative methods of analyzing the study. Case study approach was also utilized, which comprises selected 2-star hotels named as Aksum and Northern star hotels particularly in Mekelle. Questionnaires were developed and distributed to all eligible respondents for the survey and data were collected and analyzed.

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Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others (Kothari, 2004). Therefore, this chapter describes the methodological aspect of the study. It describes definitions of variables, where data will be sourced, how the research is designed, how the relevant data will be collected, how the sample size determined, and how the data will be analyzed and interpreted

#### 1.16 Research Approach

This study employed mixed research methods (qualitative and quantitative approaches). The quantitative approach involves the generation of data in quantitative form (data that appears in numerical form) whereas the qualitative approach is concerned with data in which the variables are not in numerical form, rather the generated data may be presented in non-numeric form (Trochim, 2003). In cases (quantitative and qualitative approaches), key informant interview as well as focus group discussion was administered using a semi-structured questionnaire

#### 1.17 Study Area

The study was conducted in the capital city of Tigray named Mekelle. The case study was conducted in Aksum and Northern Star Hotels located in Hadnet and Adi-haki sub cities respectively. Both hotels are classified among the top hotels with 4-star levels located in Mekelle city.

##### 1.17.1 Overview of Northern Star Hotel-Mekelle

Location: The Northern Star Hotel is situated in a strategic location in Mekelle, providing easy access to key attractions, business areas, and transportation hubs. Its central position makes it a preferred choice for both leisure and business travelers.

**Accommodation:** The hotel offers a wide range of well-appointed rooms and suites that cater to different guest preferences. The rooms are designed with modern amenities and comfortable furnishings, providing a relaxing environment for guests. **Dining Facilities:** The Northern Star Hotel boasts various dining options to satisfy guests' culinary desires. It features on-site restaurants and cafes that serve a diverse selection of local and international cuisines, ensuring a delightful dining experience.

**Facilities and Amenities:** The hotel provides a host of facilities and amenities to enhance guests' stay. These may include a fitness center, spa services, swimming pool, business center, conference rooms, and complimentary Wi-Fi access. The aim is to meet guests' needs for relaxation, convenience, and productivity.

**Service Excellence:** The Northern Star Hotel prides itself on delivering exceptional service to its guests. The hotel staff is well-trained, courteous, and attentive, aiming to provide personalized and efficient service throughout guests' stay. They strive to exceed guest expectations and ensure a memorable experience.

**Event and Banquet Services:** The hotel offers event and banquet services for weddings, conferences, meetings, and other special occasions. With versatile event spaces and professional event planning assistance, the Northern Star Hotel is equipped to host successful and memorable events.

**Safety and Security:** The hotel places a strong emphasis on guest safety and security. It implements stringent security measures to ensure a secure environment for guests.

**Sustainability Initiatives:** The Northern Star Hotel is committed to sustainable practices and environmental responsibility. It may have implemented various initiatives such as energy conservation measures, waste management, and responsible sourcing to minimize its ecological footprint.

**Reputation:** The Northern Star Hotel has established a positive reputation among guests and within the hospitality industry. Positive guest reviews, awards, and recognition contribute to its standing as a reputable and reliable accommodation option in Mekelle.

**Local Attractions:** The hotel's location allows guests to explore nearby attractions and landmarks. Whether it's historical sites, cultural experiences, or natural landscapes, the Northern Star Hotel offers convenient access to explore the rich heritage and beauty of Mekelle and its surroundings.



Figure 1: External View of Northern Star Hotel-Mekelle

#### 1.17.2 Overview of Axum Hotel

**Location:** The Axum Hotel is situated in a prime location in Mekelle, offering easy access to key attractions, business centers, and transportation hubs. Its strategic position makes it a preferred choice for both business and leisure travelers.

**Accommodation:** The hotel provides a range of comfortable and stylish rooms and suites designed to cater to the diverse needs of guests. The rooms are equipped with modern amenities, ensuring a pleasant and relaxing stay experience.

**Dining Facilities:** The Axum Hotel offers a variety of dining options to satisfy guests' culinary preferences. It features on-site restaurants and cafes that serve a wide selection of local and international cuisines, ensuring a delightful dining experience for guests.

**Facilities and Amenities:** The hotel boasts a range of facilities and amenities designed to enhance guests' comfort and convenience. These may include a fitness center, spa services, swimming pool, business center, conference rooms, and complimentary Wi-Fi access, providing guests with the necessary amenities for a productive and enjoyable stay.

**Service Excellence:** The Axum Hotel is committed to delivering exceptional service to its guests. The hotel staff is well-trained, attentive, and dedicated to providing personalized and efficient service throughout guests' stay. They strive to ensure that guest needs are met and that their expectations are exceeded.

**Event and Conference Services:** The hotel offers event and conference services, equipped with versatile event spaces and state-of-the-art facilities. Whether it's a business meeting, conference, or special occasion, the Axum Hotel provides professional event planning assistance and ensures successful and memorable events.

**Safety and Security:** The safety and security of guests are of utmost importance at the Axum Hotel. The hotel maintains strict security measures to ensure a safe environment for guests.



Figure 2: External View of Aksum Hotel-Mekelle  
surveillance, trained security personnel, and secure access control systems.

**Sustainability Initiatives:** The Axum Hotel demonstrates a commitment to sustainability and eco-friendly practices. It may have implemented initiatives such as energy conservation measures, waste management, and responsible sourcing to minimize its environmental impact.

**Reputation:** The Axum Hotel has built a strong reputation among guests and within the hospitality industry. Positive guest reviews, awards, and recognition contribute to its standing as a reputable and reliable accommodation option in Mekelle. **Local Attractions:** The hotel's location allows guests to explore nearby attractions and landmarks. Whether it's historical sites, cultural experiences, or natural wonders, the Axum Hotel provides guests with convenient access to discover the rich heritage and beauty of Mekelle and its surroundings.

### 1.18 Sample Selection

1. **Define the Target Population:** Identify the target population for the study. In this case, it would typically include guests who have stayed at Northern Star and Axum Hotels. It may also include hotel staff and management, as their perspectives can provide valuable insights.
2. **Determine Sample Size:** Consider the feasibility and resources available for data collection when determining the sample size. A larger sample size generally provides more accurate results, but it may not always be possible due to time and budget constraints. Aim for a sample size that allows for a representative sample while being practical to implement.

3. **Sampling Technique:** Select an appropriate sampling technique to ensure the sample represents the target population. Two common sampling techniques are: a) **Probability Sampling:** This involves selecting participants randomly from the target population, giving each member an equal chance of being included. Simple random sampling, stratified sampling, or cluster sampling can be used. b) **Non-Probability Sampling:** This involves selecting participants based on convenience or judgment rather than random selection. Non-probability sampling techniques, such as purposive sampling or snowball sampling, may be used when accessibility to the target population is limited.
4. **Sampling Process:** Implement the chosen sampling technique to select participants. For example:
  - a) **Guest Surveys:** If the target population consists of hotel guests, randomly select guests from the hotel's guest list or use a systematic sampling approach. Alternatively, you may distribute surveys to guests during their stay or upon check-out, ensuring the sample represents a diverse range of guests.
  - b) **Interviews:** If hotel staff and management are part of the target population, purposive sampling can be employed. Select a sample of participants who have varied roles and responsibilities in the hotels, ensuring representation from different departments and levels of management.
5. **Consideration of Sample Bias:** Be aware of potential biases that may arise during sample selection and take steps to minimize them. For example, ensure that the sample includes a diverse range of guests in terms of demographics (age, gender, nationality) and stay experiences (length of stay, purpose of visit) to avoid skewing the results.
6. **Sample Size Justification:** Provide a rationale for the chosen sample size and sampling technique, considering statistical considerations and the research objectives. Justify why the selected sample size is sufficient to achieve the desired level of accuracy and representativeness.

## 1.19 Data Collection Methods

**Surveys:** Develop a structured questionnaire to gather quantitative data. Include questions related to various aspects of the hotel experience, such as check-in/check-out process, room quality, cleanliness, staff behavior, amenities, food and beverage services, and overall satisfaction. Use Likert scale or rating questions to measure satisfaction levels.

**b) Interviews:** Conduct semi-structured or structured interviews with hotel staff and management to gather qualitative data. Ask open-ended questions to explore their perspectives on customer satisfaction, challenges faced, and areas for improvement.

**Survey Administration:** Administer the surveys to the selected participants. Depending on the sampling technique and target population, you can consider the following methods: a) **On-site**

Surveys: Distribute paper-based surveys to guests during their stay or upon check-out. Ensure that the process is convenient and non-intrusive, allowing guests to provide honest feedback.

b) Online Surveys: Utilize online survey platforms to distribute surveys via email or provide links on the hotel's website or social media channels. This method offers convenience and flexibility to reach a larger audience.

Interview Process: Conduct interviews with hotel staff and management. Schedule one-on-one or group interviews and ensure a comfortable and confidential environment. Use a predetermined interview guide with relevant questions to ensure consistency across interviews.

Data Analysis: Once the data has been collected, analyze it to derive meaningful insights. The analysis may involve both quantitative and qualitative techniques: a) Quantitative Analysis: Analyze the survey data using statistical methods such as descriptive statistics, correlations, to measure satisfaction levels and identify significant differences between variables. b) Qualitative Analysis: Transcribe and code the interview data to identify emerging themes and patterns. Use techniques such as content analysis or thematic analysis to gain insights into participants' perspectives.

## 1.20 Ethical Consideration

In this study, special emphasis was given to ethics in the data collection process and in the overall research process. The objectives of the study were clearly stated in the proposal and the participants were properly informed about those objectives; the plan of the study was reviewed by the Advisor. Respondents were told that they had the right not to respond. In addition, all the responses were kept confidential.

### Main comments on Chapter three

- Re-write the chapter again starting from sample selection consider
- Introduction, geographic survey of the study area, research methodology, research design, sample design, data collection and data sources and data analysis describe each how you applied it in your thesis.

● CHAPTER FOUR  
● RESULTS AND DISCUSSIONS

- 
- This chapter describes a discussion of the results and the process through which the results were obtained. It also presents the analysis of the collected data.
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### 1.21 Background Information of Respondents

#### Demographics of the respondents

Demographics of the respondent	NSH-M		AKH-M	
	Frequency (N = 25)	Percentage	Frequency (N = 30)	Percentage (%)
<b>Gender</b>				
Male	14	56	17	56.7
Female	11	44	13	43.3
<b>Correspondent profession</b>				
Self employed	8	32	10	33.33
Private employee	10	40	12	40
Civil servant	2	8	3	10
NGO employee	5	20	5	16.67
<b>How often do you stay in a hotel?</b>				
Frequently	11	44	10	33.33
Occasionally	9	36	12	40
Rarely	5	20	8	26.67
<b>How often do you use the hotel facilities?</b>				
Every day	8	32	11	36.67
Every week	10	40	9	30
Twice a week	5	20	6	20
Twice a month	2	8	4	13.33

## 1.22 Factors Influencing Customer Satisfaction

The customer satisfaction based on the following five dimensions of SERVQUAL models such as Responsiveness, Reliability, Tangibility, Empathy and Assurance were evaluated from the customer perception and customer expectation in both Aksum and Northern star hotels based on cumulative average rating. Customer satisfaction measures or index indicators typically include a variety of metrics to gauge how satisfied customers are with a product or service. The metrics used in customer satisfaction measures include: Net Promoter Score (NPS): NPS measures the likelihood of customers to recommend a company's products or services to others. It is based on a single question: "How likely is it that you would recommend the hotel to a friend or colleague?" Customers are then categorized as promoters, passives, or detractors based on their responses. Customer Satisfaction Index (CSAT): CSAT measures customer satisfaction levels based on a direct question such as "How would you rate your satisfaction with the hotel service?" Customers typically respond on a scale (e.g., 1 to 5). Customer Effort Score (CES): CES measures the ease of a customer's experience when interacting with the hotel.

Customers were asked questions like "To what extent do you agree with the following statement: The hotel made it easy for me to handle my issue?" Customer Retention Rate: This metric measures the percentage of customers that the hotel retains over a specific period. A high retention rate is often an indication of customer satisfaction. Customer Churn Rate: Churn rate is the percentage of customers who stop using a product or service over a given period. A high churn rate can indicate low customer satisfaction. Customer Lifetime Value (CLV): CLV is the predicted net profit that a company expects to earn from a customer throughout their entire relationship with the company. Higher CLV often correlates with higher customer satisfaction. Customer Complaint Resolution Time: This metric measures the time taken by a hotel to resolve customer complaints or issues. Faster resolution times are generally preferred by customers. These are some of the key metrics used in customer satisfaction measures or index indicators. hotels often use a combination of these metrics to get a comprehensive understanding of their customers' satisfaction levels.

The Customer Satisfaction Index (CSI) is a metric used by businesses to measure and track the satisfaction levels of their customers. It is a comprehensive indicator that provides insights into how well a company is meeting customer expectations and needs. The CSI is typically calculated

based on customer feedback and responses to surveys, interviews, or other feedback mechanisms. The CSI can be calculated in various ways, but it often involves aggregating and analyzing data from customer satisfaction surveys to generate an overall satisfaction score. This score can help businesses identify areas where they excel and areas where improvement is needed to enhance customer satisfaction and loyalty. The CSI is a valuable tool for businesses to monitor customer satisfaction trends over time, compare performance against competitors, and prioritize initiatives to enhance the customer experience. By focusing on improving the factors that contribute to a higher CSI, businesses can build stronger relationships with their customers and drive long-term success.

$$CS = CP - CE \quad (1)$$

Where CS, CP and CE are customer satisfaction, perception and expectations respectively. The SERVQUAL model was used throughout the work for all the 45 questions, consisting of about 23 variables and 5 cumulative average rating dimensions to evaluate the service quality of the hotels. In the context of customer satisfaction in hotels, perception often refers to how customers view or interpret their experiences with the hotel. It includes their subjective evaluation of various aspects such as service quality, cleanliness, amenities, staff behavior, and overall atmosphere. Customers' perceptions play a significant role in determining their level of satisfaction with the hotel services.

In the context of customer satisfaction in hotels, expectations are the beliefs or assumptions that customers have regarding the service they will receive. These expectations can be influenced by various factors such as past experiences, word-of-mouth recommendations, marketing efforts, and personal preferences. Meeting or exceeding customer expectations is essential for ensuring high levels of customer satisfaction and loyalty.

The SERVQUAL model is a widely used framework for measuring service quality developed by Parasuraman, Zeithaml, and Berry in the 1980s. It is based on the premise that customers evaluate service quality by comparing their expectations (what they believe should happen) with their perceptions (what actually happened). The model helps hotels identify service quality gaps and areas for improvement. The SERVQUAL model consists of five dimensions that was used to evaluate service quality in AKH and NSH.

- Reliability: The ability to provide services consistently, accurately, and dependably.
- Responsiveness: The willingness to help customers and provide prompt service.
- Assurance: The knowledge, courtesy, and professionalism of employees, as well as their ability to inspire trust and confidence.

- Empathy: The extent to which the service provider demonstrates care, concern, and understanding for customers' needs.
- Tangibles: The physical facilities, equipment, and appearance of personnel, communication materials, and any other tangible elements associated with the service.

By measuring customer perceptions and expectations across these dimensions, we could be able to identify areas where there are gaps between what customers expect and what they perceive, and then take actions to improve service quality and customer satisfaction.

### 1.23 Data Analysis Techniques

Data analysis methods employed to analyze the collected data were descriptive analysis and quantitative methods using MATLAB version 16a., to examine relationships between variables and identify significant differences in customer satisfaction levels.

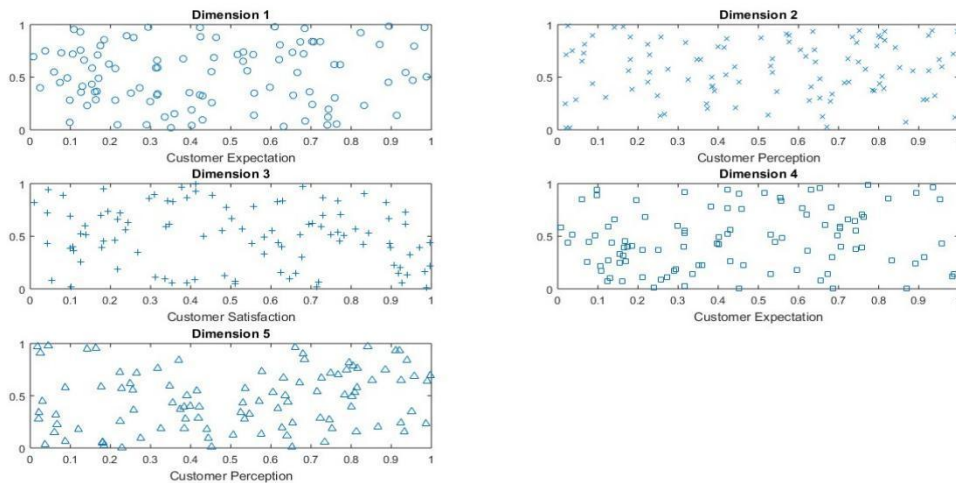


Figure 3: An Indication of correspondents view up on the various dimensions

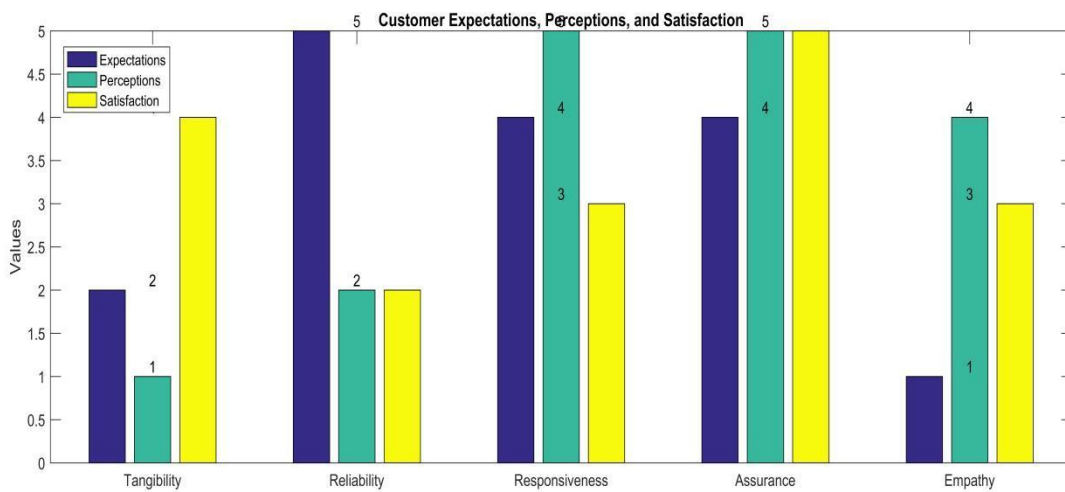


Figure 4: Cumulative Average rating of the five dimensions in terms of CE, CP and CS

As per the five dimensions of SERVQUAL model, the overall positive value of 0.115 indicated that the customers were satisfied with the overall service of the Northern Star hotel.

As per the five dimensions of SERVQUAL model, the overall positive value of 0.265 indicated that the customers were satisfied with the overall service of the Aksum hotel. At the end of the interviews, customers were separately asked of their overall satisfaction with regard to the hotel facilities and services. The cumulative average of their responses was about 94% which indicates that the facilities users need are almost full in Aksum hotel but some facilities the 6% are absent. In the NSH-M case study, the respondents demonstrated a high level of perceived functionality in various architectural components. Spatial layout

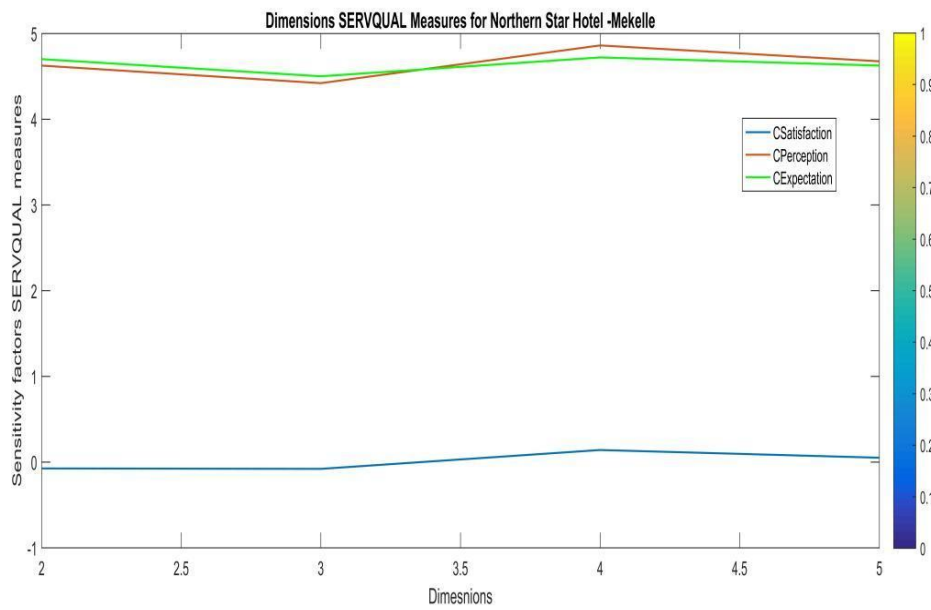


Figure 5:SERVQUAL Measures for NSH-Mekelle

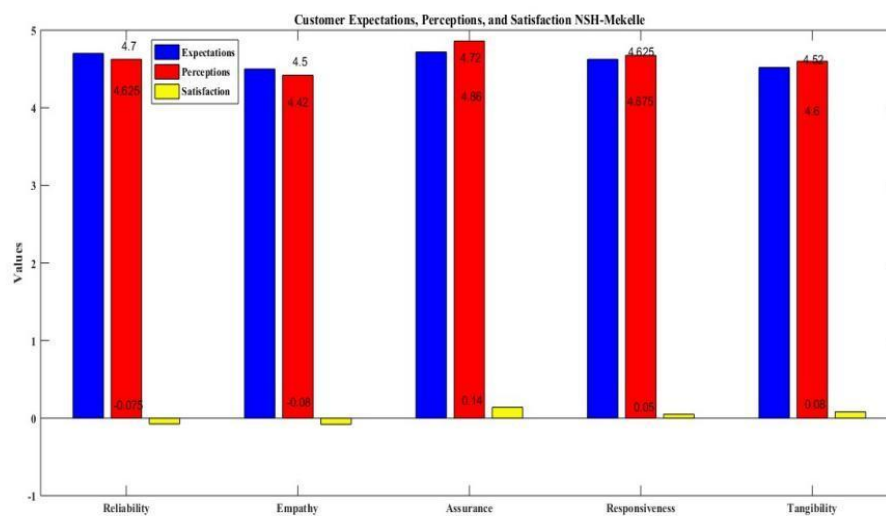


Figure 6: Five SERVQUAL dimensions versus values of Customer Satisfaction Metrics

NSH-M received a mean of 3.88 with a low standard deviation of 1.02. Similarly, building design style, building maintenance, and infrastructure and material quality all received means above 4.30, suggesting they are considered extremely impactful, with relatively low standard deviations, highlighting a consistent view among respondents. Building quality factors, such as finishing and structure, engineering systems, and building maintenance, also scored above 4.30, indicating they are extremely impactful, with low to moderate standard deviations. AKH-M, the second Case Study revealed even higher perceived impact levels in various architectural elements. Spatial layout, building design style, and infrastructure and material quality all received means exceeding 4.30, with lower standard deviations, indicating a more consistent agreement among respondents on their extremely impactful nature. However, the aesthetic factors and hotel atmospherics exhibited more variability. While lighting design and artwork and decoration scored above 4.30, color, visual effect, landscaping and exterior design, and outdoor spaces had means below 4.30, suggesting a slightly lower impact level. Hotel atmospherics, particularly temperature and

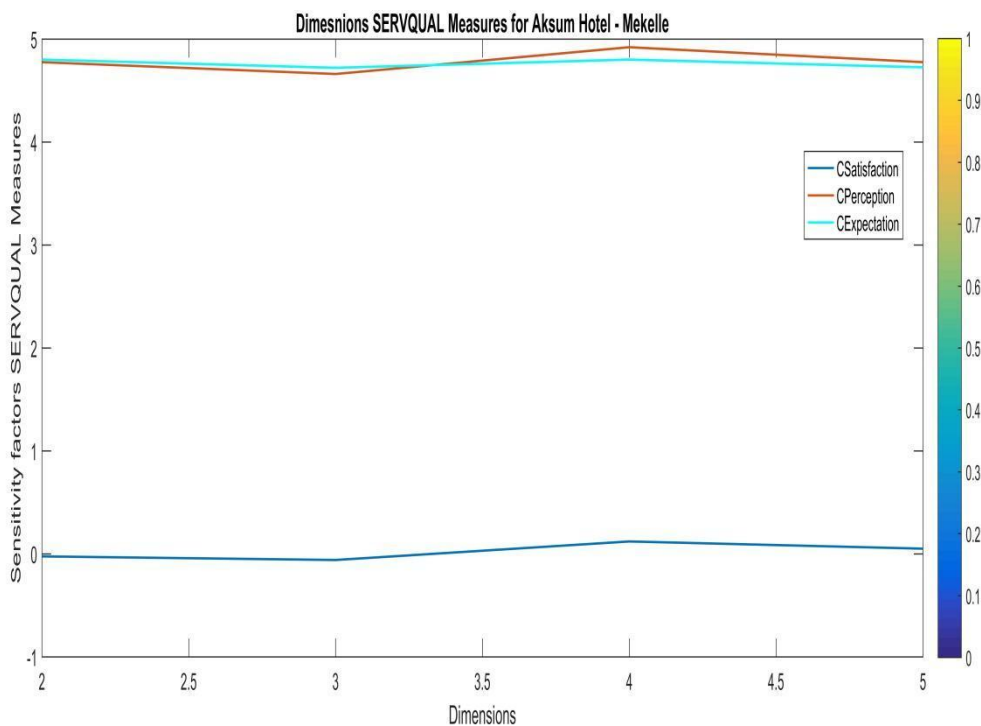


Figure 7: SERVQUAL Measures for AKH-Mekelle

climate, interactive technology, and outdoor spaces, displayed lower mean values, indicating a perception of lower impact compared to other elements in this category. The higher standard deviations in Case Study AKH-M suggest greater diversity in responses, pointing to varying perceptions of impact within these elements.

The assessment of customer satisfaction levels in both NSH-M and AKH-M reveal notable insights. In Northern star hotel, respondents displayed dissatisfaction with the absence of hotel

parking facilities, swimming pool, green areas as compared to AKH-M, indicating room for improvement. In contrast, AKH-M indicated higher satisfaction with parking facilities, swimming pool, beauty salons, large meeting and wedding halls, laundries and room sizes. The impact of hotel components on customer satisfaction further explains respondents' perceptions. In the Northern star hotel, various architectural elements, such as spatial layout, building design style, and infrastructure quality, were perceived as extremely impactful, with consistent views among respondents. Building quality factors also scored high, emphasizing their significant influence. The result from AKH-M exhibited even higher perceived impact levels in key architectural elements, with spatial layout, building design style, and infrastructure quality standing out. However, aesthetic factors and hotel atmospherics displayed more variability, suggesting diverse opinions. The higher standard deviations in AKH-M indicate varying perceptions within these elements, urging a closer examination of guest expectations. Overall, the findings stress the importance of tailoring improvements to specific architectural elements to enhance user satisfaction in hotel experiences.

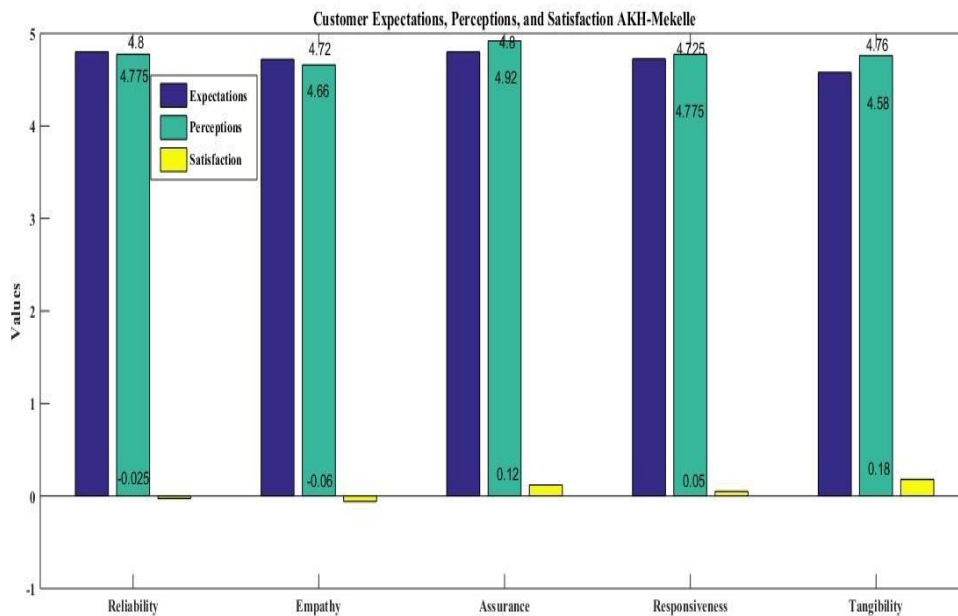


Figure 8: The five SERVQUAL dimensions versus values of Customer satisfaction Matrix

Table 1:: Cumulative average rate for the five key dimensions in SERVQUAL model, and their variables for Northern Star Hotel- Mekell (NSH).

Dimension	Variable	CE	CP	CS
Reliability	Time accommodation	4.8	4.4	-0.4
	Rooms facility	4.7	4.8	+0.1
	Orders done by staff	4.5	4.3	-0.2
	room delivered to users	4.8	5	+0.2
Empathy	Staff availability	4.9	4.9	0
	Accessibility	4.7	4.4	-0.3
	Staff flexibility	4.2	4	-0.2
	Attention paid by staff	4.4	4.6	0.2
	Hotel provision for customer necessities	4.3	4.2	-0.1
Assurance	Price of service	4.9	4.9	0
	Hotel calmness	4.7	5	+0.3
	Effort done by staff for security	4.8	5	+0.2
	Staff politeness	4.6	4.6	0
	Staff experience and professionalism	4.6	4.8	+0.2
Responsiveness	Welcoming of customers	4.6	4.8	+0.2
	Respond for requests	4.7	4.6	-0.1
	Speed of service	4.5	4.6	+0.1
	Information offering for service	4.7	4.7	0
Tangibility	Hotel facilities	4.2	4.4	+0.2
	External hotel Attractiveness	4.5	4.6	+0.1
	Internal decorations	4.5	4.7	+0.2
	Staff appearance	4.5	4.8	+0.3
	Inclusiveness	4.9	4.5	-0.4

Table 2: Dimensions influencing customer satisfaction levels in Northern Star Hotel- Mekelle

No.	Dimension	Customer Expectation	Customer Perception	Customer Satisfaction
1	Reliability	4.7000	4.6250	-0.0750
2	Empathy	4.5000	4.4200	-0.0800
3	Assurance	4.7200	4.8600	+0.1400
4	Responsiveness	4.6250	4.6750	+0.0500
5	Tangibility	4.5200	4.6000	+0.0800
	Average rating			+0.1150

Table 3:: Cumulative average rate for the five key dimensions in SERVQUAL model, and their variables for Aksum Hotel -Mekelle (AKH).

Dimension	Variable	CE	CP	CS
Reliability	Time accommodation	4.9	4.7	-0.2
	Rooms facility	4.8	4.9	+0.1
	Orders done by staff	4.6	4.5	-0.1
	Room delivered to users	4.9	5	+0.1
Empathy	Staff availability	4.9	4.9	0
	Accessibility	5	4.8	-0.2
	Staff flexibility	4.4	4.2	-0.2
	Attention paid by staff	4.5	4.7	+0.2
	Hotel provision for customer necessities	4.8	4.7	-0.1
Assurance	Price of service	4.9	4.9	0
	Hotel calmness	4.8	5	+0.2
	Effort done by staff for security	4.8	5	+0.2
	Staff politeness	4.8	4.8	0
	Staff experience and professionalism	4.7	4.9	+0.2

Responsiveness	Welcoming of customers	4.7	4.9	+0.2
	Respond for requests	4.8	4.6	-0.2
	Speed of service	4.6	4.8	+0.2
	Information offering for service	4.8	4.8	0
Tangibility	Hotel facilities	4.5	4.7	+0.2
	External hotel Attractiveness	4.5	4.7	+0.2
	Internal decorations	4.4	4.8	+0.4
	Staff appearance	4.6	4.8	+0.2
	Inclusiveness	4.9	4.8	-0.1

Table 4:Dimensions influencing customer satisfaction levels in Aksum Hotel-Mekelle (AKH)

No.	Dimension	Customer Expectation	Customer Perception	Customer Satisfaction
1	Reliability	4.8000	4.7750	-0.0250
2	Empathy	4.7200	4.6600	-0.0600
3	Assurance	4.8000	4.9200	+0.1200
4	Responsiveness	4.7250	4.7750	+0.0500
5	Tangibility	4.5800	4.7600	+0.1800
	Average rating			+0.2650

Table 5: Influence of hotel components based on the respondents

No.	Hotel Architectural component	Case study: NSH-M		Case study: AKH-M	
		mean	Std.Dev.	mean	Std.Dev.
1.	Hotel functionality				
	Building Design style	4.3	0.83	4.44	0.7
	Spatial Layout	3.88	1.02	4.22	1.11
	Space circulation and accessibility	3.04	1.38	4.09	1.08

	Lightning	3.42	1.28	3.82	1.33
2.	Hotel Building Quality				
	Infrastructure and material quality	4.28	0.77	3.37	1.48
	Building Maintenance	4.48	0.7	3.65	1.27
	Engineering system	4.30	0.9	3.62	1.38
	Energy efficiency	3.7	1.28	3.84	1.44
3.	Aesthetic Factors				
	Landscaping and Exterior Design	3.83	1.12	3.32	1.5
	Visual effect	4.55	0.84	3.2	1.46
	Colour	4.36	0.74	3.15	1.48
	Artwork and Decoration	3.66	1.39	3.31	1.57
4.	Hotel Atmosphere				
	Interactive Technology	3.24	1.49	2.20	1.28
	Outdoor spaces	3.02	1.46	3.42	1.31
	Temperature and Climate	3.0	1.5	3.4	1.6
5.	Hotel Accommodation service				
	Parking area	3.9	1.7	3.7	1.4
	Swimming pool	4.4	1.68	3.7	1.8
	Green space	4.58	1.48	4.35	1.37
	Meeting and wedding halls	3.9	1.11	3.47	1.59
	Sport services	4.58	1.67	4.44	1.36
	Beauty services	3.52	0.98	3.67	1.39

## ● CHAPTER FIVE

### ● CONCLUSION AND RECOMMENDATION

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- This chapter comprises summaries and conclusions extracted from research findings along with the recommendations deployed for further studies and for the hotels' customer satisfaction improvements.
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#### 1.24 Conclusion

The service quality dimensions of AKH-M and NSH-M were investigated in the study. The majority of customers had expressed their satisfaction with the overall service that they received from the Hotels, especially regarding Assurance, Responsiveness and Tangibility. Customers expressed their dissatisfaction with the service dimensions of Reliability and Empathy of the Hotels services. However, there were few customers who had felt overall dissatisfied with the Hotel services. The information on service quality gaps could help managers to diagnose where performance improvement can best be targeted. Hence, the results of the study showed that the hotels were not capable of fulfilling the customers' satisfaction with regard to Reliability and Empathy dimensions of Hotel services. service quality in these dimensions was slightly sub-standard. The findings for Assurance, Responsiveness and Tangibility show that Customers got satisfied with a satisfaction level of 0.115 and 0.265 in NSH-M and AKH-M respectively.

#### 1.25 Recommendation

Hotel management needs to pay more attention to improve the service quality with regard to the dimensions of Reliability and Empathy of customers. To reach the above aim and to uplift the service standards, the hotel management could set proper standards and support them with resources and facilities (training and development, advanced technology and system support etc.) and practice effective internal communication to establish a service culture in the hotel. Identification of the service bottle-necks itself leads to facilitating changes for improvement.

- The reliability and empathy showed the gap in both AKH-M and NSH-M. The hotels (AKH-M, NSH-M) should consider the culture of customers as a major factor in order to improve their service quality. Managers of both hotels need to pay more attention to improve the service quality with regard to the dimensions of Reliability and Empathy of customers.

- To ensure an unbiased evaluation of service quality, the hotels should implement a mystery guest program. By employing third-party mystery shoppers to experience the hotel as a regular guest, the hotel can receive in-depth feedback about its services, amenities, staff performance, and guest experience. This program can provide valuable insights that may not be captured through typical surveys.
- The hotel should fully utilize their Customer Relationship Management (CRM) system to track guest preferences, behaviors, and past interactions. This will enable the hotels to personalize every guest experience, such as greeting returning guests by name, setting up rooms based on previous preferences, and offering personalized recommendations for dining or activities.
- The Hotels should regularly assess employee satisfaction and engagement levels. Happy, well-trained, and motivated employees are critical to delivering a luxury guest experience. Regular employee surveys can help identify any dissatisfaction or areas where additional training is needed, ensuring that service standards are consistently high.
- One common source of dissatisfaction in these hotels is hidden fees or unclear communication about services. The hotels should prioritize transparent communication about all fees (e.g., resort charges, parking) and provide clear information about hotel amenities, policies, and services at the time of booking, check-in, and in-room. Transparent pricing ensures that guests do not feel misled and helps build trust.
- Since the hotel serves both business and leisure guests, segmented surveys are crucial to collecting tailored feedback. Business travelers may prioritize Wi-Fi speed, meeting room facilities, and noise levels, while leisure guests may focus on relaxation amenities, dining options, and family-friendly services. Tailoring surveys ensures that feedback is relevant and actionable for each type of guest.
- The hotels should implement real-time feedback tools, such as SMS or app-based surveys, allowing guests to provide immediate feedback on service quality, room conditions, and amenities. These tools can ask specific questions at key points during a guest's stay (e.g., How was your check-in experience? or Is your room comfortable?). Addressing issues in real time can prevent negative reviews and improve overall satisfaction.

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- Appendix

Research question:

Mekelle University College of IPHC

Department of Hospitality Management

Survey Questionnaire for AKH and NSH Customer Satisfaction Levels

Prepared by: Solomon Fitsum Kahsay: - Phone: +251-993129929

E-mail: [solomonftisum@gmail.com](mailto:solomonftisum@gmail.com)

Dear respondents, this questionnaire is designed to assess Customer Satisfaction Levels in Star Hotels in Mekelle: A Case Study of Northern Star and Aksum Hotels. The research result is to fulfill the partial requirements for Master's Degree of science in Hospitality Management from Mekelle University department of Hospitality department. The information gathered will be used fully and with due attention to academic purpose only. I therefore would like to guarantee you that the data collected will keep confidential and not be misused in any way. Furthermore, the information you provide will not be disclosed in names to any other party. Thus, your cooperation is highly needed to conduct this study. Thank you for giving your precious time and valuable opinion.

## **Appendix 1**

### **Questionnaire Design**

1. Introduction: Thank you for choosing to participate in this survey. Your feedback is valuable in helping us improve our research. All responses will be kept confidential and will only get used for research purposes only. Demographic Information:

a) Hotel's Name: \_\_\_\_\_

b) Hotel's location: \_\_\_\_\_

c) Age: \_\_\_\_\_

d) Gender: Male / Female / Other

e) Nationality: \_\_\_\_\_

f) Purpose of Visit: Business / Leisure / Other (Please specify) \_\_\_\_\_

2. Overall Satisfaction: Please rate your overall satisfaction with your stay at Hotel: Very Satisfied / Satisfied / Neutral / Dissatisfied / Very Dissatisfied.

## Appendix 2

### General Hotel Facilities and Services

No.	Factor	Strongly satisfied	Satisfied	Neutral	dissatisfied	Strongly dis
1	Check-in/Check-out Process	5	4	3	2	1
2	Staff Friendliness and Professionalism	5	4	3	2	1
3	Bed room quality	5	4	3	2	1
4	Food and Beverage Services	5	4	3	2	1
5	Cleanness	5	4	3	2	1
6	Fitness Center and/or Spa	5	4	3	2	1
Facilities						
7	Housekeeping Services	5	4	3	2	1
8	Front Desk Services	5	4	3	2	1
9	Restaurant or Dining Experience	5	4	3	2	1
10	Valet or Parking Services	5	4	3	2	1
11	Bar service	5	4	3	2	1
12	Meeting/conference/events Hall	5	4	3	2	1
13	Beauty Salon (Barbary. Spa)	5	4	3	2	1
14	Laundry service	5	4	3	2	1
15	Shuttle services	5	4	3	2	1
16	Security services	5	4	3	2	1
17	Green spaces	5	4	3	2	1

### Appendix 3

#### Factors influencing Customer satisfaction in the hotel:

No. Factor	Strongly agree	Agree	Reserved	disagree	Strongly disagree
1 Hotel's Facilities	5	4	3	2	1
2 Hotel's Equipment's	5	4	3	2	1
3 Appearance of employee	5	4	3	2	1
4 Efficient service	5	4	3	2	1
5 Communication	5	4	3	2	1
6 Problem solving interest	5	4	3	2	1
7 Service consistency	5	4	3	2	1
8 Prompt attention to guest	5	4	3	2	1
9 Problem resolution time	5	4	3	2	1
10 Employees flexibility	5	4	3	2	1
11 Willingness to help	5	4	3	2	1
12 Behavior of employees	5	4	3	2	1
13 Level of understanding	5	4	3	2	1
14 Convenient operating hours	5	4	3	2	1

## Appendix 4

### Service Quality factors of the Hotel

Factor	Strongly agree dis.	Agree	Reserved	disagree	Strongly
Employees are neat appearing	5	4	3	2	1
Materials are appealing	5	4	3	2	1
Hotel has high commitment	5	4	3	2	1
Hotel give priority to solve problem	5	4	3	2	1
Employees tell the right service	5	4	3	2	1
Employees give prompt service	5	4	3	2	1
Employees willingness to help you	5	4	3	2	1
Knowledge of employees	5	4	3	2	1
Hotel's convenient hour	5	4	3	2	1
Employees individual attention to you	5	4	3	2	1
Hotel remains at your heart?	5	4	3	2	1
Leisure suitability	5	4	3	2	1

## Appendix 5

### Customer Feedback and Suggestions:

Please share any additional feedback, suggestions, or specific areas where you believe the hotel can improve: Loyalty and Recommendation:

a) Would you consider staying at the Hotel again in the future?

Yes / No

If your answer is No, mention why \_\_\_\_\_  
\_\_\_\_\_

a) Would you recommend the Hotel to others?

Yes / No

If your answer is No, mention why \_\_\_\_\_  
\_\_\_\_\_

If you have any suggestion on the general service of the hotel, describe below.

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Closing: Thank you for completing the survey! Your feedback is greatly appreciated. If you have any further comments or would like to be contacted for follow-up, please provide your contact information below.

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone No.: \_\_\_\_\_

Signature: \_\_\_\_\_