

Impact of Property Assets' Management Styles on Effective Service Delivery in South-Western Nigerian Hotels

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Abstract

A survey was conducted on probabilistically determined 57 hotels of various 'stars' in South-Western geo-political zone of Nigeria with specific objective of assessing the impact of hotel assets management styles on service delivery effectiveness. Data were collected on hotel organizations through their general managers, staff, and customers in addition to physical assessment of hotel structures and system operations. Stratified sampling technique was used in selecting the samples while Kothari's formula was used to determine the sample size. Data analysis was executed using descriptive statistics, Spearman Correlation analysis and relative importance index. The findings showed that all the hotels that are using facilities management as assets' management tool as against maintenance management or property management are more effective in their service delivery. It was recommended that the time is ripe for facilities management principles' propagation and adoption among hotel operators as an instrument for sustainable hotel development in Nigeria.

Keywords: Facilities management, Facilities benchmarking, Maintenance management, Property management, Sustainability

1. Introduction

One major aspect of the tourism industry is the hospitality sector. The others are the shopping stores (retail), the transportation services and the activity sites (destinations). The products of the hospitality sector are majorly lodging, food and beverage operations, entertainment and recreation (Hayes and Ninemeier, 2007). From marketing point of view, the identified products could be grouped into two major categories namely the core product and the physical product (Bevan, 1991); however, the augmented product is also essential if cohesion between the two groupings is to be achieved. From facilities management point of view, the products could be re-grouped as the property and the support services (Owen, 1993); nonetheless, Information and Communication Technology (ICT) though not mentioned is important if information flow is to be enhanced and exploited. Emphatically, Hayes and Ninemeier (2007) opined that lodging is a service business because a hotel is more than just a building with guest rooms. Successful hotels are increasingly differentiated from their un-successful counterparts by an emphasis on serving their guests. The reasons always adduced for loyalty to hotels include personalized services, quality products and fair prices. Today's hotel guests desire good service and they are willing to pay for it. When hoteliers make decisions based on putting guests' needs first, such hotels are likely to

do well. Conklin (2002) believed that radical approach was inevitable if customer loyalty is to be secured by introducing a reverse organization chart as shown in Figure 1. Conklin (2002) is of the opinion that by having the guest at the apex of the organization pyramid, the guest would receive the necessary attention. Nebel, Rutherford and Schaffer (2002) identified three important trends in hotel management. These include the increasingly competitive environment of the hotel industry in all market segments and in all geographic regions; the increasing demands guests are placing on hotels for the goods and services being purchased; the tremendous increase in the sophistication, variety, and affordability of information technology available to hotels. Nebel, Rutherford and Schaffer (2002) were of the opinion that it may not be possible to lower costs, provide better service at lower prices, and become more efficient by relying on traditional methods; instead new ways of doing business is the answer to the challenge of providing more for less often referred to as re-engineering. Re-engineering has been defined as 'the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed (Nebel, Rutherford and Schaffer, 2002).

In the hospitality sector of the economy, there is quite a deep dependence and inter-relationship between the quality and quantity of accommodation packages and the support services. By inference the success of accommodation packages would influence the success of support services financially (Strate and Rappole, 2002). Since the management of accommodation packages and support services influence the success rate of the hotels; hotels' managements must endeavour to implement effective services delivery strategies so as to consistently deliver quality accommodation packages and quality guest services. Arditi and Nawakorawit (1999), Nebel, Rutherford and Schaffer (2002), Sirota (2004), Hayes and Ninemeier (2007), Milohnic and Cerovic (2007) and Durodola and Oloyede (2011) variously identified maintenance management, property management, facilities benchmarking and facilities management as property assets management styles that are prevalent in the hospitality industry although at varying degrees. The aspiration in Nigeria today is that facilities maintenance and sustenance must be geared up in all the sectors of the economy, hotels inclusive (Bode-Thomas, 2003; Okungbowa, 2005; Olusola-Obasa, 2005). Thus, in order for business to be conducted in any hotel, it is essential for constructed assets to be appropriately managed if the business is to maintain the capital invested, enhance its value and sustain reasonable return. If we are to give fillip to the tourism sector of the economy as a veritable and dependable source of foreign exchange; then there is the need to explore every available strategy to make this sector of the economy more vibrant. Hotels and motels are specialized real estate investments and may include commercial hotels, convention hotels, resorts, all-suite hotels and extended stay hotels involving heavy financial outlay and sustainable supporting facilities (Sirota, 2004).

Hotels, being a specialized property investment area, knowing and understanding the prevalent assets management styles are very important. Evaluating and knowing their relative impact on service delivery effectiveness is however more crucial. Such an exercise is required in order to aid the development of appropriate services' delivery strategies. The main objective of the research therefore is to assess the impact of property assets management styles on service delivery effectiveness. The paper is structured into four major segments namely literature review, the research method, result and discussion, conclusion and recommendations.

2. Literature Review

Arditi and Nawakorawit (1999) defined maintenance as the preservation of a building so that it can serve its intended purpose. Seeley (1976) asserted that building maintenance is of great significance to the economy of any nation not only because of the scale of expenditure involved, but also because it is important to ensure that the nation's stock of buildings, both as a factor of production and accommodation, is used effectively as much as possible. Maintenance management focuses on sustenance and conservation of existing buildings with a view to retaining their structural stability and functionalities. It is one of the routine duties involved in property ownership whether the property is held for self occupation, production, or investment purposes. Where properties are held as a means of production, a combination of planned and un-planned maintenance holds sway. Where properties are held for investment purposes, then the management activity may be passed on to a professional management agent who then applies property management principles (Opaluwah, 2005).

The College of Estate Management (1995) defined property management as "the application of management principles to property assets with the aim of maximizing their potentials". Property management focuses on tenants selection and letting; control over the estate, rent reviews and lease renewals, insurance of the properties, repairs, services and service charges, property management records, property marketing and portfolio management. It is more than maintenance management in that maintenance is an aspect of property management. The main aim of property management is to secure optimum return on the invested capital although the return

need not always be financial but may be in terms of social benefit or status enhancement (Nwankwo, 2004). The distinguishing trait of property management is portfolio management and performance assessment.

Barett (2002) regarded facilities management as “an integrated approach to operating, maintaining, improving, and adopting the buildings and infrastructure of an organization in order to create an environment that strongly supports the primary objectives of that organization”. Hamer (1988) opined that the facilities’ managers in the course of their duties are to be concerned with inventory management, requirements programming, master planning, location and layout planning, drafting, cost accounting, real estate strategy, move coordination, project administration and implementation, purchasing coordination, maintenance planning, site management and overall system coordination. Spedding and Homes (1999) were of the opinion that the major goal of facilities management is to ensure that the support services of an organization are packaged and managed in such a way that the core activity of the organization is achieved excellently.

Facilities management therefore, is broad based incorporating maintenance management, property management but more importantly, workspace management, churn management, strategic property management and the management of support services among others (Hamer, 1988; Alexander, 1996). While facilities management incorporates maintenance management as well as property management no element of facilities management or property management can be found in the coverage of maintenance management. Whereas, maintenance activity is an element of property and facilities management but facilities management is not an element of maintenance management or of property management (Durodola, 2009). Thus, facilities management could be regarded as a strategic management tool that readily comes in when there is a need to re-invigorate the performance of property investment (Telfer, 2004).

A variant of facilities management, which in some cases may be regarded as a threshold of facilities management, is facilities’ benchmarking which essentially is the application of benchmarking principles to facilities’ operation, management and development. Benchmarking is a technique for identifying best practice in a specified key business or manufacturing process in order to improve performance and competitiveness. Essentially in hotel operations, the process involves identifying the ways other successful hotel organizations are doing specific operations and compare same with the way such processes are been run internally, see the variances and then implement as much as possible (Nebel, Rutherford and Schaffer, 2002). Facilities benchmarking provides a mechanism for the spread of best practice among hotels and for stimulating competition and innovation through comparison or total emulation of similar processes. The College of Estate Management (1999) were of the opinion that benchmarking can be used to compare operational performance within companies, with other companies (whether direct competitors or non-competitors) in the same sector; with companies or organizations in other sectors of the economy; or with overseas companies or with other members of a benchmarking club. Facilities benchmarking will enable hotels to have a better understanding of their customers and competitors; enjoy fewer complaints and have more satisfied customers; reduce waste and eliminate quality problems and reworking. Others include faster awareness of important innovations and how they can be applied profitably; achieve stronger reputation within the market and enjoy increased profit and sales turnover. Gilleard and Yat-lung (2004) illustrates the theoretical framework of applying the analytic hierarchy process (AHP) when benchmarking facilities management service providers’ performance using a case study to demonstrate the structure and organization of the model. It was established that facilities benchmarking issues are typically driven by financial, organizational, change management, and customer-related needs. Typical facility-oriented benchmarking indicators are flexibility, effective use of space, management of maintenance, provision for a safe environment and value for money.

Milohnic and Cerovic (2007) explored the co-dependency of benchmarking and quality based on numerous interviews with 60 managers of small hotels in Croatia with the aim of stating the different ways and possibilities of using the benchmarking method as one of the modern and efficient methods which provide opportunities for adapting to changes and needs of the modern market. The research showed that management of small hotels rarely applies the comparison of business successes regarding domestic and foreign competitors and therefore fails to understand that this is the way to improve one’s business.

One clear area of effective management, which may be extremely lacking in hotel management in Nigeria, is in strategic management or what Torkildsen (1992) termed ‘operational excellence’. This involves taking strategic decisions in all areas of hotels’ operations. This strategic approach to hotel business development is in vogue in advanced countries of the world today along with facilities management, mergers and acquisition, expansion of brands, strengthening of guest loyalty, aggressive maintenance, and technological innovation and revolutionized marketing strategies (Telfer, 2005). Thus, effective organizations need to put in place marketing, asset management and business development strategies if they are to remain in the market place. Interestingly, it is not

lack of strategic tools for operation but the likely impact of such tools when implemented that is crucial, knowing fully well that 'planning cost money but not planning at all is suicidal'.

Wong and Kwan (2001) analyzed the competitive strategies of hotels and travel agents in Hong Kong and Singapore specifically to identify the competitive business strategies used by the hotels and the travel agents and examine the similarities and differences in these strategies across the two city-states. The findings indicate that cost competitiveness, mobilizing people and partners, and building a robust service delivery system are the top three competitive strategies which senior managers employ. Leveraging information technology and product differentiation are areas in which they showed the least confidence. Wong and Kwan (2001) opined that the inter-relatedness of competitive strategies is exemplified by the fact that a good service delivery system, which can realize service consistently, can only be achieved when service standards are clearly defined and are measurable.

Okoroh, Jones and Ilozor (2003) dwelt on adding value to constructed facilities with emphasis on the hospitality industry with the aim of examining the impact of service contact on the perceived quality and nature of the accommodation package. They employed survey questionnaire for data gathering and personal construct theory for the analysis of the generated data. In their own opinion, a very large proportion of the products of hotels relates to the management of the core activities that centers on built facilities. There is a need for life cycle planning of these facilities, their capacity, use and proactive maintenance policy, as well as the resources needed to cope with changing demands. Factors such as life cycle costing, productivity analysis, performance values, and legislative change among others, drive facilities management which makes it amenable to hotel management. In conclusion, they opined that given the nature, characteristics, variety of components, and related economic aspects of hotels, there are benefits to be derived from the application of facilities management strategies.

Wai (2004) investigated the extent of and barriers to the application of facilities management to hotel renovations in Hong Kong. Wai (2004) believed that facilities management strategies could be applied to hotel renovations to minimize disturbances to occupiers in residence and thus ensure smoothness in meeting time, quality and cost requirements. Facilities management strategies should be imposed from inception through the planning stage and renovation period, to the final post renovation stage. Using survey research with two case studies and descriptive statistics for analysis Wai (2004) found that facilities management was a relatively new topic in Hong Kong and that research studies on facilities management and hotel renovations were unpopular. Wai's work, though not extensive enough, established the fundamental approaches to executing research on hotel assets management styles. This study borrowed from his ideas.

Briggs, Sutherland and Drummond (2007) were of the opinion that service quality in the hotel industry had been well researched but there was little comparative research across the Scottish hotel sector on service quality aspects. Their study examined service quality across all hotels in Scotland to establish managements' and customers' current perceptions of service quality performance. Using survey research and descriptive analysis, the empirical findings indicate that service was being lost by the focus of the Scottish quality assurance scheme on tangibles and that there were major inconsistencies in service quality performance across the sector. Briggs et al's (2007) study, even though empirical, neither examined service delivery from facilities management point's of view nor established the impact, if any. Despite this anomaly, their study inspired this current study in that it focused on all hotels instead of specific sector of the hotels as well as employed survey research.

Durodola and Oloyede (2011), using survey research through self-administered questionnaires and with the aid of descriptive statistics for data analysis, found that out of fifty-seven hotels of various categories surveyed within South – Western geo-political zone of Nigeria, 57% adopted maintenance management, 25% favoured facilities bench marking, and 11% operated facilities management while 7% favoured property management. The result showed that maintenance management still predominates in the industry while facilities management is just filtering in with interim emphasis on facilities bench marking. Property management was not favoured in the industry. The researchers were of the opinion that maintenance management, topping the list, could be attributed to conservatism, sticking to the way it has always been done or the belief in its efficacy. Facilities bench marking coming second was attributed to the desire to try new ways perhaps avoiding losing out completely while facilities management status could be due to hotel chain scenario where affiliated hotels adopt what operates down the line. The researchers were of the view that non-acceptance of property management might be because hoteliers prefer to run their hotels themselves or get closely linked with the hotels and that building hotels for letting is an un-popular venture.

Literature had established plethora of property assets management styles in managing hotel property assets but failed to critically examine the impact of these styles on service delivery effectiveness which in the present

dispensation is essential to aid formulation of sustainable and operational competitive strategies and ensure customers' loyalty. This shortcoming is what this paper tries to address.

3. Research Method

This research is an exploratory cross-sectional survey devoid of control but a one-time observation of independent and non-manipulated variables. The study covers the South-Western geo-political zone of Nigeria. The zone consists of six States namely Lagos, Ekiti, Ogun, Oyo, Osun and Ondo with their capital city as Ijebu, Ado-Ekiti, Abeokuta, Ibadan, Oshogbo and Akure respectively as reflected in Fig.2. The six States are contiguous and with similar characteristics. These attributes allow for easy comparability, improved the homogeneity of the population and reduce the sampling errors. Hotels selected for this study were those that meet the National Classification and Grading of Hotels standard as published by Nigeria Tourism Development Corporation (2001). The population of the hotels for the study was 182 hotels out of which Ekiti accounted for 35, Lagos 42, Ogun 39, Ondo 22, Osun 18 and Oyo 26 respectively. Out of the 182 hotels, a total of 80 hotels were located within the state capitals accounting for 49% and distributed as follows; Ado-Ekiti 13, Ijebu 29, Abeokuta 11, Akure 8, Oshogbo 3 and Ibadan 16. Thus, the state capitals act as the sample frame from which the samples were drawn. The State capitals were selected because in comparing them with other cities, the bulk of the hotels are located within the capital cities, and considered to be one of the most important and best-known tourist destinations within each State. However, the relatively low figure for hotels in Akure and Oshogbo might be due to their hinterland status and agricultural economy. In search for an acceptable sample size for this study, the researcher adopts Kothari's (1978) formula by adopting a 95% confident level and a 0.02% probable error of using a sample rather than surveying the whole population. By this method, a sample size of 57 was obtained and this figure was split among the States based on the number of hotels within each State. Hotel selection for the distribution of questionnaire was based on randomization principle (Asika, 1991). Data collection instrument is composed of a set of self-administered questionnaires namely 'Hotel Organizations'/General Managers' Analysis Questionnaire' and 'Customers' Perception of Hotel Services Questionnaire'; complemented with in-depth personal interview and physical survey of the constructed facilities. The Hotel Organizations' Questionnaire (Appendix 1) is divisible into three major sections namely the general information about the hotel; the general characteristics of the general Manager and then facilities management variables. The Customers' Perception Questionnaire (Appendix 2) is composed of the general characteristics of the respondents and the perception of support services' management by the customers. Each hotel selected and willing to participate was given one organizational questionnaire and a set of customers' questionnaires. The number of questionnaires to customers was based on information supplied earlier on, on customers' turnover for the past five years from which the mean, monthly and daily averages were determined. The daily average then represents the population and using Kothari's formula, the sample size was determined. In all, 28 hotels willingly participated by filling and returning their organizational questionnaires. A total of 671 questionnaires were distributed to customers as shown in Table 1 out of which 360 were retrieved representing 54% retrieval rate. As Kerlinger (1973) puts it, content validity is the representativeness or sampling adequacy of the content of a measuring instrument. Kerlinger further explained that "other competent judges should judge the content of the items". In order to achieve this for the study, experts' opinion in environmental sciences, behavioural sciences, psychology, marketing and the hotel industry were sought and they assessed the relevance and appropriateness of the statements in the questionnaires. Ghiselli and Brown (1978) in turn emphasized that 'test validation studies must be conducted on a group of testers, representative of those on whom the test eventually will be used'. This criterion was followed in this study. For the face and content validity, a superficial examination of the content of the instrument was carried out in order to ascertain that questions that needed to be asked were asked. The reliability of the instruments was tested using the split-half method. A corrected coefficient of 0.76 was obtained and this was considered high enough for this type of study in line with Glass and Stanley (1970).

Data analysis was carried out with the aid of descriptive statistics, Spearman's Correlation Analysis and Relative Importance Index. The Spearman Correlation Co-efficient is given by:

$$r = 1 - \frac{6 \sum d^2}{n(n^2-1)}$$

The Spearman's Correlation Co-efficient between a pair of data is denoted by r with property of $-1 \leq r \leq 1$ where

- $r = 1$ implies perfect correlation (in positive sense)
- $r = 0.5$ implies upward correlation in positive sense
- $r = -1$ implies correlation in negative sense

$r = 0$ implies no correlation at all.

The relative importance index is used especially where Likert Scale is adopted and it is given as:

$$RII = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{5N}$$

Where n_5 = number of respondents for say very effective; n_4 = number of respondents for say moderately effective; n_3 = number of respondents for say effective; n_2 = number of respondents for say not effective and n_1 = number of respondents for say un-sure. N represents total number of respondents where impacts of assets management styles are being assessed.

It is recognized that, in some ways, any research work would have limitations. For this research, there is little published work relating to hotels in Nigeria, and what is available mainly focused on the privatization of government hotels. Also, as highlighted by Asika (1991), there are various barriers to the collection and exchange of information, compounded by the location and the remoteness of some hotels and fears about commercial confidentiality. All these had been guided against in the sample frame and sample selection. However, geographical limitation as introduced above and the adoption of Tourism Board list may inevitably introduce limited bias into the survey, which could limit the application of the results to geographically dissimilar areas. It is anticipated that the results could at least form the framework for future research of other far away locations in the country.

4. Results and Discussion

In trying to establish the impact of the hotel asset management styles on service delivery effectiveness, attempts were made to determine effective hotels, through inter-hotel favorability analysis and then through intra-hotel favorability analysis. Inter-hotel favorability analysis refers to the assessment of the degree of a customer's loyalty to a particular hotel for one reason or another which might cut across the states under study. Intra-hotel favorability analysis refers to the assessment of the effectiveness of the hotel presently occupied by a customer. Intra-hotel analysis indicates on the spot determination of the effectiveness of the occupied hotels from the users' perspective. Effective hotels' determination was followed by favorability motivational analysis to determine the reasons why the hotels so chosen were favored in the first instance. Then, the basic characteristics of effective hotels such as quality of services, the general managers' traits, staff disposition, accommodation on offer, ease of getting accommodation, hotel traits and management qualities were analyzed. Finally, the relationship between hotel effectiveness, hotel asset management styles and services delivery effectiveness was ascertained. Torikildsen (1992) was of the opinion that effective management is usually considered in terms of economic efficiency or effectiveness. This idea was accepted and this explains starting with ascertainment of effectiveness.

4.1 Effective Hotel Determination

Table 2 summarized the disposition of customers to the hotels under study. From Table 2, 23% of the respondents did not favour any hotel while 76% favoured one hotel or another and only 1% of respondents were undecided. Thus, a substantial number of the respondents favoured one hotel or the other. Hotels out-rightly un-favoured were six and they are Niger Palace Hotel, Oasis Hotel, Newcastle Hotel, Heritage hotel, Universal Hotel and Adesba Hotel. Table 3 shows the distribution of favourability disposition of customers as established in Table 2 among the favoured hotels. The mean of the frequency distribution in Table 3 is 4.76 or approximately 5 while the lower quartile is 2 the median is 3 and the upper quartile is 7. For the classification of the hotels in terms of favourability therefore, the quartile is used. Thus, hotels with 7 frequencies and above could be regarded as highly favoured representing the upper quartile; between 3 and 7 frequencies as favoured representing the median while below 3 as un-favoured. This re-classification is necessary to allow re-appraising the favoured hotels with low frequencies as un-favoured hotels and the hotels with high frequencies as highly favoured hotels. With this re-classification, four hotels came out as highly favoured and they are L'Eko Meridien, Lagos Sheraton and Towers, Premier Hotel and Owena Motel. In the favoured category are seven hotels and they are Gateway Hotel, Lafia Hotel, MicCom Golf Hotel, Lagos Airport Hotel, Leisure Spring Hotel, Mainland Hotel and Excellence Hotel. Merging the highly favoured and the favoured hotels together now means that favoured hotels amounted to 11 hotels. The un-favoured hotels number now swelled to seventeen hotels inclusive of Federal Palace Hotel, Greenspring Hotel, Hotel Plaza, Kilo Hotel, Bluenet Hotel, West End Hotel, Olujoda Hotel, K.S Motel, D'erovan Hotel, Kankanfo Inn and Dusmar Hotel.

It could be seen from Table 3 that L'Eko Meridien Hotel came first, followed by Lagos Sheraton, then Premier Hotel Ibadan, Lafia Hotel Ibadan and MicCom Golf Hotel, Oshogbo while Federal Palace Hotel, Lagos and Greenspring Hotel, Ibadan came last. The probable reasons for L'eko Meridien and Lagos Sheraton topping the

list could be ascribed to their strategic location, quality of infrastructure, quality of services and quality of management. The position of Premier Hotel Ibadan could be due to the fact that it is the only 5-Star hotel in Ibadan and the best in that locality. The same is true of Owena hotel and Gateway Hotel. MicCom Golf Hotel presented a peculiar feature with the Golf and located in a remote area blended with natural environment apart from the fact that it is relatively new and the biggest hotel serving Oshogbo and its environs. Interestingly, Federal Palace Hotel being a 5-Star hotel and oldest in Lagos came last perhaps because of the massive renovation going on and old age as at the time of the survey.

Table 4 shows the summary of effectiveness analysis for the participating hotels. Column 1 relates to the effectiveness analysis using Likert's scale for the retrieved data on effectiveness. Subsequent columns reflect the distribution of effectiveness status for each hotel. For the overall frequencies in Column 2, somewhat effective was taken as the boundary between effective hotels and in-effective hotels basically because the effectiveness is a qualified one which means the respondent was not really happy with the degree of effectiveness observed. Highly effective and effective were merged together and this gave 39% of all the respondents. Total number of responses for each hotel effectiveness factor and for each hotel is then shown under the respective hotel. Thus 39% is taken as the threshold of hotel effectiveness. With this analysis, nine hotels came out as been effective. Out of the nine effective hotels, six came from highly favoured /favoured hotels representing 55% approximately while two came from un-favoured/out-rightly un-favoured hotels representing 12% approximately. It could be concluded that favoured hotels are really effective hotels. In this case therefore, favoured hotels are taken as effective hotels. Having analyzed the hotels and classified them based on favourability/effectiveness, it is expedient to examine the reasons while these hotels are attractive to the customers and then analyze their traits.

4.2 Motivational Factors for Patronizing Favoured Hotel

As reflected in Table 5, the major motivating factors for patronizing the hotels are 'excellent services' being rendered coming first, followed by 'decency of the hotel', then 'exigencies', 'hotel normally used by the organization' (factor 3 in Table 5), 'facilities are in top shape', 'adequate facilities', 'latest hotel in town', 'role model', and 'pace setter' in that order. What this implies is that customers generally appreciate excellent services and it tops the list of their expectations from their hotel. Exigencies imply that situations in which the hotel users find themselves forced them to patronize the hotels and not freewill decisions. "Hotel normally used by my organizations" (factor 3 above) implies that the respondents have no input into the decision making process and have no personal choice in the matter. Latest hotel in the town could be imputed to be bandwagon effect in that everybody wanted to know what is going on there. However, while this might be true overall for the favoured hotels, there is the need to compare each hotel within the group with overall picture derived using Spearman Correlation Analysis. Thus, the status of other hotels (1-11) compared with the overall are reflected in other columns in Table 5. In this case therefore, if 0.51 and above is taken as upward correlation in the positive sense, then hotels 1, 2, 3, 6, 8 and 10 are in perfect correlation with overall hierarchical arrangement of patronage motivation factors as enunciated Table 5 column 3. This implies that factors that are acting as pull to customers for these hotels are excellent services being rendered, decency of the hotels, quality of facilities and quantity of facilities in that order. Whereas hotels 4, 5, 7, 9 and 11 have slightly different motivation factors and so for Hotels 4, 7, and 9 "Decency of the hotel" is paramount. For Hotel 5 "Hotel being used by my organization (factor 3 above) is paramount whereas for Hotel 11 "Exigencies" is paramount. The reason for this might be that Hotels 4, 5, 7 and 9 can be regarded as the best in their locality whereas Hotel 11 even though not the best in its locality, enjoys patronage from stranded travellers from the hinterland. It could be said that excellent services being rendered (54.54%) accounts mainly for better patronage of the favoured hotels. Having established favoured hotels and eventually identified effective hotels and identified reason d'être for favouring such hotels, then the basic characteristics of effective hotels such as quality of services, the general managers' traits, staff disposition, accommodation on offer, ease of getting accommodation, hotel traits and management qualities were analyzed.

4.3 Exploration of the Basic Traits of Effective Hotels

Hotel traits analyzed using percentages; ranking and Spearman correlation include quality of services, quality of management, quality of staff and quality of accommodation. The overall column contains the ranking of the parameters for each factor of the favored hotels while each of the effective hotels bears the ranking of the parameters along with the Spearman's Correlation. Six hotels out of eleven effective hotels representing 55% actually have excellent services being rendered as a major motivating factor. In the same vein, one effective hotel's quality of services was adjudged excellent (9%); six effective hotels' quality of services was adjudged very good while four effective hotels' quality of services was regarded as good. Overall for the effective hotels the services were adjudged very good. Having established effective hotels as possessing high quality of services and the high

quality of services instrumental to high loyalty to the hotels; it is now possible to match hotel asset management style with services being rendered by the hotels.

4.4 Hotel Assets Management Style and Services Delivery Interrelationship

Table 6 detailed the hotels, their asset management style, effectiveness status and quality of services delivery. In terms of effectiveness of hotel asset management styles, sixteen out of 28 hotels are operating maintenance management. Only 3 of this or 19% are either highly effective or effective. The remaining 13 or 81% are either in-effective or poor. In terms of services delivery efficiency, the 3 effective hotels have efficient services delivery while the 13 in-effective hotels have in-efficient services delivery system. Two hotels that operate the property management style are in-effective with in-efficient services delivery system. Sixty-seven percent (67%) of the hotels that operate facilities management style are adjudged effective with efficient services delivery system. Out of 7 hotels that operate facilities benchmarking, 86% are effective with efficient services delivery system. Only 1 or 14% is in-effective and that hotel has in-efficient services delivery system. From this scenario, it can be deduced that hotels operating facilities bench marking and facilities management proper tend to be more effective than hotels operating maintenance management and property management styles. In terms of asset management style and service delivery effectiveness, patronage motivation for customers is largely due to excellent services being rendered (55%) and that quality of services are generally above average since one out of eleven effective hotels has excellent services (9%), six hotels have very good services delivery system (55%) and four hotels have good services delivery system (36%). It could therefore be inferred that property asset management style aids hotel service delivery effectiveness. Where maintenance management is adopted there is high probability that effective services' delivery may not be realized; where property management is adopted services' delivery may be poorer than that of maintenance management; whereas where facilities benchmarking and facilities management proper are adopted there is high probability that effective services' delivery will be achieved.

5. Conclusion and Recommendation

Available literature talked glowingly about each of the property assets management styles earlier identified but the degree ought to be a function of success rate as portrayed by the beneficiaries. From current findings of this research, facilities management seems to be more effective as hotel property assets management style than maintenance management and property management even from customers' perspective. However, it was observed that facilities management as a property assets management tool is prevalent among higher 'star' hotels as compared to lower 'star' hotels; a development that is suggesting conservativeness and lack of proactiveness among the lower cadre hotels. It may also suggests that there are managerial, logistics and financial implications associated with full implementation of facilities management hence the reluctance of the lower hotels going the facilities management way. The findings strongly accord with Okoroh, Jones and Ilozor (2003) and Wai (2004) who opined that given the nature, characteristics, variety of components, and related economic aspects of hotels, there are benefits to be derived from the application of facilities management values. If there were benefits as herein established, why then are the bulk of the hotels in the study area not exploiting the opportunity? This attitudinal disposition negates Nebel, Rutherford and Schaffer, (2002) and Telfer's (2005) proposition that what propels today's hotel performance is ability to exploit new ways of doing things. Despite poor attitudinal disposition to facilities management values by hotel organizations in Nigeria, its high impact on service delivery definitely necessitates its propagation among hotel managers in order to ensure a sustainable and effective service delivery and by implication a robust tourism industry.

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Table 1. Summary of Distributed Customers' Questionnaires

S/No	Hotels	Location	No of Questionnaires
1	Mainland	Lagos	49
2	Federal Palace	Lagos	50
3	Lagos Sheraton and Towers	Lagos	51
4	Niger Palace	Lagos	9
5	Hotel Plaza	Lagos	19
6	Le'Eko Meridien	Lagos	43
7	Excellence	Lagos	20
8	Kilo	Lagos	21
9	Oasis	Lagos	13
10	Hotel Newcastle	Lagos	21
11	Bluenet	Lagos	8
12	Lagos Airport Hotel	Lagos	32
13	West End	Ado-Ekiti	19
14	Olujoda	Ado-Ekiti	16
15	Owena	Akure	20
16	Lafia	Ibadan	36
17	Premier	Ibadan	64
18	Greenspring	Ibadan	11
19	K.S Motel	Ibadan	17
20	D'erovan Hotel	Ibadan	12
21	Kankanfo Inn	Ibadan	17
22	MicCom Golf	Oshogbo	13
23	Heritage	Oshogbo	18
24	Leisure Spring	Oshogbo	18
25	Universal	Abeokuta	7
26	Adesbar	Abeokuta	10
27	Dusmar	Abeokuta	22
28	Gateway	Abeokuta	35
		Total	671

Table 2. Frequency of Favoured Hotels by Customers

Parameter	Frequency	%	Cum. Frequency
No	84	23	23
Yes	274	76	99
	2	1	100
	360	100	

Table 3. Frequency Distribution of Favourability Disposition by Hotel Customers

S/No	Hotels	Classification	Location	Frequency	%	Ranking
1	Mainland	4 – Star	Lagos	8	2.91	10
2	Federal Palace	5 – Star	Lagos	1	0.36	17
3	Lagos Sheraton	5 – Star	Lagos	61	22.26	2
4	West End	2 – Star	Ado Ekiti	1	0.36	17
5	Olujoda	2 – Star	Ado Ekiti	2	0.73	16
6	Owena	4 – Star	Akure	18	6.57	4
7	Gateway	5 – Star	Abeokuta	17	6.2	5
8	Hotel Plaza	2 – Star	Akure	2	0.73	16
9	L'Eko Meridien	5 – Star	Lagos	66	24.08	1
10	Excellence	4 – Star	Lagos	8	2.91	10
11	Kilo	4 – Star	Lagos	6	2.18	12
12	Bluenet	3 – Star	Lagos	5	1.82	13
13	Lagos Airport	5 – Star	Lagos	9	3.28	7
14	Lafia	4 – Star	Ibadan	11	4.01	6
15	Premier	5 – Star	Ibadan	23	8.39	3
16	Greenspring	3 – Star	Ibadan	1	0.36	17
17	MicCom Golf	4 – Star	Ada/Oshogbo	11	4.01	6
18	D'erovan	4 – Star	Ibadan	3	1.09	15
19	Kankanfo	4 – Star	Ibadan	7	2.55	11
20	K.S Motel	3 – Star	Ibadan	1	0.36	17
21	Dusmar	3 – Star	Abeokuta	4	1.46	14
22	Leisure Spring	3 – Star	Oshogbo	9	3.28	7
				274	100	

Table 4. Effectiveness Analysis for the Participating Hotels from Customers' Perspective Using Percentage Count

Parameters	Highly Favoured Hotels					Favoured Hotels						
	O/all %	H 1	H 2	H 3	H 4	H 5	H 6	H 7	H 8	H 9	H 10	H 11
Highly Effective	48	14	17	1	1	2	1	1	4	0	0	1
Effective	92	12	13	3	3	8	1	2	6	6	2	6
Somewhat effective	128	0	0	4	8	0	13	5	7	3	13	5
In-Effective	92	0	0	10	0	0	3	0	2	2	5	0
Too Bad	0	0	0	0	0	0	0	0	0	0	0	0
Total	360	26	30	18	12	10	18	8	19	11	20	12
% of HE/E over Total	39	100	100	22	33	100	11	38	52	54	10	58
	I	E	E	I	I	E	I	I	E	E	I	E
		Un - Favoured Hotels										
	O/all %	H 12	H 13	H 14	H 15	H 16	H 17	H 18	H 19	H 20	H 21	H 22
Highly Effective	48	2	0	0	0	0	0	2	1	0	1	0
Effective	92	0	2	2	0	0	0	4	21	0	0	0
Somewhat effective	128	5	5	3	7	2	0	0	8	10	3	4
In-Effective	92	3	5	0	6	5	10	5	0	1	2	6
Too Bad	0	0	0	0	0	0	0	0	0	0	0	0
Total	360	10	12	5	13	7	10	11	30	11	6	10
% of HE/E over Total	39	20	17	40	0	0	0	54	73	0	17	0
	I	I	I	E	I	I	I	E	E	I	I	I
		Out-rihtly Un-favoured Hotels										
	O/all %	H 23	H 24	H 25	H 26	H 27	H 28					
Highly Effective	48	0	0	0	0	0	0					
Effective	92	0	1	0	0	0	0					
Somewhat effective	128	3	0	8	7	2	3					
In-Effective	92	2	10	5	4	3	3					
Too Bad	0	0	0	0	0	0	0					
Total	360	5	11	13	11	5	6					
% of HE/E over Total	39	0	9	0	0	0	0					
	I	I	I	I	I	I	I					
KEY												
Hotel 1 > L'Eko Meridien	Hotel 7 > MicCom Golf					Hotel 12 > Kankanfo Hotel						
Hotel 2 > Lagos Sheraton	Hotel 8 > Lagos Airport Hotel					Hotel 13 > Kilo Hotel						
Hotel 3 > Premier Hotel	Hotel 9 > Leisure Spring Hotel					Hotel 14 > Bluenet Hotel						
Hotel 4 > Owena Motel	Hotel 10 > Mainland hotel					Hotel 15 > Dusmar Hotel						
Hotel 5 > Gateway Hotel	Hotel 11 > Excellence Hotel					Hotel 16 D'Erovan Hotel >						
Hotel 6 > Lafia Hotel	Hotel 21 > Green Spring Hotel					Hotel 26 > Heritage Hotel						
Hotel 17 > Olujoda Hotel	Hotel 22 > K.S Motel					Hotel 27 > Universal Hotel						
Hotel 18 > Hotel Plaza	Hotel 23 > Niger Palace Hotel					Hotel 28 > Adesba Hotel						
Hotel 19 > Federal Palace	Hotel 24 > Oasis Hotel											
Hotel 20 > West End Hotel	Hotel 25 > Newcastle Hotel											
HE > Highly Efficient	H > Hotel											
E > Efficient	O/all > Overall											
I > In -efficient												

Table 5. Patronage Motivation Analysis for Favored Hotels using Spearman Correlation Analysis

S/No	Factors	O/L	H	H	H	H	H	H	H	H	H	H	H
			1	2	3	4	5	6	7	8	9	10	11
1	Exigencies	3	2	5	5	4	2	4	3	1	3	1	1
2	Latest in Town	7	5	4	4	4	3	5	2	4	2	7	2
3	Hotel being used by my Organization	4	2	2	2	2	1	3	3	3	1	4	4
4	Decency of the hotel	2	3	4	4	1	2	2	1	3	1	3	3
5	Excellent Services being rendered	1	1	1	1	4	2	1	3	2	2	2	3
6	Facilities are in top shape	5	2	3	3	3	3	5	2	5	2	6	2
7	Facilities are adequate	6	5	3	3	3	3	5	3	5	3	5	4
8	Role Model	8	5	5	5	4	3	5	2	5	2	7	4
9	Pace Setter	9	4	5	5	4	3	5	3	5	3	7	4
Spearman Correlation Analysis			0.6	0.5	0.5	0.4	0.2	0.7	0	0.7	-0.1	0.9	0.3
Key													
Hotel 1 > L'Eko Meridien			Hotel 7 > MicCom Golf					O/L > Overall					
Hotel 2 > Lagos Sheraton			Hotel 8 > Lagos Airport Hotel										
Hotel 3 > Premier Hotel			Hotel 9 > Leisure Spring Hotel										
Hotel 4 > Owena Motel			Hotel 10 > Mainland hotel										
Hotel 5 > Gateway Hotel			Hotel 11 > Excellence Hotel										
Hotel 6 > Lafia Hotel			H >										
			Hotel										

Table 6. Hotel Asset Management Style and Service Delivery

S/No	Hotel	Location	Hotel Asset Management Style	Hotel Effectiveness Status	Service Quality
1	L'eko Meridien	Lagos	Facilities Management	Highly Effective	Very Good
2	Lagos Sheraton	Lagos	Facilities Management	Highly Effective	Excellent
3	Federal Palace	Lagos	Facilities Management	In-effective	In-efficient
4	Gateway	Abeokuta	Facilities Benchmarking	Effective	Very Good
5	Excellence	Lagos	Facilities Benchmarking	Effective	Good
6	Mainland	Lagos	Facilities Benchmarking	Effective	Very Good
7	Lagos Airport	Lagos	Facilities Benchmarking	Effective	Very Good
8	Premier	Ibadan	Facilities Benchmarking	Highly Effective	Very Good
9	MicCom Golf	Ada	Facilities Benchmarking	Effective	Very Good
10	Kankanfo	Ibadan	Facilities Benchmarking	In-effective	In-efficient
11	West End	Ado-Ekiti	Maintenance Management	Ineffective	In-efficient
12	Olujoda	Ado-Ekiti	Maintenance Management	In-effective	In-efficient
13	Owena	Akure	Maintenance Management	Highly Effective	Good
14	Niger Palace	Lagos	Maintenance Management	Poor	In-efficient
15	Adesba	Abeokuta	Maintenance Management	Poor	In-efficient
16	K.S Motel	Ibadan	Maintenance Management	In-effective	In-efficient
17	Dusmar	Abeokuta	Maintenance Management	In-effective	In-efficient
18	Leisure Spring	Oshogbo	Maintenance Management	Effective	Good
19	Kilo	Lagos	Maintenance Management	In-effective	In-efficient
20	Newcastle	Lagos	Maintenance Management	Poor	In-efficient
21	Bluenet	Lagos	Maintenance Management	In-effective	In-efficient
22	Lafia	Ibadan	Maintenance Management	Effective	Good
23	Heritage	Oshogbo	Maintenance Management	Poor	In-efficient
24	Universal	Abeokuta	Maintenance Management	Poor	In-efficient
25	Greenspring	Ibadan	Maintenance Management	In-effective	In-efficient
26	D'Erovan	Ibadan	Maintenance Management	In-effective	In-efficient
27	Hotel Plaza	Akure	Property Management	In-effective	In-efficient
28	Oasis	Lagos	Property Management	Poor	In-efficient

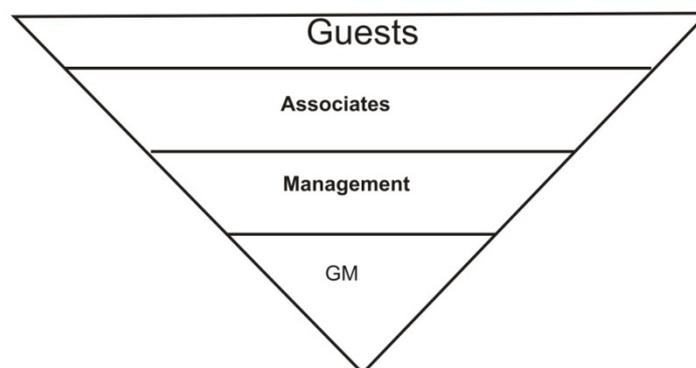


Figure 1. Reverse Organization Chart

Source: Conklin (2002)

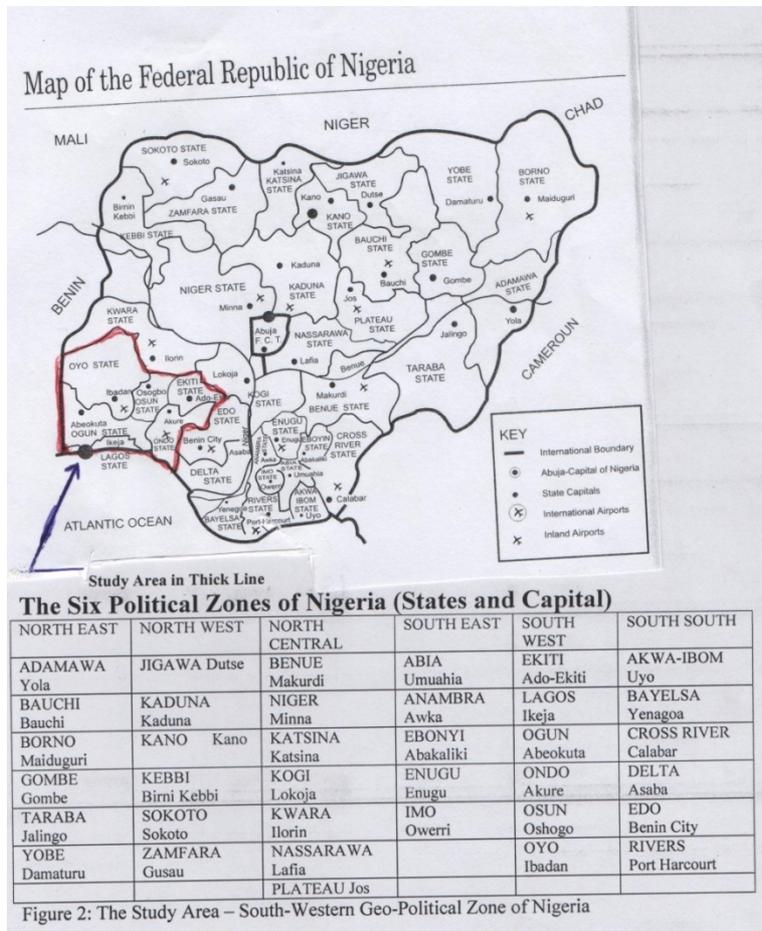


Figure 2: The Study Area – South-Western Geo-Political Zone of Nigeria

APPENDIX I

[HOTEL ORGANIZATIONS’/GMS’ ANALYSIS QUESTIONNAIRE [(HOAQ)]]

Department of Estate Management,
 College of Science and Technology,
 Covenant, University,
 Ota, Ogun State, Nigeria

Dear Respondent,

This survey is a base-line study of Facilities Management in Hotel Organizations in South-Western geo-political zone of Nigeria. This involves six States of the Federation namely Lagos, Oyo, Osun, Ondo, Ekiti and Ogun States. It is aimed at eliciting information about the levels of awareness, extent of application and impact of facilities management on hotel operations. It also seeks to find out prevailing attitudes of customers towards effective facilities management implementation. It eventually aims at establishing strategies to improve the performance of the hotels in terms of profit.

I therefore seek your indulgence and kind cooperation in completing the questionnaire and assure you that the responses shall be used strictly for research purposes only.

Thank you.

Yours faithfully,

Olufemi Daniel Durodola.

08036105028

PART A**GENERAL INFORMATION ABOUT YOUR HOTEL**

Please, tick or fill as appropriate the option that best describe your response.

1. Name of your hotel.....
2. Location.....street,.....City/Town.....
Local Government area.....State.....
3. Year established please tick as appropriate. (a) 0-10 []; (b) 11-20 []; (c) 21-30 []; (d) 31 and above []
4. Number of rooms please tick as appropriate. (a) 0-10 []; (b) 11-20 []; (c) 21-30 []; (d) 31-40 []; (e) 41-50 []; (e) 51 [] and above.
5. Classification (Please tick below) [] One-star [] Two-star [] Three-star [] Four-star [] Five-star []Any other please fill in.
6. How did you arrive at this classification? Self Formulated [] Nigerian Tourism Board Classification []
7. Ownership Structure (tick as appropriate)
[] Privately owned by one person [] Privately owned by several persons
[] Publicly owned by Federal Government [] Publicly owned by State Government
[] Publicly owned by Local Government [] Privately owned by several persons and government
8. How will you categorize your business operation? Please tick below
[] Operating under Business Name Registration [] Operating under Limited Liability Company Registration [] Operating under Plc Registration [] Not registered at all
- 8 (a) How will you categorize your organization structure? Please tick. (a) Hierarchical [] (b) Pyramids [] (c) Flat []
9. Services on offer (Please tick below)
[] Accommodation [] Caterin [] Bar facilities
[] Reception Hall.....Capacity (.....guests).....Number (.....)
[] Seminar Hall.....Capacity(.....guests).....Number(.....)
[] Banquet/Conference Hall.....Capacity(.....guests).....Number(.....)
[] Training Center.....Capacity(.....guests).....Number(.....)
10. What was the motivating factor for establishing this hotel? Please tick below
[] Purely business and profit
[] As an aid to other businesses
[] Support Services for other businesses
13. Kindly provide a schedule of available facilities in your hotel. Please tick below.
[] Electricity from public main [] Stand by generator.....Rating
[] Audio-visual Systems [] Shopping Mall
[] Computers and Information Technology [] Close Circuit System (CCTV)
[] Public Telephone [] Intercom
[] Fire fighting equipment [] Swimming pool
[] Tennis Court [] Others Please.....
14. How will you describe the performance of this hotel since inception? Please indicate below
[] Excellent [] Very good [] Good [] Fair [] Poor
15. What can you identify as yardstick for your decision in 14 above? Please tick below.
[] Increased Profit on yearly basis [] Increased turnover over the years
[] Level of Patronage over the years [] Popularity among customers
[] Standing among competitors [] Satisfaction of personal objectives
16. How is this hotel run? Please indicate below

- By self Engaged Chief Executive
- Contracted out to Hotel Management Group Others please specify
- 17. What is the total number of employees in your organization including directors? Please tick below.
 - 1 - 10 11 - 20 21 - 30
 - 31 - 40 Over 40
- 17(a) How will you describe the structure of your staff? Please tick
 - . (a) Top Heavy (b) Bottom Heavy (c) Balanced
- 18. What will you attribute to the success of this hotel over the years? Please indicate below
 - Goodwill of the Chief Executive Efficient facilities put in place
 - Strategic Marketing Efficient Facilities management Goodwill of the staff
 - The accommodation package

PART B

Section A: - Information about Your Good Self

- 19. Name.....(Chief, Prof., Dr., Mr., Mrs., Ms.,) **(Optional Please)**
- 20. Present position in this organization (Please tick below)
 - Chairman Chairman and Chief Executive
 - Managing Director
 - General Manager Operations Manager
- 21. How will you classify yourself? (Please tick below)
 - Owner of the business & Entrepreneur Joint owner of the business & Entrepreneur
 - An employee in the organization
- 22. How are you remunerated for your efforts? Please tick below
 - By Salary By salary plus profit sharing Profit sharing
- 23. Age (a) 21-30 (b) 31-40 (c) 41-50 (d) 51-60 (e) above 60
- 24. Your Professional Calling (a) Hotel and Catering Management (b) Business Administration
(c) Accounting (d) Engineering (e) No formal training (f) Others (specify please).....
- 25. Professional Bodies Affiliated to: -(Please insert)
- 26. My academic qualification(s) and discipline are.....
- 27. My professional qualification(s) and grade of membership are.....
- 28. I have been in the hotel and hospitality industry for (i) less than 10 years (ii) 10-19 years (iii) 20-29 years
(iv) 30-39 years (v) 40 years and above

PART C

Facilities Management Variables

- 30. Have you as a manager in particular and your organization in general been concerned about the performance of your hotel properties in comparison with your competitors? Yes/No (please tick one)
- 31. If yes in Question 37 above, what management style have you been using in trying to sustain the value of the hotel properties? Please tick as appropriate below
 - i. Maintenance Management.....
 - ii. Property Management.....
 - iii. Facilities Management.....
 - iv. Facilities Bench Marking.....
 - v. Any Other (Please Specify).....

32(a) How efficient is the current property asset management style in meeting your business expectation? Please tick below

Very Good [] Good [] Fair [] Poor [] Extremely poor []

32 (b) Should your response to question 32(a) above be poor or extremely poor, which management style would you have opted for from the list in question 31 above? Please indicate-----

33. Which of these departments or divisions or units do you have in your organization? Please tick below.

[] Rooms [] Personnel [] Accounting
 [] Marketing and sales [] Engineering [] Facilities
 Management
 [] Maintenance [] Purchasing
 [] Food & Beverages

34. Kindly itemize the schedule of activities assigned to engineering, facilities management or Maintenance departments in your organization.

35. How do you see the performance of this facilities management department? Please tick below
 [] Extremely effective [] effective [] reasonably effective
 [] Some what effective [] In-effective

36. Do you ever consider the interest of your customers by asking for what they want and the way they want them? Yes/No. Please tick one. If Yes then by what means? Please indicate by ticking below.

[] Market Research [] Interactive Discussion [] Request for suggestions
 [] Bench marking with other hotels [] Suggestion Box

37. Have you ever assess the impact of re-packaged services on the demand for accommodation? Yes/No If Yes, what then was your reaction to this activity? Please tick below

[] Very Effective [] Moderately effective [] Effective
 [] Not effective [] Un-sure

PART D

HOTEL VARIABLES

38. Irrespective of your response to question 55 above kindly rank the features below in terms of their perceived influence on customers’ loyalty to your hotel. Highly influential feature will be 1 while the least influential will be 12.

- i. Location
- ii. Functionality.....
- iii. Aesthetics.....
- iv. Number of rooms.....
- v. Customer structures.....
- vi. Facilities.....
- vii. Disposition.....
- viii. Spread.....
- ix. Catchment areas.....
- x. Age.....
- xi. Level of technological focus.....

39 The following effectiveness measures are defined for your understanding. (a) Room Occupancy defined as ratio of occupied rooms to total rooms available. (b) Average room rate refers to the mean of rates for the various standard rooms available. (c) Rooms available (supply) means total number of rooms available for occupation on daily basis. (d) Rooms sold (demand) means rooms occupied out of the total available. (e) Room revenue per available room means total revenue generated from available room.

From your business record kindly supply the following information for the past five years by filling Table 1 and your expectations for the next five years if strategic plan is in place by filling Table 2 below.

Table 1: - Hotel Performance Measures for the past Five Years

Variables	2002	2003	2004	2005	2006
Room Occupancy rate					
Average room rate					
Rooms available					
Rooms Sold					

Thank you for your kind gesture in completing this questionnaire. The time spent is highly appreciated.

APPENDIX II

**HOTEL PROPERTY MANAGEMENT FROM FACILITIES MANAGEMENT PERSPECTIVE IN NIGERIA
(CUSTOMERS’ PERCEPTION OF HOTEL SERVICES QUESTIONNAIRE)**

Department of Estate Management,
College of Science and Technology,
Covenant, University, Ota

Dear Respondent,

This survey is a base-line study of Facilities Management in Hotel Organizations in South – Western Geo-political zone of Nigeria comprising of Lagos, Oyo, Ogun, Osun, Ekiti and Ondo States. It is aimed at eliciting information about the levels of awareness, extent of application and impact of facilities management on hotel operations. It also seeks to find out prevailing attitudes of customers towards effective facilities management implementation. It eventually aims at establishing strategies to improve the performance of the hotels in terms of **OPERATIONS**.

I therefore seek your indulgence and kind cooperation in completing the questionnaire and assure you that the responses shall be used strictly for research purposes only.

Thank you.

Olufemi Daniel Durodola.
08036105028

Section A: - Information about Your Good Self

- Name.....(Chief, Prof., Dr., Mr., Mrs., Ms.) **(Optional Please)**
- Present position in your organization (Please tick below)
 - Chairman Chairman and Chief Executive
 - Managing Director
 - General Manager Operations Manager Staff
 - others (Specify)-----
- How will you classify yourself? (Please tick below)
 - Self Employed Entrepreneur
 - An employee in the organization
 - others (Specify)-----
- How are you remunerated for your efforts? Please tick below
 - By Salary By salary plus profit sharing
 - Profit sharing others (Specify)-----
- Age (a) 21-30 (b) 31-40 (c) 41-50 (d) 51-65 (e) above 65

6. Professional calling (a) Hotel and Catering Management (b) Business Administration (c) Accounting (d) Engineering (e) No formal training (f) Others (specify please).....

7. Professional Bodies Affiliated to: -(Please insert)

8 Academic qualification(s) and discipline are.....

9. Professional qualification(s) and grade of membership are.....

Section B: - SUPPORT SERVICES MANAGEMENT

10. How long have you been in business and patronizing hotels? Please tick (i) less than 10 years (ii) 11-19 years (iii) 20-29 years (iv) 30-39 years (v) 40 years and above

11. Do you favor any one of the hotels in the south- west states' capital cities of Nigeria (metropolitan Lagos, Ibadan, Abeokuta, Akure, Ado-Ekiti and Oshogbo) over the years which you frequently patronize for one reason or another?

Yes [] or No []. If yes please give the name-----; Address-----State-----

Please tick the size of the hotel given in question 11 above. 2-Star []; 3-Star [], 4-Star [], 5-Star []

12. What motivated you in patronizing this hotel? Please tick below

[] Exigencies [] Latest Hotel in Town [] Hotel Normally used by my organization

[] Cheapest Hotel in town [] Decency of the hotel [] Excellent Service

[] Facilities are in top shape [] Facilities are adequate and commensurate with hotel status

[] Role model that need to be supported and encouraged [] Pace setter any day

[] Others please specify.....

13. How will you rate the services of this hotel over the years? Please tick.

[] Excellent [] Very Good [] Good [] Poor [] Terribly Declining [] Bad

14. What ever is your response to question 13 above kindly state your reason(s) below in order of importance

- (a).....
(b).....
(c).....
(d).....

15. How will you describe the management of this hotel? Please tick below

[] Proactive [] Industrious [] Effective [] Caring [] Aggressive

[] Careless about customers [] Always very rude [] Customers' focused

16. How will you describe the staff of this hotel? Please tick below

- Proactive Industrious Effective Caring Aggressive
 Careless about customers Always very rude Customers' focused

17. How will you describe the accommodation on offer generally? Please tick.

- Excellent Very Good Good Poor Bad

18. How frequently do you get accommodated whenever you come to this hotel? Please tick

- Always Occasionally Once in a while

19. Are the services of this hotel computerized for your convenience? Yes No Please tick.

Then respond appropriately to the following: -

- (i) Does the hotel own a web site that you can visit? Yes No
(ii) Can you pay electronically for services being enjoyed? Yes No
(iii) Can you book electronically for accommodation in this hotel? Yes No
(iv) Do you have access to the internet while in the hotel? Yes No

20. How will you rate the facilities of this hotel? Please tick below.

- (i) In quantum Adequate Inadequate Somewhat
(ii) In quality Superior Standard Inferior
(iii) Operationally Efficient Inefficient

21. Which of the following hotel variables has serious impact on your decision of the hotel to stay in or patronize? Please tick below in order of priority assigning 13 to the most important and 1 to the least important

- Location Functional facilities Aesthetics Number of rooms
 Customer structure

- Available Facilities Hotel Dispositions Spread Catchments
Areas Age

- Level of Technology Quality of accommodation Security

22. In your quest for a functional hotel that perhaps gives you satisfaction, which of the following do you pay much attention to? Please tick the most appropriate to you below.

- The Room you occupy The Support Services you enjoy A combination of the room and services

23. Basically there are issues that propel (motivate) you to take decision when buying hotel accommodation especially when you are free and without compulsion. These issues are many and interactive. As an individual you know where the shoe pinches. Kindly, in order of priority identify those issues that really prompt you to effect the decision to buy. 1(one) being the first and 9 (nine) the least.

- (a) Quality of services.....
- (b) Quantity of facilities.....
- (c) Quality of facilities.....
- (d) Goodwill of the owner.....
- (e) Personal Disposition of the manager.....
- (f) Personal disposition of staff.....
- (g) Family, friends and associates pressure.....
- (h) Gains expected.....
- (i) Amenity of the environment-----
- (j) Health, Safety and Security.....

24 State the name, address and category of hotel where you receive this questionnaire. Please fill and tick as appropriate.

Name-----Address-----
-

Category (a) 2-Star (b) 3-Star (c) 4-Star (d) 5-Star

25 How will you rate this hotel? Please tick (a) Highly efficient (b) Efficient (c) Somewhat efficient (d) In- efficient (e) Too bad

Thank you very much for your determination to respond positively to this questionnaire.