EFFECT OF SERVICE QUALITY PRACTICES ON GENERATIONAL SATISFACTION OUTCOMES AMONG FIVE-STAR HOTELS IN KENYA: MODERATING ROLE OF COVID-19 BRAND INNOVATION APPROACHES

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A RESEARCH THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE CONFERMENT OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION (MARKETING) OF THE SCHOOL OF BUSINESS AND ECONOMICS, DEPARTMENT OF BUSINESS ADMINISTRATION, KISII UNIVERSITY

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DEDICATION

I dedicate this work to my wife, Judith Achoki; daughter, Janet Gould; and sons, Alpha David and Jabez who are my best friends and family. I also dedicate it to my father, William Motari, and mother, Teresa Motari, whose advice, encouragement and care continue to inspire me.

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ABSTRACT

Hotels are expected to provide services that ensure generational satisfaction. They should endeavor to meet the dynamic needs and desires of generational cohorts visiting the hotels. This will engender growth and competitiveness. In unpredictable occurrences such as COVID-19, the hotels are also expected to reconfigure their brands to sustain satisfaction. The study aimed at investigating the moderating effect of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes among five-star hotels in Kenya. Objectives were to: assess the effect of servicescapes, establish the effect of service customization and examine the effect of service automation on generational satisfaction outcomes. The study also sought to establish the moderating effect of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes. The theory of Buyer Behavior, Social Exchange, Attribution, and Information Processing Theory of Consumer Choice were used. Correlational research design and existentialism research philosophy were adopted. A random sample of 317 respondents was selected from a target population of 498 using Yamane's formula to whom a questionnaire was administered. 251 questionnaires were duly filled and returned. Cronbach alpha was used to test reliability of the research instrument while factor analysis and expert judgment were used to test validity. Findings revealed that there was desirable quality through the use of servicescapes, customization and automation. Furthermore, results indicated that Five-star hotels in Kenya adopted COVID-19 brand innovation approaches. As a result, generations of delegates visiting the hotels were moderately satisfied. There was also a statistically significant relationship between servicescapes, customization, automation and generational satisfaction outcomes. Their combined contribution to generational satisfaction was however below average. Nevertheless, servicescapes provided the lowest contribution to generational satisfaction compared to automation and customization. The application of COVID-19 brand innovation approaches enhanced the relationship between each of the service quality practices and generational satisfaction outcomes. Although significant resources are spent to provide services, the degree of generational satisfaction was however low indicating that hotels were unable to exploit the value belonging to the generations of guests. This compromises the growth of the five-star hotels and exposes them to failure. In view of these findings, the study recommends adoption of appropriate service delivery approaches and a long-term investigation of effects of COVID-19 to the flow and behavior of generations of delegates. These findings inform management of five-star hotel and the Ministry of Tourism (MoT) to align services to the needs of the generations of guests and provide a response framework to protect them in cases of pandemics.

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LIST OF ABBREVIATIONS

AI   :Artificial Intelligence

ANOVA   : Analysis of Variance

BB   :Baby Boomers

CBIA   : COVID-19 Brand Innovation Approaches

CCTV   : Closed Circuit Television

CE   : Community Engagement

CP   :Customer Patronage

CR   :Customer Referrral

CS   : Complementary Services

CS   : Customer Satisfaction

EDT   : Expectancy Disconfirmation Theory

GDP   : Gross Domestic Product

GSO   : Generational Satisfaction Outcomes

HMS   : Hotel Management System

ICT   : Information Communication and Technology

IPTCC   : Information Processing Theory for Consumer Choice

IS   :Integral Services

IT   :In- room Technlogy

KBS   : Kenya Bureau of Statistics

KTB   : Kenya Tourism Board

Ku   :Kurtosis

PCA   : Principal Component Analysis

PP   :Preventive Practices

RV   :Repeat Visit

SA   : Service Automation

SC   : Service Customiozation

SD   :Standard Deviation

SHS   : Smart Hotel Software

Sk   :Skewness

SPSS   : Statistical Package for Social Sciences

SQP   : Service Quality Practices

SS   : Servicescapes

SSA   : Signs , Symbols, and Artifacts

SST   :Self-Service Technology

TBB   : Theory of Buyer Behaviour

TRA   : Tourism Regulatory Services

UKCSI   :United Kingdom Customer Satisfaction Index

USA   : United States of America

USCSI   : United States Customer Satisfaction Index

VCT   : Voice Command Technology

KTB   : Kenya Tourism Board

Ku   :Kurtosis

MoH   :Minsitry of Health

MoT	: Ministry of Tourism
PCA	: Principal Component Analysis
SA	: Service Automation
SC	: Service Customiozation
SD	:Standard Deviation
SHS	: Smart Hotel Software
Sk	:Skewness
SPSS	: Statistical Package for Social Sciences
SQP	: Service Quality Practices
SS	: Servicescapes
TBB	: Theory of Buyer Behaviour
TRA	: Tourism Regulatory Services
UKCSI	:United Kingdom Customer Satisfaction Index
USA	: United States of America
USCSI	: United States Customer Satisfaction Index
VCT	: Voice Command Technology

LIST OF ACRONYMS

CHACK   :Christian Health Association of Kenya

COVID   : Corona Virus disease

GOK   : Government of Kenya

MoT   : Ministry of Tourism

MoH   :Minsitry of Health

M-pesa   : Mobile Payment Service

NACOSTI   : National Commission for Science Technology and Innovation

SEM   : Structural Equation Modeling

SET   : Social Exchange Theory

USAID   : United States agency for International development

WoM   : Word of Mouth

<h1 style="text-align:center">CHAPTER ONE</h1>

<h1 style="text-align:center">INTRODUCTION</h1>

1.1 Background to the Study

Quality of hotel services is important because it empowers managers to develop value propositions for customer satisfaction, growth and competitiveness. They enhance hotel's global appeal, recognition and enable them to overcome dynamic consumptive challenges among guest generations (Taylor Jr. & DiPietro, 2018). Furthermore, quality of services enables hotels to overcome adverse effects posed by unpredictable and rare market occurrences such as emerging pandemics, such as COVID-19.

Marketing endeavours to create services with minimal inconsistencies among customer segments. However, generational needs and desires are dynamic and therefore hotels need to constantly adapt. Worse still, it is conceivable, that a crisis such as COVID-19 pandemic is bound to create major disruptions in the sector. In such circumstances, hotels are expected to innovate so as to build resilience, survival or bolster satisfaction. There is little information on how quality services in five-star hotels relate to generational satisfaction outcomes and how this is moderated by unpredictable and rare market events and emerging issues such as pandemics. Such knowledge will help managers to effectively address market dynamics of generational satisfaction outcomes.

Five-star hotels should keep a braced with market trends for better performance to gain regional and international appeal. They should also provide services attuned to varied nature of guests visiting the hotels to realise satisfaction (YuSheng & Ibrahim, 2019). For this reason, generational satisfaction is increasingly gaining traction among management in the five-star hotels. Generational satisfaction refers to the art of providing services that meet or surpass expectations

of consumers of diverse age-groups (cohorts). It helps to spur expenditure, create attraction, retention and referrals among generational cohorts. To align services to meet generational demand, hotels deploy significant resources to the marketing function. There is a growing concern, however, that degrees of satisfaction differ across these consumer segments as they respond to goods and services differently (Taylor Jr. & DiPietro, 2018), although studies portray customers as a homogeneous group with uniform needs that can be addressed with standardised services and goods. Marketing, is therefore, persuaded to consider how customer segments process services-related information and subsequently act, to inform their decisions. Of these segments, demographics such as age, race, gender and class continue to dominate the sector.

1.1.1 Generational Satisfaction Outcomes

Traditionally, marketing studies are anchored on gender, class, or race with the behaviour of generations of customers largely overlooked (Jigang, 2019), despite the fact that their needs evolve with time (Dilpazir, 2015). Travis (2018) categorizes generations of customers into; young and middle-aged (Generation Y; born between 1982 and 2000, Generation X; born between 1961 and 1981); senior generations of guests (Baby Boomers; born between 1943 and 1960 and Silent generation; born between 1923 and 1942). They grew and socialized at different periods of life and thus perceive and develop diverse attitudes towards hotel services (Zwanka & Buff, 2021). There are therefore clear perceptual differences among generations upon which marketing seeks to identify appropriate products and services.

In nearly all five-star hotels in the United States of America, services are largely designed to serve the needs of the senior generations of guests (Hoydysh, 2019). According to the study, the cost of

accommodation, food and other services were unaffordable to generation Y guests with comparatively low disposable income than their older counterparts. These services were therefore not cogent to the growing young and middle-aged American generations. For this reason, the younger generations visited the five-star hotels less often and spent about 20 % less of their income in hotel services and in leisure products as of the year 2019, Yuen (2021). These disparities made the younger American guests to be less satisfied with the hotel services compared to their senior counterparts (Scott Jr. & DiPietro, 2017).

In the past ten years, the five-star hotel market in China has sustained its growth at a pace of 11.8% a year (Qin, 2021). Key to this growth is the focus on guests with disposable income and a growing youthful generation X and Y markets. According to the study, hoteliers in China spent much of their resources to develop youthful and the upper class friendly hotel services (Jigang, Xin & David, 2019). Guests to five-star hotels in China are representative of two-thirds of the global visitation (Qin, 2021). The youth friendly services at the hotels enabled generation X and Y guests to access and spend their income in diverse hotel services. These flow of guests to five-star hotels enabled a steady growth and competitiveness of the Chinese hotel sector (Mou, Gao & Yang, 2019), however, the value belonging to the senior generations of guests was not exploited as the services appeared unappealing and dissatisfying to them (Jigang, 2019).

Travel and tourism accounts for an estimated 5.7% of the Malaysian economy, Shafiq et.al, (2019). The senior generations constituted a large proportion of travelers and hotel guests and contributed significantly to the growth of the sector. The youthful generations, on the other hand, were not amenable to five-star hotel services and thus spent less of their income and visited less often (Asadi & Pourhashemi, 2020). These means that the Malaysian hotel market is congruent to that of the

United States of America, as the senior cohorts spent much of their resources in hotel services. To grow this market, hotels are expected to develop products for the young and middle aged generations of guests just as they do to the senior segments of guests.

1.1.2 Service Quality Practices

Service quality practices such as servicescapes, service customization, and automation remain common among five-star hotels (Huang, Lee & Chen, 2019; Gentile & Spiller, 2007; Urban, 2009; Bitner, 1992; Hsiao, Chuang & Huang, 2018). Hotels employ these practices to improve service processes and to achieve; satisfaction, growth and competitiveness. Features that underpin servicescapes constitute tangible service attributes such as artefacts, signs and symbols. Servicescapes may also involve architectural design, ambience, style of décor and equipment (Bitner, 1992). The quality of the hotel spaces shape perceptions and attitudes of guests and increase their likelihood of satisfaction. The effective use of servicescapes also positions the hotels at a vantage point to create referral and patronage (Kamau, 2017). To become more competitive in the use of servicescapes, five-star hotels are expected to narrow their focus on specific needs and desires espoused by generations of guests (Li & Zhang, 2018).

Five-star hotels in Europe are known to entrench servicescapes in their business processes. The Turkish five-star hotels, for example, uniquely configure their servicescapes to attract guests (Artuger, 2020). The nature of servicescapes underpins and amplifies the Turkish historical and cultural beauties. These forms of servicescapes include artefacts representing Turkish history and culture as well as its amazing landscape. The themes adopted in the messages carried by the servicescapes promote satisfaction, growth and competitiveness of the Turkish hotel sector, Bakar and Akyürek (2020).

United States of American five-star hotels, on the other hand, are common for automating their services. Technologies include the use of internet, self-service and in-room technologies (Henkin, 2021). These automations range from Artificial Intelligence (AI), vending machines, concierge services, and Voice Command Technology (VCT) (Buhalis & Moldavska, 2021). The automations reduce operational costs and improve speed and efficiency of hotel services. These make the services of the five-star hotels more accessible, affordable and faster. Over time, the use of automation has promoted satisfaction, growth, competitiveness and global appeal of United States of American five-star hotels (Jabeen, Zaidi & Al Dhaheri, 2021).

The five-star hotels in China offer highly customized services for guests visiting their hotels. There are several hotels including the InterContinental Shanghai Wonderland that offer incredible service customization. These hotels are known to offer customized amenities (e. g parking, Oriental Martial Arts, conference facilities), Eastern Cuisine, accommodation tailored to the needs of the segments of its customers, Leiper and Park (2010). Customization of luxury services is embedded in nearly all the five-star hotels in china (Otis, 2020). Instead of targeting other segments of the market, the hotels predominantly target the rich who have sufficient disposable income for luxury services. Customization, nevertheless, enables the hotels to become admirable in the provision of luxury service making them grow to become globally competitive.

Hotels in South Africa also exemplify their quality of services using automation. The Hotel Sky in Johannesburg, for instance, is the first African hotel to deploy robot in its service processes (May, Conradie & Van, 2020). These hotels deployed vending machines, WIFI and concierge services among other forms of automation. They lowered operational costs while increasing the speed and efficiency of hotel services. This made five-star hotel services more accessible,

affordable, and timely. Therefore, South African Five-star hotels remain among the most competitive in Africa (Rogerson, 2020). Nevertheless, behavior of the generations of guests towards service automation remains under-researched.

1.1.3 COVID-19 Brand Innovation Approaches

At the end of December 2019, several new cases of lethal pneumonia of unknown etiology emerged in Wuhan city in China (Zhu et al, 2020). The virus, then spread rapidly across the globe with evidence cited in Kenya in February 2020(Ministry of Health, Kenya). COVID-19 pandemic, then, created major service disruption among five-star hotels including social distancing, travel restrictions and lockdowns. These disruptions decimated demand for hotel services, Nicola (2020) and affected guests according to their age as the older generations reported severe symptoms and loss of life. The younger generations of guests developed mild or no symptoms. The senior cohorts therefore avoided public places including hotels, for fear of infections. Consequently, satisfaction parameters were susceptible to the effect of the pandemic including – the volume of patrons, revisit and referrals among domestic and international guests (Xiaowen, Yan &Chia, 2021).

As the hotels continued to face dramatic change in visitation, reconfiguration of branding provided an opportunity for the sector (Pasquinelli, Trunfio & Rossi, 2021) to exploit. Restrictions imposed on five-star hotels, however, spurred development of unique brand propositions hinged on innovative approaches (Zwanka & Buff, 2021). Branding configurations that are coherent to needs of global crises, such as COVID-19 that affects socio-demographic aspects of populations, promote resilience and survival. In crises situations, firms adopt preventive and collaborative approaches or virtualize services for unpredicted market disruptors such as COVID-19. The fact

that COVID-19 is a new phenomenon, marketing literature shows little works associated with its effects on business operations.

The adverse effect of COVID-19 was also reported in South Korea. In this country, person to person interactions were adversely affected limiting physical meetings and employment. Five-star hotels promoted social distancing by virtualization of their services. Moreover, Korean hotels engaged in safe travels by focusing on segments such as families and couples and provided customised dining and live chat concierge services (So, 2020). In this way, COVID-19 was responsible in the declining number of visitation and businesses.

The United Sates of American five-star hotels also faced similar challenges. The hotels, however, deployed a range of approaches to mitigate the adverse effects of the pandemic. In most cases, the five-star hotels virtualised their hotel services. As opposed to physical conferences, the hotels hosted e-seminars and conferences with few attendees while the majority of them were on virtual spaces (Mishra, 2020). The hotels further provided personal protective equipment's such as masks, sanitizers and thermo-guns besides other services such as food to their neighbouring communities to prevent infections and minimise the adverse effects of the pandemic, Mohanty, Hassan, and Ekis (2020).

Early scholarly writings on the adoption of COVID-19 brand innovations in African five-star hotels are observed in both South Africa and Egypt, since the two countries provide the bulk of the five-star hotels. The novelty in branding among African countries was anchored on virtualized services to promote social distancing and engaging communities in the fight against the pandemic. Rukuni and Maziriri (2020), for example, pointed out that South African firms provided masks

and sanitizers with the aim of protecting the vulnerable from COVID-19 infections. The Egyptian hotels, on the other hand, donated food and masks to promote customer satisfaction amidst the COVID-19 pandemic (Suzan, Hassana, Mohammad, & Solimana, 2020). This literature on branding innovation among firms in the rest of Africa including Kenya remains scanty. The literature is necessary in guiding managers to develop approaches that will cater for varied generational satisfaction outcomes.

1.1.4 The Development of the Five-Star hotels in Kenya

Among other countries, Kenya has one of the developed hotel industries in Sub-Saharan Africa. As a result, a number of high-end international hotels dominate the local market. These facilities contribute significantly to the growth of tourism sector in the country and form one of the main pillars of the Ministry of Tourism (MoT). These five-star hotels are located in four main regions, which are: the greater Nairobi, the South Rift, the Coast, and the Mt. Kenya primarily due to their tourist destinations (Delloite, 2015). The regions provide incredible attractions including but not limited to: beaches; wildlife; landscapes; people; culture; flora and fauna (GOK, 2012). By the nature of these destinations, international tourists, conferences, seminars and major events are hosted in hotels.

Just like other countries, making a clear connection between demographics and needs and desires of guests remains a major challenge among hotels in Kenya, Fredrick (2019). Onyango (2016), therefore, points out those hotels overlooked the uniqueness of the different generational cohorts of customers. As a result of this failure, many hotels offer compromised quality of services, face closure, and receive fewer guests among other consequences (Fredrick, 2019).

Moreover, a report by the Kenya Tourism Board 2019 depicts a situation where poor performance of the sector is closely linked to among other parameters, low bed occupancy and dissatisfaction. In the report, the national bed occupancy levels stood at 47% with a slight variation in the past 10 years. Among these guests, almost half became dissatisfied and complained about quality of services (Kivuva, 2016). Statistics, further, show that the unprecedented COVID-19 pandemic caused a steep   decline in guest visitation in the 4th quarter of 2019 with a projected decline in visitation within the pandemic period (Kenya Economic Survey, 2020).

In the short term, five-star hotels may lack the means to deliver services to its customers but also support allied sectors of the economy. In addition to these long-standing challenges, the novel COVID-19 pandemic created several restrictions to the operations of the hotel sector in Kenya. Although the pandemic was associated to health-related restrictions it also affected both domestic and international travel, interactions in the hotels, and ultimately loss of revenue. For instance, the restrictions affected the flow of guests and effectively decimated demand for hotel services. Under these circumstances, therefore, the sector risks losing its potential of contributing to the country's gross domestic product (GDP) and creation of employment.

Despite challenges, five-star hotels in Kenya provide a range of products that contribute to economic diversification. As of 2019, the hotel and its allied sectors injected 8.8% to Kenya's Gross Domestic Product (GDP). These hotels support several activities including   domestic and international tourism as well as business and travel. In 2019 alone, the hotels hosted about 2 million visitors, 13.5% of whom were business travellers (Kenya National Bureau of Statistics, 2020). These visitations were comparatively higher than that of most countries in the Sub-Saharan Africa. The current study, therefore, sought to determine the relationship between service quality

practices and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches among five-star hotels in Kenya.

1.2 Statement of the Problem

Hotels are multifaceted service settings with several factors touted to influence generational satisfaction, key among them; service automation, servicescapes and customization. These hotels are expected to deploy the approaches to realize generational expectations (Chelangat & Korir, 2018). By doing so, they are assured of repeat visit, patronage and guest referrals. These hotels can also benefit from improved market share, profitability and competitiveness, thus creating an opportunity for the sector to positively contribute to GDP, serve other sectors of the economy and create additional employment opportunities.

Although, generations X and Y represent a significant proportion of the adult population who engage in business, travel and pursue other services provided by hotels, studies carried out by Deloitte, 2019; Shafiq, Mostafiz & Taniguchi, 2019; Mhlanga, 2018 and Onyango, 2016 in the United States of America, Malaysia, South Africa and Kenya respectively demonstrate that hotel expenditure and visitation is slightly higher among the older generations (Baby boomers and Silent generation) of guests compared to their youthful counterparts. Besides providing a range of fairly generic services that tends to be monolithic (Heyes & Aluri, 2017) show that the services are skewed to the needs and desires of the older generations, thus, fail to meet multigenerational needs and desires. It is even a greater challenge to meet generational demands in a global pandemic whose adverse effects vary among generations as seen in COVID-19 so as to recover the massive capital investment injected into the hotels (Mwangi ,2017). Therefore, when considerable value

from each generation of customer segment is lost, hotels fail to realise generational satisfaction, and become less competitive even in post pandemic period.

Hotels, however, adopt unprecedented approaches to develop resilience and survival amidst pandemics (Mishra, 2020). In most cases, they innovate approaches related to branding of their services by engaging the public in charities virtualize services or develop preventive practices for circumstances such as COVID-19. However, limited studies have focused on the moderation of such practices in the relationship between quality of services and generational satisfaction as shown by Bogicevic, et al. (2018); Brochado,et al. (2016) and Serhan, et al. (2016). Besides, studies conducted by Scott Taylor Jr. and DiPietro (2018); Wongsalangkul (2015) and Kim, Cho and Kim (2019) showed disproportionate degrees of satisfaction among generations of guests visiting hotels. The sample of most of these studies was however conveniently selected with minimal attention on probability sampling as opposed to the current study. Therefore, this study examined the moderating role of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes among five-star hotels in Kenya.

1.3 Objectives of the Study
1.3.1 General Objective of the Study
The study sought to analyse the relationship between service quality practices and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches in five-star hotels in Kenya

1.3.2 Specific Research Objectives
The specific objectives of the study were to:

i. Assess the effect of servicescapes on generational satisfaction outcomes in five-star hotels in Kenya.

ii. Establish the effect of service customization on generational satisfaction outcomes in five-star hotels in Kenya.

iii. Examine the effect of service automation on generational satisfaction outcomes in five-star hotels in Kenya.

iva. Establish the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya.

ivb. Examine the moderating effect of COVID-19 brand innovation approaches on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya.

ivc. Examine the moderating effect of COVID-19 brand innovation approaches on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya.

1.4 Hypotheses of the Study

H_{01}. Servicescapes have no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.

H_{02}. Service customization has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya..

H_{03}.   Service automation has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.

H_{04a}.   COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya.

H_{04b}.   COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya.

H_{04c}.   COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya.

1.5 Significance of the Study

As a correlational study, a linkage between the study constructs namely; service quality practices, generational satisfaction outcomes, and COVID-19 brand innovation was made. In this linkage, the role of each approach and its level of significance was computed and inferences made. It was observed for instance that although the service quality practices influenced generational satisfaction outcomes, there role diminished amidst COVID-19. This was because generations of guests focused their interest more on the reconfiguration of their brands to promote survival and resilience.

These findings can form a critical component of marketing strategy that informs management and the Ministry of Tourism (MoT) to align services to the needs of the generations of guests visiting the hotel sector. In doing so, generations of guests can grow and develop into independent and

reliable segments. This can translate into a number of intermediate outcomes such as repeat visit, referral and patronage. The sector can begin to realise enhanced flow of generational cohorts to the hotels that can encourage the development of new products and services in the sector. In addition, these findings are expected to traverse diverse economic times including pandemics such as COVID-19 whose effects are bound to vary with the age of guests. In the long-run, the Kenyan hotel sector is expected to deepen domestic visitation even as they attract international guests. These outcomes will promote foreign exchange, create employment opportunities and growth of the sector. Both methodology and findings of the study will form a significant part of literature in the area of marketing upon which future research can be constructed. Studies can for instance use the findings to develop generational satisfaction, or branding models. For example, future research can use these finding to conduct investigations on the long-term effects of COVID-19 to the flow and behavior of generations of delegates.

1.6 Scope and Justification of the Study

The study was focused on delegates of five-star hotels who belong to generation Y; born between 1982 and 2000, Generation X; born between 1961 and 1981; Baby Boomers; born between 1943 and 1960 and Silent generation; born between 1923 and 1942. These generations constituted of the Directors, Coordinators, and Heads of Administrative Sections. Primary data was collected using a structured questionnaire administered to the respondents between April and May 2021. These five-star hotels were located in Nairobi, Coastal region, south rift and from Mt. Kenya.

On methodology, existentialism research philosophy and correlational research design were adopted. This approach enabled the study to collect data on servicescapes, customization, automation, COVID-19 brand innovations and generational satisfaction outcomes and

consequently test the hypothesis. Correlational design enabled the study to use descriptive and inferential statistics. As such, the nature of servicescapes, customizations, automations and generational satisfaction outcomes were also described and models on the study constructs developed. Moreover, using this methodology the Buyer Behavior, Social Exchange, Attribution, and Information Processing Theory of Consumer Choice were examined, scrutinized, reviewed, tested, and reformed.

1.7 Limitations of the Study

The study was limited to five-star hotels located in Nairobi, South Rift, Mt. Kenya and the coastal regions, this, data from other classified hotels was not collected. This was because the hotels provide a wide range of services compared to the other classified hotels. Nevertheless, focus was made on all the five stars in Kenya to promote generalization of findings. The study anticipated corporation from all respondents, however, slightly more than twenty percent of them were unable to complete the research instrument against the study expectation. This challenge was addressed by explaining the need for the study and requesting each respondent to participate.

1.8 Assumption of the Study

To be credible, the study made two main assumptions; inclusion criteria and nature of responses. With regard to inclusion criteria, efforts were made to target baby boomers, generations X and Y who visited the five-star hotels. These optimized internal and external validity as well as homogeneity of the sample population and increased the probability of finding actual association between practices and outcomes (Soto & John, 2019). Additionally, it was assumed that identified hotels have properly documented policies on quality of services, customer satisfaction, and brand innovation. In the actual sense, the hotels had put in place such measures to guarantee satisfaction

of services as evidenced by the self-assessment tools in place. This measure facilitated collection of sufficient, valid, and reliable data. In relation to the nature of responses, it was assumed that guests within baby boomers, generations X and Y and the silent generation segments possessed similar attitudes, perceptions and lifestyle which translated to similar responses capable of manipulation and analysis to generate a mathematical model.

1.9 Operational Definition of Terms

Ambient conditions	Five-star hotel atmospherics that regards the temperature, level of noise, air quality, odour, and music meant to enhance service experience.
Artefacts	Objects that hold cultural, historical, or social interest to customers placed strategically in five-star hotels.
Baby boomers	Refers to guests born between 1943 and 1960
Brand Innovations	Proactive use of interventions by five-star hotels to encourage visitation among generations of guests.
Community Engagement	Reaching out to the members of the community affected by COVID-19 pandemic.
Complementary Services	Additional services offered mainly for free by five-star hotels such as newspapers, WIFI and tour guides and entertainment.
Corporates	These are formally organized entities that have service contracts with the five-star hotels

COVID-19	A lethal form of pneumonia that attacks the human respiratory system.
Customer	A delegate or guest who visits a five -star hotel in Kenya.
Customer patronage	The commitment or preference to consistently visit a five-star hotel.
Delegates	The managers of corporate organizations who visit five-star hotels in Kenya and denotes as customers, guests or respondents.
Functionality	The extent to which the hotel equipment meets customer needs.
Generational Satisfaction	Meeting or exceeding the expectations of the needs of generational cohorts of guests in five-star hotels.
Generation Y	Delegates born between 1982 and 2000
Generation X	Delegates born between 1961 and 1981
In-room technology	Automations used in hotels including electrical appliances, sensors, and robots to promote service experience.
Integral Services	The core services provided by five-star hotels including reception, housekeeping, parking and transportation
Preventive practices	The adoption of health protocols in preventing the spread of COVID-19 in five-star hotels.
Referral	A deliberate effort among guests of five-star hotels to share and encourage others to visit the hotels.
Repeat visit	Visiting the same brand of five-star hotel previously visited.

Satisfaction	A feeling of contentment in guests of five-star hotels when services meet or exceed their expectations.
Self Service Technology	Technological interfaces that allow five-star hotels to offer services independent of direct service employees.
Service Amenities	In-room technologies, internet connections adopted by five-star hotels.
Service Automation	The process of redesigning service processes to minimise human labour but promoting service effectiveness and efficiency in five-star hotels , for example, . Television, Radio, internet etc.
Service Customization	Approaches of providing products and services that are tailored to the generational needs of customers by five-star hotels, for example, accommodations for young parents with children.
Service Quality	The extent to which hotel servicescapes, service customization and automations positively meet or exceed guest expectation.
Service Virtualization	Delivering five-star hotel services on online platforms to promote social distancing.
Servicescapes	The surrounding environment of a five-star hotel where service is offered. This includes layout, design and style, lighting, music, and scents.
Signs and symbols	Images or physical environment revealing implicit or explicit signal that inform guests about the service organization.
Silent Generation	Delegates born between 1923 and 1942

Spatial layout   The arrangement of hotel equipment, machinery or sports

facilities in five-star hotels.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Theory of Buyer Behaviour

This study was anchored on the Theory of Buyer Behaviour (TBB) proposed by theorists Howard and Sheth in 1969. It explains guest decision making process and argues that decisions begin with pre-visit, visit and post-visit stages among guests and precipitates into behavioural outcomes including satisfaction or dissatisfaction. In this process, the choice of a hotel largely depends on the quality of services among other factors. Choices however differ among generational cohorts because they have heterogeneous needs socialization. The quality of hotel services i.e., servicescapes, customization and automation therefore may yield varied responses among generational cohorts (Fu &Chen, 2020).

The theory, assumes that guest behaviour is a rational process that cognitively identifies and evaluate all possible services offered by five-star hotels. They however, undertake sequential consumption steps that begin with building of attitude and intention to visit a hotel. The guests then conduct evaluations on actual visit which extends to the post consumption stage. These guests are presumed to be individuals rather than groups or corporates. Their travel decisions are expected to be unplanned or accidental. Yet, decisions to visit luxurious hotel establishment requires both financial and booking arrangements before actual visits (Asiri, 2020).

The theory, however, suffers a number of limitations, for example, it does not take into account dyadic or group decisions of corporate organizations, which is common among travellers. In corporate organizations, decisions are undertaken by management or travel agencies with some

level of traveller involvement. The assertion that attitudes are the primary causes of consumption outcome is flawed because there are influenced by situational factors including security or level of income among travellers. As such the theory is unreliable in joint decision making contexts. Its failure to explain perceptual differences among generational cohorts of guests also limits its application. In addition, the theory is anchored on weak empirical and mathematical methodologies. To address these shortcomings, the current study was anchored on empirical work, employed a scientific method and adopted regression analysis to establish models (Bronner & Hoog, 2008; Asiri, 2020).

Nevertheless, the theory offers a typology of guest decision-making process, upon which strategic marketing decision can be made. It enables hoteliers to realise that satisfaction outcomes vary among generational cohorts. Hoteliers are then able to accommodate the range of generational behavior by providing quality services. In doing so, the sector can design services to resonate to the needs of the generations before visitation using an array of technological branding approaches through social media platforms, for example WhatsApp, Facebook and Instagram, websites and other electronic advertisements, followed by delivery of quality services. To retain them, they provide feedback mechanisms through hotel's interactive platforms. Therefore, the theory of buyer behaviour forms a cornerstone of marketing strategy and underpins the process of decision making among guests.

2.1.2 Social Exchange Theory

The Social Exchange Theory (SET) was proposed by theorists Homans, Blau, and Emerson in 1964. The theory is considered to be prominent in linking concepts of customer behaviour and proffers aspects of voluntary exchange of benefits among parties. It suggests that there is a

reciprocal interdependence between hotels and its guests (Blau, 1964). This behaviour encompasses the exchange of social or economic benefits with costs. In the hotels, quality of services or status seeking may form part of the benefits accrued to the guests with attached costs. Each of the parties in a dyad engages in sets of exchanges to influence each other and to attain most favourable outcomes that maximise on rewards and minimise costs as proposed by Cook and Hann (2021). One of the common outcomes includes satisfaction or dissatisfaction.

In applying the theory, several assumptions are made. First, the theory assumes that there is a perfect interdependence between service quality constructs and generational satisfaction outcomes. The theory presupposes a perfect market environment devoid of internal and interpersonal interferences. Furthermore, the theory anticipates that attitudes developed on quality of services elicit favourable behaviour and action and leads to sustainable relationships. Otherwise, undesirable outcomes may emerge during consumption of hotel services. In addition, the theory assumes that generational cohorts respond the same way irrespective of generational perceptual differences. It is also assumed that service employees share equal degrees of responsibility, and the success or failure of the outcome produces an emotional response (Duan &Nauright, 2021).

There are however limitations imposed in the use of the theory. For example, the term value differs across segments of guests. Generational cohorts are likely to attribute value or lack of value to automation, servicescapes or customization based on socialization. The behaviour of guests may be exposed to self-interest, generational norms, or concern for the common good. It is also common for parties to provide different levels of involvement and support during service encounter. Some guests may assume active positions or become less active when receiving services. It is also unclear

as to whether quality of luxury hotel services (i.e., servicescapes, automation and customization) is commensurate to service costs in five-star hotels.

Despite the aforementioned assumptions and limitations, social exchange theory addresses customer's underlying motivation for consumption of luxury services and subsequent outcomes. It allows service providers to position the quality of services to maximize value, lower costs and build relationships amidst the global market turbulence such as COVID-19 and competitive environments. SET enables the five-star hotels to strike a balance between their interests i.e. profitability, flow of guests and satisfaction by designing of services that meets or exceed guest expectations. Therefore, SET encourages growth of hotels and guest's wellbeing.

2.1.3 Attribution Theory

Attribution theory is common among marketing and consumer behaviour studies. The theory was proposed by Folkes in 1980. It seeks to link organizational influences on customer behaviour through an attribution process. Attribution begins with belief formation about services, integration of the acquired information, attitude formation and ends with behavioural responses. Attribution is however made as an outcome of services experiences. The nature of the service experience enables consumers to attribute satisfaction or dissatisfaction. Attribution is therefore deemed to be a cause-and-effect process where guests may apportion service failures or success to hoteliers and vice-versa. As such, the theory addresses cognitive and emotional influences of consumer choices of products, brands, or services, Srivastava and Gosain (2020).

The theory, however, assumes that guests visiting hotels understand the causes of particular events. It also assumes that guests visiting hotels interpret this environment uniformly and maintains a

positive self-image regardless of their perceptual differences. Attribution Theory also assumes that guest attitude is the primary cause of behaviour, whereas, other factors can as well contribute to these outcomes. Furthermore, the theory assumes that guests undergo the belief formation, integration and attitude process to achieve satisfaction or dissatisfaction oblivious of several internal and external factors influencing the outcome (Srivastava & Gosain , 2020).

The theory lacks the precision to examine other causes of dissatisfaction or figuring out consumption dissimilarities among generational guests. Despite its long history, there are a lot of similarities with Expectancy Disconfirmation Theory (EDT) with minimal theoretical independence. Attribution theory further finds greater application in ascertaining customer dissatisfaction and complaining behaviour rather than satisfaction. Its application may, therefore, limit continuous improvement of services by hotel managers. In addition, the theory suffers from self-serving bias where hoteliers attribute success to themselves as opposed to their failure.

The theory enables the hotels to anticipate and prevent dissatisfaction among guests. This is because attribution theory provides a framework for attributing causalities of guest behaviour. It enables management to develop remedial actions to prevent dissatisfaction and promote competiveness. Arising from the analysis, management are able to discern whether causalities emanate from internal or external events. This then, informs management to adjust processes, policies, and regulations to enhance service delivery and minimise service discords.

2.1.4 Information Processing Theory of Consumer Choice

The Information Processing Theory of Consumer Choice (IPTCC) was proposed by Bettman in 1979. The theory explains how consumer knowledge influences their purchase decisions.

Customers acquire knowledge about brands from a number of sources including advertisements, word-of-mouth, pre-visits among others. Upon receiving the information, consumers build a strategy to evaluate services within different contexts according to different sets of decision rules. The strategy is based on intellectual and cognitive processes of the consumer. It enables a consumer to select a brand from a number of alternatives and exposes them to develop a behaviour and subsequently outcomes. Nevertheless, based on the heterogeneous nature of guests, the behaviour and the resultant outcomes vary significantly (Kmetz, 2018).

The theory assumes that guests visiting hotels are able to access, and intellectually or cognitively evaluate what hotels or service providers offer and select the most utility-maximizing decisions. The theory further assumes that information on services i.e., automations, customizations is readily available to them. Moreover, the theory assumes that guests have the same capacity as computers in storage, retrieval and manipulation of information. It is also assumed that guests process the information on hotel services in a systematic way to help them make decisions (Joseph & Gaba, 2020).

The application of the theory is however exposed to limitations. For example, the theory compares the processing of information on hotel brands of guests to that of computers. The cognitive processes of guests however involve thinking, perception, remembering, logical reasoning, recognition, imagining, problem-solving, sense of judgment, and planning of travel itineraries. In addition, their decisions may suffer from prejudice or formed upon the attitudes of generational cohorts. The theory further emphasizes on routine visits to hotels contrary to the behaviour among travellers whose itineraries vary and tend to be variety seeking.

Nevertheless, the theory illustrates how service quality practices can be modelled to understand, anticipate, and utilize different consumer choice contexts and situations. Through the theory, hotels can develop utility functions to enable them anticipates consumption behaviour. The theory further informs hotels to provide clear information on their brands and endeavour to create memorable service experiences by offering quality services. This encourages positive behaviour and responses such as satisfaction.

2.1.5 Theoretical Framework

The study sought to diagrammatically present the theories in a theoretical framework as shown in figure 2.1. A theoretical framework enabled the study to organize theories into a meaningful structure. Thus, a linkage between the study constructs as espoused in each of the theories was examined, scrutinized, reviewed, tested, and reformed (Bibauw, François, & Desmet, 2019).
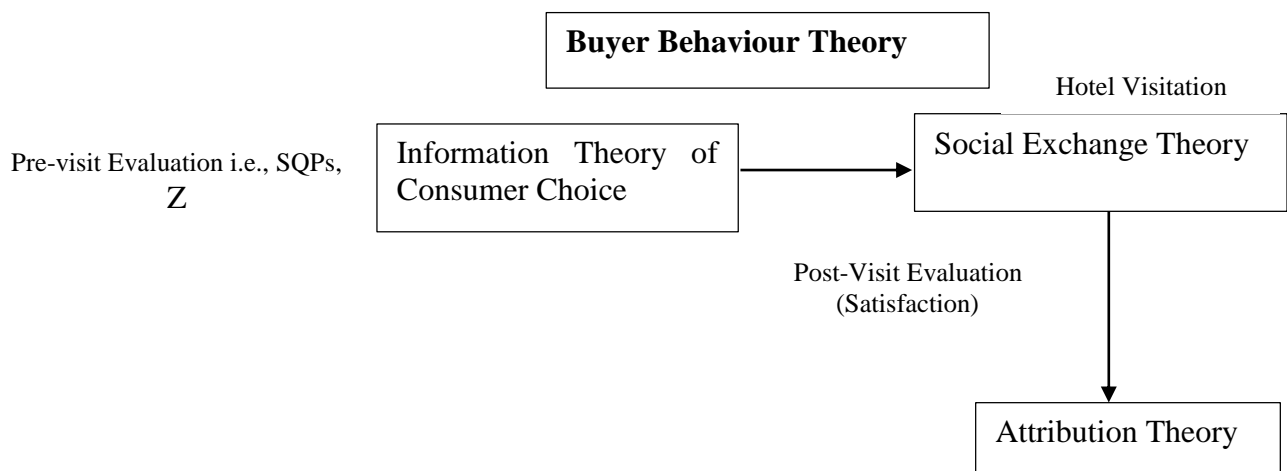
Figure 2.1 Theoretical Framework

Source: Self conceptualization

The theories were categorised into: the pre-visitation evaluation, visitation and post- visitation evaluation stages. The theories of Buyer Behaviour and the theory of Information Processing and

Consumer Choice were identified to offer a typology of guest decision-making process and modelling of service quality practices to understand, anticipate, and utilize different consumer choice contexts and situations. The information would then enable management of hotels to make strategic marketing decision on their service delivery. On this basis, hotels are able to make their services attractive and competitive to customers.

The study also adopted Social Exchange Theory to explain the behaviour of guests on the actual visits. Here, guests compare the expectations with the actual quality of services. The outcome of this process is satisfaction or dissatisfaction. SET, therefore enables managers to address customer's underlying motivation for consumption of luxury services and their subsequent outcomes. It allows service providers to position the quality of services to maximize value and lower costs. Attribution theory, On the other hand, was used to explain causalities of the consumption behaviour at the post consumption phase. The theory offered a framework for attributing causalities of guest behaviour to enable management develop remedial actions to prevent dissatisfaction and promote competiveness.

2.2 Empirical Literature

2.2.1 Generational Satisfaction Outcomes

Generational satisfaction is a recent concept in marketing with little evidence of scholarly research. Nevertheless, the focus among studies in this area continues to shift to emerging generations of guests such as generation Y and X as opposed to those of baby boomers and the silent generation. These studies are however predominant in Asian and America compared to Africa and the rest of the world. Existing literature, however, shows that generations attach different values to services and are therefore bound to portray equally different satisfaction outcomes.

In the United States of America, for example, Scott Taylor Jr. and DiPietro (2018) examined the generational perception and satisfaction outcomes in restaurants in the United States of America. Questions were asked concerning repeat visit and patronage tendencies of the generations. The behavior of baby boomers, generation X, and generation Y was investigated. To explain generational consumption differences, the study adopted generational theory. Guest-intercept convenience sampling technique was adopted with a sample of 290 diners requested to complete a structured questionnaire. To establish group differences, collected data was analyzed using ANOVA and descriptive statistics. The results indicated a disproportionate representation of generations in restaurant visitation. Generation Y guests outnumbered the rest of the generations in visitation and more disposed to repeat visit. Furthermore, findings indicated that there was a significant difference in satisfaction among generations of guests, with satisfaction decreasing with increase in age of diners.

There is evidence of generational satisfaction studies among Asian scholars too. They were however predominant in China, South Korea and Thailand. In China, for example, a team of scholars including Yang and Lau (2015) investigated generational satisfaction outcomes and loyalty among tourists. The study was confined to the behaviour espoused by generation X and Y customers. Data was collected using a structured questionnaire which was self-administered to a sample of 446 guests of five-star hotels in Macau. Of the 446 respondents, 43.5 % were generation X and 56.5 % generation Y travelers. Descriptive statistics were used to describe the demographical attributes of the population while Chi-square tests were performed to tests groups differences. Findings showed that generation X travelers were more frequent visitors of five-star

hotels compared to their generation Y counterparts. In addition, the study revealed that there was a significant difference in satisfaction among generation X and Y guests in China.

In Thailand, Wongsalangkul (2015) studied factors influencing satisfaction of generations of guests in hotels. The study focused its attention on generation Y and X guests of hotels. The study was quantitative in nature where data was collected using a structured questionnaire. The data was collected from guests of 34th Thai Tiew Thai a common convention center in Thailand. Data collected was analyzed using descriptive and inferential statistical techniques. Findings indicated that there was a variance in generational satisfaction outcomes as generation Y guests were more frequent compared to their generation X counterparts.

While in South Korea, Kim, Cho and Kim (2019) studied customer satisfaction outcomes and behavioral intention among generations of guests. Attention was drawn to generation X, Y, baby boomers and the silent generations of guests. A structured questionnaire was used in data collection. This questionnaire was administered to a convenient sample of 643 diners of selected restaurants. Structural Equation Model (SEM) was used to test the hypothesis whereas descriptive statistics was used to describe demographical representation of the respondents. Results on demographics revealed that the majority of respondents belonged to generation Y. Furthermore, it was observed that satisfaction outcomes significantly differed across generations of guests in the Korean restaurants.

2.2.2 Servicescape and Generational Satisfaction Outcomes

Many attempts have been made to understand how customers respond when presented with a variety of servicescapes. Although previous literature treats guests as a homogenous group (i.e., Pecotić, Bazdan, and Samardžija, 2014; Kwong, 2017; and Obinwanne, 2019), emerging literature

indicates that the success of the hotel sector depends on operators understanding of demographic trends of its consumers as mentioned by Scott Taylor Jr. and DiPietro (2017). Furthermore, this success is predicated upon the ability of the service providers to tailor services to meet the needs of these demographics. The use of servicescapes (i.e., atmosphere, layout, functionality, signs, symbols or artefacts) is meant to appeal to the diverse demographics thereby offering prospects of growth and satisfaction. To this point, the study reviewed empirical literature on response behaviour of generations towards services.

American scholars have attempted to link servicescapes to satisfaction, a group of researchers including Bogicevic, Bujisic, Cobanoglu, and Feinstein (2018) conducted a study on the role played by servicescapes on the satisfaction of generation of guests in the United States of America. Their study was quasi-experimental research design in nature where a convenient sample of 762 students was identified from selected universities and requested to compare servicescapes items. Data collected on these attributes was then computed using Analysis of Variance (ANOVA). There was a significant relationship between perception of generational cohorts and the design of servicescapes (F-value $=6.309$, p-value $=0.012$, partial eta-square $=0.008$, power $=0.708$). Contemporary architectural design evoked higher guest satisfaction for younger cohorts of hotel guests ($M=5.415$) compared to the traditional design ($M=5.031$). Older cohorts of guests appeared to be indifferent toward both traditional ($M=4.910$) and contemporary (modern) design ($M=4.852$). However, data was collected from a convenient sample exposing the study to bias.

Likewise, Scott Taylor Jr. and DiPietro (2017) also sought to examine the effect of servicescapes on generational satisfaction among guests of selected United States of American restaurants. A convenient sample of 398 baby boomers, generation X, and Y guests was used to collect data. This

data was collected using a structured questionnaire developed on the study constructs and administered to the guests. Analysis of Variance (ANOVA) was used to compare perception and degrees of satisfaction across generations of guests. Findings indicated a significant difference in the role played by servicescapes on the satisfaction of baby boomers, generation X and Y guests visiting the identified hotels in the United States of America.

Ngoc, Huan, Yuanqing (2020) conducted an investigation on the use of servicescapes by nursing homes to the silent generation in the United States of America. The theory of Rosenbaum and Messiah was used to establish inter-variable relationships. Items such as physical environment, social and symbolic attributes of the nursing home spaces were examined. A sample of 10 residents of the nursing home was selected conveniently. An interview was conducted on the residents of the Nursing Homes. In addition, observation and textual analysis was done to derive individual opinions and emotions. Findings indicated that servicescapes influenced comfort and satisfaction of the silent generation residents during their stay at the nursing homes. Although the findings explicated the servicescapes-generational satisfaction relationship, it was centred on the needs espoused by the silent generation to the exclusion of the rest of the generations. Furthermore, the study was restricted to a small sample and adopted convenient sampling as well as qualitative approaches which significantly limited generalization.

Earlier, Patti and Grant (2012) had investigated the effect of servicescapes on satisfaction of customers as moderated by firm competitive strategy in the United States of America. The effect of servicescapes and competitive approaches on the satisfaction of customers was investigated using Porter's generic competitive strategy. A random sample of 1287 clients of the identified firms was chosen and a structured questionnaire administered on them. To test the hypothesis, and

develop models on the constructs, multiple regression was adopted. Findings indicated that servicescapes predicted satisfaction of the firm customers. This relationship was also moderated by the firm's competitive strategy, which however, differs from the COVID-19 brand innovation investigated by the current study.

Amidst COVID-19 pandemic, Taylor (2020) looked at the socially distant servicescapes on the pretext of consumer preferences during the re-opening phase of COVID-19 pandemic in the United States of America. The investigation was centered on mitigation measures adopted amidst COVID-19 Pandemic. The cognitive – affective – behavioral framework was adopted to provide a linkage of the study constructs. Innovations for social distancing including mannequins at the tables and restaurant partitions underpinned the study. A sample of 324 diners was identified randomly to whom a structured questionnaire was administered. There was a disproportionate representation of the gender in the restaurant visitation with 68% being male and 32% female. Besides, most of them were Caucasian followed by the Hispanic with native American being the least. To describe the perceptions of the visitors, data was analyzed using descriptive statistical techniques. It was established that adoption of mannequins at the tables and restaurant partitions influenced satisfaction of the diners. Use of these approaches made a significant difference among diners in the Pre and Post-COVID pandemic periods in the United States of America. Although a comparison of the pandemic period was made, opinion about servicescapes was not made, providing a clear gap in literature.

Unlike most of the American scholars, Nanu, Berezina and Cobanoglu (2020) compared booking intentions, satisfaction and servicescapes of generation Y and non-generation Y guests in the

United States of America. Using a quantitative research design, data was collected from a random sample of 498 guests using an online scenario-based experiment approach. These data were collected from guests who were using the MTurk platform. The demographics included (52.5 %) males (47 %) females with millennials being 45.5 % while the non-millennials were 54.5%. Hypotheses testing were done using ANOVA, MANOVA and regression approaches. Findings revealed that servicescapes including the use of lobby interior design style had a significant impact on satisfaction and booking intention across different generations of guests.

A study conducted by team of researchers including Ortegón-Cortázar and Royo-Vela (2019) looked at the effects of the servicescapes on satisfaction and intention to visit South American shopping centres. Patterns, shapes, materials, symbols, and spaces were investigated. Primary data was collected from 24 shopping centres in a cosmopolitan city in South America. Shopping centres, which were part of an association, were purposively selected. In addition, the amount of space occupied by the shopping centre was also used as a selection criterion. A random sample of 403 shoppers was selected to whom a structured questionnaire was administered. After that, data was analysed using Structural Equation Model. Findings indicated that the biophilic servicescapes significantly affected satisfaction and intention to visit among shoppers. Although the relationship between the constructs was established, the degrees of satisfaction among generations of shoppers visiting the centres were not examined, creating a gap in literature.

Still in the United States of America, Lin and Worthley (2012) sought to establish the effect of servicescapes on satisfaction and response behaviour of hotel guests. Anchored on Environmental Psychology and Field Theories, the role of music (Auditory Cue), colour (Visual Component) among other servicescapes attributes was investigated. To collect data, a random sample of 263

guests (Generation Y segments) was sampled from the North-Eastern part of the United States. A structured questionnaire was then used to collect primary data. Both Chi-Square and Structural Equation Model approaches were adopted to test the hypothesis. Findings indicated that servicescapes significantly influenced satisfaction of hotel guests. Nevertheless, the degrees of satisfaction among generations of customers were not examined, creating a gap in literature.

In USA, Line and Hanks (2020) sought to develop a holistic model of the servicescapes in fast casual dining in Florida, United States of America. The study sought to make a distinction between the role of physical and social servicescapes in the hotel sector. An electronic questionnaire was developed using Qualtrics Software and afterwards distributed through the Amazon's Mechanical Turk (MTurk) crowdsourcing platform. Data was collected from a random sample of 1,110 fast casual restaurant patrons in the USA. Chipotle Mexican Grille, Five Guys Burgers and Fries, Panera Bread, and Noodles and Company formed the sampling frame. Over 20% of the sample comprised of ethnic minority. The younger generations of consumers (i.e., generation Y and X) constituted 53% of the sample with the rest being older generations (Baby Boomers and the Silent generations). These data were analyzed using nested Structural Equation Modeling and Factor Analysis methods. Results on each indicator revealed that restaurants were well lit (AVE=0.99), had proper temperature (AVE=.85), good aroma (AVE=.82), beautiful architectural appearance (AVE=.72), good decorations and paintings (AVE=.92), as well as good interior and exterior appearances (AVE=.84). Furthermore, physical and social servicescapes had a significant effect on satisfaction and behavior of casual restaurant visitors in Florida.

In the neighbouring Canada, Ladhari, Souiden, and Dufour (2017) explored the role of servicescapes on emotional satisfaction among clients visiting a Canadian Optometry Clinic. The study used a mixed research approach, collecting both qualitative and quantitative data. While quantitative data was collected from clients and patients visiting the clinic, qualitative data was collected from the optometry clinic manager. A convenient sample of 217 clients visiting the clinics was identified to whom a structured questionnaire was administered. The questionnaire was constructed in conformance to the SERVQUAL items proposed by Zeithamal et.al, (1984). The means of the responses on the constructs were compared using the Chi-square technique. Findings thereof indicated that servicescapes greatly influenced the satisfaction of optometry clinic clients in Canada.

Moise, Gil-Saura, and Ruiz Molina (2021) examined the importance of green servicescapes practices on satisfaction as moderated by gender in Colombian hotels. A quantitative study was conducted through a face-to-face survey of tourists staying in the city of Bogot. Three, four-star hotels that had implemented the green servicescapes concepts were highlighted. A total of 19 hotels in the city were identified of which 9 managers agreed to participate in the study. A random sample of 302 guests was identified to whom a structured questionnaire was administered. Whereas, PLS-SEM was used to develop models and test hypotheses, descriptive statistics was used to examine the demographic representation of respondents. Results indicated that men outnumbered women in visitation. Furthermore, the guests were mainly from generation Y and X cohorts. Findings revealed that green servicescapes significantly influenced satisfaction of guests visiting Colombian hotels.

The relationship between servicescapes and satisfaction constructs have been studied extensively in Europe, but, the aspects of generational satisfaction has attracted little attention among the scholars. Pecotić, Bazdan, and Samardžija (2014), for example, in their study examined the role played by servicescapes on satisfaction of guests as moderated by gender in Croatian restaurants. Ambiance, signs, symbols, layout and functionality were examined. Questions were asked to a convenient sample of 106 restaurant customers, upon which, a significantly moderated relationship between servicescapes and satisfaction was established. From the study, it was observed that perceptions of guests on servicescapes were affected by gender. Nevertheless, differences in perceptions among generations of diners were not examined indicating a clear gap in literature.

Studies of the effect of servicescapes and satisfaction have been popular among the Turkish scholars. This popularity was anchored on the rich religious, historical heritage and wonderful landscape. Artuger (2020) is an example of the researchers who developed the interest in this investigation. Questions were asked on the adoption of ambience, décor, layout, signs and symbols among the hotel establishments. A sample of foreign tourists staying in five-star resort hotels in Marmaris District of Muğla Province was identified. A convenient sample of 225 tourists was identified to whom a structured questionnaire was administered. Mean, standard deviation and regression analysis were used in analysing data. The study revealed that servicescapes predicted satisfaction of guests in luxury hotels in Turkey. This satisfaction was mainly attributed to ambient conditions, decor, signs and symbols as opposed to spatial layout and functionality. Nevertheless, the study did not examine differences, if any, among the generations of tourists to enable the identified hotels develop services to meet those needs.

Çetinsöz (2019) also looked at the influence of servicescapes on customer satisfaction and loyalty among upscale restaurants in Turkey. Primary data was collected using a structured questionnaire developed and distributed to a random sample of 150 diners. The structured questionnaire was made up of dinescape items that had previously been proposed in literature. This sample was identified from domestic customers who frequently sought services from five (5) upscale restaurants. The data thereof was analyzed using both descriptive and inferential statistical tools. In particular, Structural Equation Model technique was used to test the hypothesis and develop models. Findings revealed that servicescapes significantly influenced the satisfaction of customers. The study, on the other hand, looked at the needs and desires expressed by guests who visited restaurants rather than those visiting five-star hotels indicating a clear knowledge gap.

Ceren, Ilgaz and Berrin (2018) were concerned with the effect of servicescapes on the satisfaction and loyalty of fish restaurant customers in Turkey. Questions were asked on ambiance, aesthetics, layout and presentation of service staff, with the examination of lighting, aesthetics, décor, arrangement of equipment and furnishings. To develop a framework of the constructs, Environmental Psychology Theory was adopted. Data was collected from a sample of 350 randomly selected dinners from 11 well-known fish restaurants in Kusadasi, of whom a structured questionnaire was administered. Factor analysis was used to extract variables with most influence on satisfaction of guests while Structural Equation Model was used to test the hypothesis and develop models for the constructs. Findings indicated that although servicescapes significantly influenced satisfaction of fish dinners, their satisfaction was ostensibly predicated upon proper lighting of restaurant spaces (VIF=.761), entertaining music (VIF=.715), good painting and décor (VIF=.813), good arrangements and furnishings (VIF=.677). Furthermore, the study established

that servicescapes significantly influenced the satisfaction of guests visiting the Turkish restaurants.

As the Turkish hotels positioned themselves to represent the rich religious and cultural heritage in the country, Kilicarslan and Caber (2018) linked servicescapes on satisfaction to guests visiting her Cultural Heritage sites. Questions were asked on crowding and use of atmospherics. Servicescapes was divided into spatial (i.e., colour, lighting, layout and signage) and service atmosphere (i.e., knowledge, reception and courtesy). A comparison of the differences espoused by Turkish and British visitors was made. Focus was made on Topkapi Palace, Istanbul which constitutes a popular heritage site of Turkey. Data was collected from a convenient sample of 261 Turkish and 236 British visitors. This sample was selected based on prior visit to the sites among the identified visitors. The data was collected using a structured questionnaire which was administered to the identified respondents. Factor analysis and Analysis of Variance (ANOVA) were used in data analysis. On demographics, the cultural sites were patronised by local guests as opposed to their foreign counterparts. It was also observed that guests were satisfied by cultural sites because they were painted using friendly colours (AVE=0.88), were well lit (AVE=0.791), offered informative signage (AVE=0.693), and proper layout (AVE=0.558). Furthermore, the study established a statistically significant difference in behavior of Turkish and British guests towards servicescapes ($p > 0.05$). The study was however conducted in Pre-COVID period as opposed to the current study that established the role of servicescapes in the Post-COVID pandemic era.

While in Thailand, Oo and Wattanacharoensil (2020) sought to develop a model of the servicescapes and satisfaction among Midscale Hotels in Mandalay. Social Exchange Theory

(SET) was used to investigate the relationship among study constructs. Explanatory research design and mixed research approach were used in the study. Data was collected using a structured questionnaire and an interview guide. Quantitative data was collected from a random sample of 430 local and foreign guests who visited the identified hotels. The guests visiting the hotels were mainly from the generation Y cohort. Although the number of foreign and domestic guests was equal, they were mainly of European, Asian and American origin. To analyse data, Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to extract items and develop a relationship. Findings indicated that satisfaction of guests was mainly predicated upon comfort of furniture, friendly paintings, artefacts and decorations. The quality of lighting and temperature also offered a strong contribution to tourist satisfaction. Since the study focused on spatial servicescapes, it was recommended that studies on emerging aspects including automation be carried out.

In a comparative investigation of the behaviour espoused by Turkish, German, and Russian tourists in Turkey, both Dedeoglu and Kucukergin (2015) investigated the relationships between servicescapes, value, image, pleasure, satisfaction, and behavioural intentions among hotel customers. Ambient conditions, decor, layout, signs, and symbols were used to assess servicescapes. For the study, a convenient sample of tourists staying in 4- and 5-star Antalya hotels was identified. A structured questionnaire was administered to the respondents using a drop and collect method. To test the study hypothesis and develop models, Structural Equation Model technique was adopted. Findings indicated that servicescapes significantly influenced tourists' value, image, and satisfaction. Nevertheless, the degrees of satisfaction among generations of guests visiting the hotels were not examined, creating a gap in literature.

Still in Turkey,Turker, Gokkaya and Aysegul (2019) investigated the effect of restaurant servicescapes on customer satisfaction and loyalty. Turker adopted the Bitner (1992) items such as ambient conditions (i.e., temperature, music and aroma); spatial layout and functionality (i.e., arrangement of equipment and furnishings) as well as signs, symbols, and artifacts. Data was collected from a random sample of 327 guests who comprised of 58.4 % male and 41.65% female. The guests were mainly young and aged between 15 years and 44 years. A structured questionnaire was used to collect data which was then analyzed by descriptive statistical tools. It was established that restaurants servicescapes contributed significantly to the diner's satisfaction. This was because hotels were housed in buildings with good architectural designs and provided well lit interior and exterior spaces. Nevertheless, the perceptions of the generations of customers towards servicescapes were not examined, providing a gap in literature.

There was a similar interest among Italian researchers on the relationship between servicescapes and satisfaction. Piancatelli, Massi, and Vocino (2020), for instance, investigated the effect of servicescapes on Museum visitor satisfaction. Three Italian museums (i.e., Museo del Novecento and GAM) were purposefully sampled for the investigation. Servicescapes items such as the museum's exterior, interior, layout, design, decoration, and service personnel presentation were investigated. Questions were asked on the aforementioned attributes and administered to 1,370 visitors randomly selected. Data collected was analysed by Structural Equation Modelling (SEM) using M-plus (Ver. 8.2). The models were then estimated using maximum likelihood with robust standard error and scale corrected Chi-square values, as specified in the MLR-M-plus software. Although the study found a significant relationship between the adoption of servicescapes and

museum visitor satisfaction, it did not investigate the moderating effect of COVID-19 brand innovations.

Vigolo, Bonfanti, Sallaku, and Douglas (2020) investigated the influence of servicescapes on customer satisfaction in Italian hospitals. Signage and directional markers were used to assess servicescapes. The study developed a structured questionnaire bearing questions of the study constructs. The questionnaire was administered to a convenient sample of 30 customers and patients. The collected data were analysed using descriptive analysis, factor analysis, and moderated regression analysis methods. Findings indicated that servicescapes influenced customer satisfaction. This satisfaction was mainly driven by signage and directional markers.

Anaya-Aguilar and Gemar (2021) investigated factors associated with the satisfaction of SPA tourists in Spain. Using a quantitative research approach, a cross-sectional sample of the tourists was selected from SPAs in Andalusia. This sample constituted of 725 guests who were identified using random sampling technique. Based on the geographical locations of the SPA, several stratums were identified and as sample thereof selected. A structured questionnaire was developed and administered to the respondents. The data collected was then analysed using regression analysis. The results established that the profile of Andalusian SPA tourists was predominantly female, over 56 years old, and retired with average incomes below one thousand Euros. The level of satisfaction of its users was above average with regards to servicescapes in restaurants and SPA.

There are also efforts among Asian scholars to link servicescapes to satisfaction. A group of researchers, Mohamad-Isa, Mohamed-Yassin and Ramli (2021), for instance, looked at the role played by servicescapes on satisfaction of Malaysian Park visitors. Attention was paid to the role

played by ambiance of selected theme parks in the Southern, Central, and Northern parts of the country. The CEO-Model (Cause, Effect, and Outcome) was utilized to describe the inter-variable relationships. Of these visitors, tourists who frequently visited the theme parks were conveniently sampled. A structured questionnaire was then administered to the identified respondents. Afterwards, Analysis of Variance was used to test the hypothesis. Though findings indicated that servicescapes significantly influenced satisfaction of theme park visitors in Malaysia, the moderating effect of COVID-19 brand innovation was not examined.

Kwong (2017) sought to investigate the effect of servicescapes on satisfaction of Chinese customers. Being conscious of the fact that, majority of the customers were belonging to generation Y, customers between the ages of 20-25 years were targeted. They were asked to express themselves with regards to spatial layout, ambience, signs, artefacts as well as hygiene. The outcome of a Principal Component Analysis (PCA) modelled response indicated that servicescapes had a positive relationship with satisfaction. A comparative analysis of the behaviour espoused by the rest of the generations and their degrees of satisfaction was however not examined

Likewise, Pawan (2020) sought to identify factors influencing the satisfaction of customers seeking hotels services in Malaysia. To achieve this objective, the study developed and distributed a structured questionnaire to diners who experienced services of the identified hotels. The diners were mainly selected from those who visited hotels located in the Kota Kinabalu area. A convenient sample of 302 diners, were therefore, selected from the identified hotels. Data collected was analyzed using Partial Least Square of Structural Equation Modelling. Findings indicated that servicescapes significantly influenced satisfaction of customers visiting the restaurants.

Nevertheless, diners were conveniently sampled to participate exposing the study to bias. To overcome this challenge, the current study employed random sampling methodology.

In the neighbouring Indonesia, Soebandhi and Darmawanti (2020) assessed the likelihood of servicescapes prompting customer satisfaction and repurchase intention. The study developed and distributed a structured questionnaire to guests who experienced services of hotels in Surabaya. A total of 150 guests was thus, selected using convenience sampling technique from the identified hotels. Partial Least Square-Structural Equation Modelling techniques were used to analyse data and subsequently develop models. Findings indicated that servicescapes significantly influenced the satisfaction of the hotel guests. However, the study conveniently sampled guests to participate in the study exposing it to bias. To overcome this challenge, the current study employed random sampling.

Earlier, another study was conducted by Hendriyani (2018) on the role of servicescapes on guest satisfaction in Indonesia. Ambiance, layout, functionality, signs and symbols were investigated. Quantitative and qualitative research designs were adopted. A convenient sample of 105 guests was identified from 22 selected restaurants to which a questionnaire was administered. Qualitative data was collected from an interview conducted on the hotel managers. The qualitative data, on the other hand, was summarised into themes while quantitative data was analysed using factor analysis. The findings of the study indicated that servicescapes significantly influenced guest satisfaction. Nonetheless, behaviour of customers across generations was not distinguished creating a gap in literature.

Peng, Yangxi, Erin, and Desmond (2020) examined the effect of servicescapes on the satisfaction of generation Y Chinese guests. Layout, ambiance, signage and symbols, equipment, and cleanliness of the hotel spaces were examined. Data was collected using online social media platforms such as WeChat which were commonly used by the generation Y guests in China. A random sample of 584 Chinese guests was identified and requested to participate in the survey. The Structural Equation Model was used in the study to test the hypotheses. Interior décor, ambiance, equipment, signage, and symbols were found to be positively associated with generation Y satisfaction and behavioural intentions. Cleanliness and layout, on the other hand, had no significant effect on their satisfaction.

Denizci, Kozak, and Kucukusta (2019) looked at the role of servicescapes on the satisfaction of guests in Japanese hotels. Questions were asked on the ambiance used to serve the needs of the hotel guests. A luxury International hotel in Hong Kong was selected for the study. A mixed research design constituting of both qualitative and quantitative approaches was adopted. An interview of the chain's brand director was undertaken in data collection. An equal sample of 50 English and Mandarin-speaking guests was conveniently identified and a structured questionnaire administered to them. Factor analysis was adopted to extract servicescapes items, while, Structural Equation Model was used to test the hypothesis and develop models on the constructs. Findings indicated that besides servicescapes influencing satisfaction of the guests, ambient conditions such as scent or aroma evoked emotional responses of the guests.

Julvirta (2021) examined the effect of servicescapes on customer satisfaction and loyalty among hotels in Indonesia. An exposition of servicescapes deployed by a selected three-star hotel in Bandung was examined. Using a quantitative method, correlational research design was used to

develop the inter-construct relationships. A sample of 395 customers visiting the identified hotels was conveniently selected to whom a questionnaire was administered. Data collected was then analysed using path analysis. Findings indicated that servicescapes significantly influenced satisfaction of the hotel guests.

Olson and Park (2019) investigated the relationship between servicescapes and South Korean citizens' satisfaction with public services. The study sought to develop a servicescapes-satisfaction model using Structural Equation Model (SEM). A random sample of 594 Seoul public-sector beneficiaries was chosen and asked to answer questions about ambiance, layout, and comfort of public sector office spaces. Findings indicated that servicescapes significantly affected citizen satisfaction. This satisfaction was mainly predicated upon the use of ambiance as opposed to the layout and comfort of the facilities. Nevertheless, behaviour espoused by generations of citizens and their degrees of satisfaction was not examined.

There are limited scholarly evidence on the servicescapes-generations satisfaction outcomes in Africa, Obinwanne (2019), however, attempted to explore the role of servicescapes on satisfaction of luxury hotel guests in Nigeria. The study was conducted in Abakiliki, the capital city of Ebonyi state in Nigeria. A sample of 150 respondents was drawn from both guests and hotel managers. Descriptive statistical techniques were used in analysing collected data and findings presented using percentages and frequency distribution tables. Results revealed that appropriate servicescapes promote customer satisfaction. Given the methods adopted by the study, critical characteristics of the population and relationships between variables were lost. Obinwanne, did not adequately establish any differences in findings across generations of hotel customers.

In a cross-sectional study, Adzoyi (2015) sought to establish the relationship between servicescapes and customer satisfaction in Ghana. The study was conducted in the backdrop of increased investment in servicescapes among classified hotels. In this regard, 150 guests were conveniently sampled and requested to express themselves with regard to servicescapes. In a bid to develop a model for the servicescapes-customer satisfaction relationship, their responses were analysed by multiple regression analysis. In the study, a significant relationship between servicescapes and customer satisfaction was supported. Among the servicescapes items examined, several guests agreed that ambiance play a greater role in the aforementioned relationship. The study was however based on convenient sample and therefore subject to bias, in addition, data was collected from a small sample. To overcome this limitation, the current study seeks to enhance the sample size and adopt probability sampling to enhance representation.

Heesup, Jin, and Bonhak (2020) looked at the role of green servicescapes on guest response, place dependence, and satisfaction in the Egyptian luxury hotel sector. A mixed methods research approach (i.e., Quantitative and Qualitative) were used to unearth the types and effect of the servicescapes deployed by the hotels. These servicescapes were then classified into green ambient conditions, green items or green spaces. A random sample of 270 guests was identified for the study to which a structured questionnaire was administered. A two-phase data collection process was done starting with qualitative and followed by the quantitative approach. Models and hypotheses were then developed and tested using a Structural Equation Model. Findings indicated that green servicescapes significantly influenced the satisfaction of the guests. In addition, the strength of the green ambient conditions on satisfaction significantly differed across occupant

types. The study however neither specified the types of customers visiting the hotels nor examined the behaviour espoused by generations of guests.

Siswhara, Abdullah, and Sukmawati (2019) sought to establish the role of servicescapes on satisfaction of generation Y customers in Sudan. The study used a quantitative research design and sampled 400 restaurant dinners. Using a structured questionnaire, these guests were asked to respond on how servicescapes were deployed by the selected restaurants. To establish a relationship between servicescapes and satisfaction, multiple regression analysis was used to analyse collected data. Findings of the analysis indicated that servicescapes significantly influenced satisfaction of generation Y guests. The study however overlooked the variance in satisfaction among generations of customers to help inform policy.

In Kenya, Harjit (2018) conducted a descriptive study on the relationship between servicescapes and satisfaction of generation X and Y customers in Kenya. The study focused on graduate and undergraduate students between the ages of 18 and 50 years. These students were requested to express their views regarding ambiance, signs, symbols, layout and functionality of the United States International University library. A proportionally stratified sample of 311 and 81 undergraduate and graduate students was selected by simple random sampling respectively. Chi-square was used to compare responses between the two groups of students and to establish a servicescapes- customer satisfaction relationship. The outcome of this analysis revealed a significant relationship between servicescapes and customer satisfaction. Compared to other factors, a higher score was observed on ambiance as opposed to layout, design or on signs and symbols. Although responses were expected to vary with age, no significant differences between generation X and Y was reported.

Githiri (2016) examined the effect of servicescapes on customer satisfaction in Kenyan classified restaurants. These restaurants were majorly drawn from the Coastal and Nairobi regions. A random sample of 345 dinners was identified and a structured questionnaire administered to them. Means and standard deviation was used to describe the inter-variable constructs while Pearson Correlation Coefficient and regression analysis were used to test the hypothesis and develop models on the endogenous constructs. Findings revealed a significant relationship between servicescapes and satisfaction of restaurant dinners in Kenya. Although, findings offer a significant contribution to the customer satisfaction literature, a gap on the approaches deployed to meet the needs of generations of guests remains apparent.

2.2.3 Service Customization and Generational Satisfaction Outcomes

There is limited research on the relationship between service customization and satisfaction in the service industry. The existing studies are even skewed geographically with most of them from Asia, Europe and USA. Therefore, Africa scholars engage in the examination of the linkage between service customization and satisfaction of customers less often. Europe, Dominici and Guzzo (2010), for instance, studied the role of service customization on guest satisfaction in Sporting Club hotel in Cefalù, Italy. In the study, an examination of the degree of customization in accommodation, restaurant, and complimentary services was conducted. Using a critical incident approach, a convenient sample of 100 guests and hotel managers was selected and requested to participate in the study. Their experiences were correlated using customer satisfaction convergence matrix. The outcome of this analysis revealed that service customization significantly affects guest satisfaction. Nevertheless, the study did not clearly define the role played by branding approaches during pandemics on the customization-satisfaction relationship. Having adopted

convenience sampling, the study findings were also exposed to bias and hence difficult to generalise.

In the case of Carmo (2015) the relationship between service customization and generation Y guest's satisfaction was examined among hotels in Lisbon Portugal. From a sample of 12 luxury hotels in the city, a questionnaire was administered to top managers. These managers were asked how their respective hotels integrate customization in the delivery of services to the segments of customers. Quantitative data arising from the questionnaires were summarised, collated, and analysed using means and percentages. The findings indicated that customization of hotel services greatly influenced satisfaction of the generation Y guests. As a result, hotels should endeavour to modify and create unique services for generation Y guests. However, the study did not examine generational perceptions and behaviour concerning services offered by luxury hotels in Portugal creating a gap in literature.

In Portugal, Sá (2017) extended the service customization and satisfaction investigation by looking at the perceptions of baby boomers, generation X, and Y guests. Using quantitative and qualitative research designs, a sample of 384 guests was selected from the aforementioned generations. To collect data on guest experiences, a focus group discussion was adopted. A questionnaire was also used to generate quantitative data on the range of customised services. Qualitative data was summarised into themes while quantitative data was analysed using means and percentages. Findings of the study revealed that customized services greatly influenced satisfaction and repeat visits of each generation of customers. Nevertheless, needs and desires espoused by the silent generation were not examined creating a gap in literature.

In Asia, Wang, Ma, and Qiu (2010) analysed the effect of service customization on customer satisfaction among Chinese automobile sales customers. A convenient sample of 650 was selected and requested to provide answers on how automobile sales service providers tailored services to the needs of the customers. To assess the causal relationship between customization and satisfaction, Structural Equation Model was adopted. In the study, a significant relationship between customization and customer satisfaction was supported. The findings of this study are, perhaps conjectural to the value attached by customers to personalized services. However, given the findings, generational perceptions, and behaviour with respect to customizations remain unresolved.

Whereas, Yang and Lau, (2015) assessed the effect of service customization on satisfaction of generation X and Y Chinese tourists. A convenient sample of 285 tourists was requested to respond to a range of questions regarding the extent of customization of services and amenities in the sector. Both exploratory and confirmatory factor analysis were adopted in data analysis. Irrespective of the challenges experienced in service customization, the findings indicated that when successfully integrated, customization significantly affected satisfaction of generation X and Y guests. These findings were however limited to two sets of generations and therefore satisfaction of baby boomers and the silent generations was not examined. Further, convenience sampling adopted exposed the study to bias and adversely affected generalization.

In a quantitative study, Serhan and Serhan (2019) examined the effect of service customization on the satisfaction of generation Y cafeteria diners in Lebanon. A Convenient sample of 676 students and staff within the age of 17 and 35 years was selected and asked questions regarding customization of cafeteria services. The study applied Pearson Correlation Coefficient to measure

the relationship between customization of cafeteria services and customer satisfaction. The outcome of the study revealed a significant relationship between service customization and satisfaction of this generation of customers. The findings were however limited to generation Y customers. This limitation has a profound effect on the development of appropriate approaches with regard to cafeteria services for baby boomers and generation X customers.

Samarasinghe, Kodituwakku, and Yapa (2013) studied the role of service customization on guest satisfaction and repeat visits among leisure hotels in Srilanka. Through a quantitative research design, 10 prominent tourists and three employees were conveniently sampled from selected hotels. To these categories of respondents, a questionnaire to examine the degree of service customization of the respective hotels was administered. Data collected in this process was summarised and analyzed using regression analysis. Findings revealed a direct relationship between service customization and satisfaction. As a result, the finding observed that satisfied customers were more disposed to engage in a repeat visit. Nonetheless, the study failed to examine behaviour with respect to generations of customers. In addition, a small sample was conveniently selected exposing its findings to bias.

In Japan, Tong, Wong, and Lui (2012) examined the role of service customization on the satisfaction of banks customers. Positivism research philosophy together with quantitative research design was adopted. A random sample of 360 customers was selected and asked to express themselves on the extent to which bank services were tailored to their needs. To establish a linkage between the endogenous constructs, data collected was summarised, collated and analysed using regression analysis. Findings of the analysis indicated that service customization significantly

predicted customer satisfaction in the banking industry. Nevertheless, given the findings, generational perceptions, and behaviour with respect to customizations remain unresolved.

Uma and Chandramowleeswaran (2015) studied the relationship between service customization and customer satisfaction in India. To examine the linkage between the variables, both descriptive and correlational research designs were adopted. A sample of 672 customers was randomly selected upon whom a structured questionnaire was administered. To provide a graphical representation of the effect of service customization on customer satisfaction, a correspondence analysis technique was adopted. The findings of this analysis demonstrated that service customization significantly drives customer satisfaction. Although the study adopted a robust methodology, it overlooked generational perceptions and behaviour with respect to customizations.

While in Africa, Kukoyi, Aina, Iwuagwu, and Olatunji (2016) studied the extent to which hotel services were customised to enhanced guest satisfaction in Nigeria. A total of 24 independent hotels were identified out of which a sample of 420 baby boomers, generation X, and Y guests was selected using a multistage sampling technique. These guests expressed themselves with regards to the quality of integral and complementary services as well as on-service amenities. Multiple regression analysis was used to establish the significance of the dimensions across the generations of customers. The study observed that customizing services to the generational niches significantly influence guest satisfaction. Further, a significant relationship between customization of integral hotel services and satisfaction of baby boomers, generations X and Y was established. Baby boomers, however, found complementary and service amenities less meaningful. Although

the study addressed the role of service customization on customer satisfaction, it did not examine the needs and desires espoused by the silent generation creating a gap in literature.

In Kenya, Onyango (2016) sought to examine the role of service customization on guest satisfaction in Sunset Hotel. Using a cross-sectional research design, a structured questionnaire was administered to a sample of 60 employees of the identified hotel. To establish a relationship between customization and satisfaction, multiple regression analysis was adopted. The findings revealed that service customization significantly influenced guest satisfaction. It was however noted that the hotel provided limited-service options for its guests; as such most customers reported dissatisfaction and complained about services. Although the study addressed the customization-satisfaction relationship, it did not address how satisfaction varies among generations of guests.

2.2.4 Service Automation and Generational Satisfaction Outcomes

There is a plethora of investigations on automation and satisfaction constructs, with little focus on generational satisfaction. In Europe, Lukanova and Ilieva (2019) for example, sought to link service automation to satisfaction of guests of Bulgarian classified hotels. The application of internet and self-service technologies was studied. The adoption of these technologies throughout the business process was examined. Being a qualitative study, websites of the respective hotels were examined by the use of content analysis approach. To complement this approach, empirical examination of studies was also applied. Data collected, was then refined and summarised into the aforementioned themes. The findings indicated that service automation influenced the satisfaction of guests visiting Bulgarian classified hotels. This satisfaction was mainly predicated upon the use of internet, hotel room, and self-service technologies.

Domanski (2020) incorporated an aspect of customer privacy into the service automation and satisfaction relationship among hotels in the United Kingdom. Aspects of automations including ease of use, flexibility and timeliness were examined. Mixed research method comprising of qualitative and quantitative approaches were adopted. Whereas quantitative data was collected using a structured questionnaire, qualitative data was obtained from in-depth interviews. A total of 15 in-depth interviews were conducted on managers of Stockholm hotel. Quantitative data was collected from 100 conveniently sampled guests and employees. The quantitative data was analyzed using descriptive statistical techniques. Qualitative data, on the other hand, was grouped into themes and presented in continuous prose. It was established that automations used in the Stockholm hotel moderately influenced satisfaction of its guests

With the proliferation of Self –Service Technology as a form of automation in Portugal, Margarido (2015) explored its relationship with satisfaction of customers among upscale hotels. In the study, an attempt to examine the role of self-service and hotel room technologies for baby boomers, generation X, and Y was made. To be holistic, a mixed research design with both qualitative and quantitative approaches was adopted. In this regard, qualitative data was collected from a convenient sample of 310 guests, while, qualitative data was obtained from narratives of guests posted on the selected hotel websites. Analysis of variance was used to compare responses obtained from generations of guests. Findings revealed that automation of upscale hotel service in Portugal influenced the satisfaction of generations of guests. Nonetheless, behaviour espoused by the silent generation was not examined indicating a clear gap in literature.

A year later, Brochado and Rita (2016) examined the role of automation on the satisfaction of generations of upscale hotel guests in Portugal. A random sample of 310 baby boomers, generation

X, and Y guests was selected from four- and five-star hotels. The use of the internet, electronic booking, and online deliveries were examined. To compare responses across generations, a one-way ANOVA was computed between perceptions of generations on hotel automation. The analysis was followed by a series of post hoc tests. As a result, a significant relationship between the sets of automation and guest satisfaction was supported. Furthermore, generation Y guests were reportedly more disposed to automation compared to baby boomer and generation X guests.

In the banking industry, Ioannou and Sakalidou (2020) investigated the link between service automation and customer satisfaction in Greek. Mobile technologies, online service requests and bookings were investigated. The Human-Touch Service SWOT analysis model was used to explain the inter-variable relationships. Data were collected from a random sample of 230 customers of the selected banks. A structured questionnaire with questions on these constructs was created and distributed to the identified customers. The role of service automation on customer satisfaction was established using means and standard deviation. Findings indicated that service automation influenced satisfaction of customers visiting the selected banks. Although the findings provide a good contribution to the customer satisfaction literature, branding approaches deployed to create resilience and survival within the COVID-19 pandemic were not examined.

Studies in China are replete with innovations in hotels automations (Leiper &Park, 2010). Qian Ting and Chung (2021), for example, explored the effect of service automation on satisfaction of hotel guests in South Korea. Automations were examined with respect to the adoption of Artificial Intelligence (AI) and Self-Service Technologies. A structured questionnaire was developed and administered to a random sample of 370 guests. This questionnaire was given to the respondents through online platforms of the identified hotels. To develop models and test hypotheses, the data

was analysed using Structural Equation Model, and results presented in tables. It was established that automation significantly influenced the satisfaction of hotel guests. The study however, did not seek to examine the behaviour or degrees of satisfaction of the generations of guests visiting the hotels.

Ong, Yee, Hui, Kasim, and Hizza (2015) studied the role of service automation in customer satisfaction in Malaysia. Using a quantitative research design, a convenient sample of 120 beneficiaries of the Malaysian Rail Transportation sector was selected. A structured questionnaire was then administered to the customers. Data collected were coded, captured, and analysed using multiple regression analysis. The outcome of the analysis revealed that service automation significantly influences customer satisfaction. As such, the findings encourage deepening of the use of service automation in service delivery in the transport sector. The use of convenience sampling method exposed the study findings to bias and adversely affected generalization. Although the study addressed the automation-satisfaction relationship, it did not address how satisfaction varies among generations of guests.

Dzia-Uddin, Hashim and Isa (2018) focused their attention on the automation-satisfaction relationship among luxury hotels in Malaysia. The study was conducted in Malacca, an anciently revered tourist destination with a rich heritage and landmarks. A census of guests was undertaken from a selected five-star hotel within the period of study. Questions were raised on self-service technologies as deployed in the identified hotels. Data collected was then transcribed and summarised into themes. The findings demonstrated that service automation significantly affected satisfaction of guests visiting luxury hotels. Nevertheless, behaviour of customers across generations was not distinguished.

Amidst the COVID-pandemic, Stephanie, Chuah, Aw and Cheng (2021) investigated the effect of automation on customer value and perceptions in Taiwan. The study focused on automations adopted amidst COVID-19 pandemic. A structured questionnaire was adopted in data collection. The questionnaire was distributed using a link to Facebook and Line, the most popular chat app in Taiwan. A sample of 480 users of the social platforms was selected conveniently for the study. Collected data was analyzed using descriptive statistics and Partial Least Squares-Structural Equation Modeling (PLS-SEM) through SmartPLS 3.3.2. Factor analysis was also used to extract the items related to service automations. These respondents were almost proportionate in number with the male being 47.9% and the female being 52.1% with a majority of them belonging to generation X and Y. Findings indicated that adoption of robots made their visit to the restaurants enjoyable (AVE=.844), entertaining (AVE=.852), and pleasant (AVE=.818). The PLS-SEM analysis showed that automation of hotel services using robots significantly influenced the perceptions of guests and ultimately satisfaction.

Abukhalifeh and Toanoglou (2020) also investigated the role played by service automation on guest satisfaction among South Korean hotels. Focus was on how self-service technologies made service delivery easier and more reliable for guests. Guests staying in Malacca's five-star hotels were chosen for the study. They were identified based on their frequent visits to the identified hotels. Quantitative data was collected using a structured questionnaire developed and administered to a random sample of 210 guests. Data collected was analysed using both descriptive and inferential statistical techniques. Findings of the study revealed that automation significantly influenced the satisfaction of hotel guests. Nonetheless, the findings did not examine the effect of automation on the satisfaction of generations of guests.

In the banking sector, De Leon, Atienza, and Susilo (2020) conducted a quantitative study on the effect of service automation on satisfaction of the Universal Bank customers in the Philippines. Approaches such as the use of technology to design, customize and secure delivery of services were examined. A convenient sample of 200 customers of the bank was identified. The data was collected through the use of a structured questionnaire, which was distributed to respondents who had used the bank's services. The study built models and tested proposed hypothesis using Structural Equation Model. According to the models developed, service automation by the Universal Bank of the Philippines had a significant effect on customer satisfaction. Although the findings provide significant contribution to literature, satisfaction of the generations of guests with regards to automations by the bank was not examined.

Literature indicates an increased engagement among scholars in other parts of Asia such as Thailand on this subject. This includes Boon (2015) who evaluated the role of service automation on e-satisfaction within the digital banking system, focusing on technology readiness and perceived value. A random sample of 222 mobile bank customers was chosen for the study. Being a quantitative study, primary data was collected using a structured questionnaire, which was then administered to respondents through an online survey. The online tool provided the respondent with a platform for responding to the instrument with ease and submits the same in time. Demographical data was analyzed using measures of central tendency while data on the objectives were analysed using Structural Equation Model. Findings thereof indicated that service automation affected the satisfaction of mobile banking customers in Thailand. Although the study found a significant relationship between automation and satisfaction, it did not investigate the degrees of satisfaction among the generations of bank customers.

Shobha (2021), on the other hand, explored the role played by service automation on the satisfaction and retention of Bangalore Metro Rail Transportation commuters in India. Forms of automation and their application were examined. Primary data was collected using a structured questionnaire distributed to commuters visiting the Banashankari, Bayappanahalli, and Majestic Metro stations. A random sample of 120 commuters was therefore chosen from the aforementioned Metro stations. The collected data was analysed using both descriptive and inferential statistics. Inferential statistical techniques were used to test the hypothesis while measures of central tendency, were used to describe the demographical features of the commuters. Findings indicated that service automation contributed to customization and leads to the satisfaction of the railway commuters in India.

A study conducted in India by Ravishankar and Christopher (2020) who examined the link between service automation and satisfaction with Indian Airlines hotel services. Automation was examined in the context of in-flight connectivity, online check-in, and on-board digital media. Content analysis methodology was deployed to collect data using the keyword approach. In this case, studies related to the constructs were reviewed and extracted for analysis. Data analysis was done using thematic analysis approach. Findings indicated that service automation influenced satisfaction of travellers among Indian airline hotel services. Nevertheless, branding approaches deployed to create resilience and survival within the COVID-19 pandemic was not examined.

Still in India, Chittiprolu, Samala, and Bellamkonda (2021) studied factors that influence the satisfaction of guests of Indian heritage hotels. The study was anchored on the postulation of the Herzberg Two-Factor Theory. Text mining of online reviews of guest's feedback given on TripAdvisor was undertaken. In the study, attributes of service automation including reservation,

self-service technologies were examined. Therefore, data on the online reviews written by the customers was analyzed based on the keyword approach. Although a total of 23,643 online reviews were made about heritage hotels within the study period, 1000 reviews were randomly selected for further analysis. The study established that satisfaction of the guests making online reviews with automation was not uniform as certain categories were dissatisfied with the extent of automation.

Another group of researchers, Oh, Lee, and Han (2021) investigated the role of automation on satisfaction of South Korean restaurant dinners, with a focus on the deployment of robotics in service delivery. Technology Acceptance Model was adopted to explain the Belief-Attitude-Intention-Behaviour among the hotel guests. Using a web-based survey platform, data was collected from customers who had experienced the services. A random sample of 364 customers from the identified hotels was selected and a questionnaire administered to them. Collected data was verified and analysed using analysis of Moment Structures (AMOS) program. Furthermore, hypotheses and theoretical models were presented using the Structural Equation Model (SEM) in AMOS. Although, findings indicated that adoption of automation among restaurants influenced satisfaction of guests, a desegregation of the degrees of satisfaction among generations was not examined.

Ivanova, Websterb, and Garenkoc (2018) looked at the role played by service automation on satisfaction as moderated by gender among generation Y guests in Russian hotels. The use of robots in delivery of services by the identified hotel establishments was highlighted. Data were collected through an online questionnaire that was developed and distributed using social media platforms; VKontakte, a popular social media platform commonly used in Russia, and also in Facebook. To put the hypothesis to the test, data was collected and analyzed using Analysis of

Variance, and factors were extracted using factor analysis. Findings of the study indicated that generation Y guests were satisfied with adoption of automation including the use of robots in service delivery among Russian hotels. However, a comparison of the degrees of satisfaction among the generations of guests towards automation was not examined.

To develop a self –service Technology framework, Abukhalifeh and Toanoglou (2020) explored the role of service automation on satisfaction of South Korean hotel guests. Service reservation, coinage, and in-room technologies were assessed. To achieve these objectives, the study used a qualitative approach whereby content analysis on previous studies on the constructs was conducted. Therefore, a review of literature was done using the keyword approach. Data was then organized and presented in themes with regards to the identified study constructs. The findings of the analysis indicated that service automation indeed predicted the satisfaction guests.

In the United States of America, Beldona, Schwartz, and Zhang (2018) evaluated the effect of hotel automation on guest satisfaction. A comparison between home and hotel technologies was undertaken. The theory of Home and Attachment was used to explicate the study constructs. The study adopted a quantitative approach where primary data was collected from Amazon's Mechanical Turk using a self-administered online survey. These data were obtained from 595 responses from guests visiting US lodging consumers and using Amazon's Mechanical Turk. Partial Least Squares, a component-based Structural Equation Modelling technique with SmartPLS 3.2, was then adopted to test the hypotheses. Although the study observed that automation influenced satisfaction of guests, difference among mid-scale, economy, and upscale and luxury hotels was not identified.

Unlike most of the researchers, Lan (2014) compared the perceived role service automation on satisfaction of generations of customers in the United States of America. To address this relationship, a sample of 402 guests drawn from baby boomers, generation X, and Y was identified from a selected luxury hotel. These guests were requested to express themselves with regard to the use of the internet, electronic booking, and online service deliveries. To compare responses across the generations, analysis of variance was used to compute scores along each dimension of technology. The findings established a significant relationship between service automation and generational satisfaction. Although this scenario exists, generation Y guests were however seen not only as more inclined to automation but in search for greater adoption of the same in service delivery.

Cihan and Katerina (2011) attempted to develop a model on the relationship between service automation and guest satisfaction in the United States of America. A random sample of 3,000 travellers was taken from the 'rent-a list.com' traveling website and asked questions regarding experiences on in-room technologies and internet access. To promote representation, the sampling frame covered the websites across the country. To develop a model on the constructs, multiple regression analysis was employed. The modelled results revealed that automation drove satisfaction of travellers. Though the findings of the study address the service automation-customer satisfaction relationship, it did not examine the needs and desires espoused by generations of guests creating a gap in literature.

There was a somewhat concurrence to the earlier investigation by Lan (2014) with that of Chevers and Spencer (2017) who studied factors affecting the satisfaction of generations of guests in Jamaican hotels. Focus was made on the satisfaction of Baby Boomers, generation X, and Y guests.

Views espoused by these generations were collected from a random sample of 213 guests of selected luxury hotels. To sum up the findings, a scatter plot was done. The outcome of the study revealed that service automation significantly influenced satisfaction of guests visiting Jamaican hotels. Nevertheless, behaviour espoused and the degree of satisfaction of the silent generation was not examined indicating a clear gap in literature.

While, Robbins, Grandner, Knowlden, and Severt (2021) identified key hotel attributes affecting guest satisfaction. Items like light, bed linens, guest sleep, and guest satisfaction were investigated. Using a cross-sectional survey research design, data was collected from 609 leisure and business travellers who visited the establishments. A questionnaire was administered to the guests who experienced the services. Ordinal logistic regression was used to predict guest sleep and hotel satisfaction while controlling for age, sex, and relationship status. Findings revealed that there was no difference in satisfaction between business and leisure travellers. Therefore, satisfaction was inversely associated with "uncomfortable bed linen," "uncomfortable pillows," and "sound from the air conditioning unit or heater." Though the findings of the study established inter-variable relationships and age used as a control variable, comparison of the degrees of satisfaction among generations of guests was not made.

Unlike the United States of America, Europe and China, literature indicated that African hotels were slow to adopt innovative approaches in automation except for South Africa and Egypt. As a result, Kozmal, M., El-latief, and Fathey (2021) explored the effect of service automation on satisfaction of guests in Egyptian hotels, focusing on Luxor and Aswan Governorates. The role of advanced technologies in hotel rooms including those related to self-service technologies was examined. In the study, a random sample of 498 guests who had previously used the hotel services

was selected. The respondents were requested to complete a structured questionnaire bearing questions of the aforementioned automations. Data was entered into SPSS and analysed using means, standard deviation, and correlation analysis. Findings revealed that the adoption of automation strongly influenced satisfaction of hotel guests. Nonetheless, the study did not examine the degrees of satisfaction among the generations of guests that visited the identified hotels in Egypt, creating a gap in literature.

An investigation into the role of automations on customer satisfaction in the National Transport and Safety Authority, Kenya was also undertaken by Irungu and Gakuu (2019). The study was anchored on the quality of systems and software used to assess the compliance of Kenya road users. Their quality was assessed on the basis of ease of use, usefulness and extent of customization to the needs of the users. The study adopted a descriptive research design and focused on management staff in various departments at the National Transport and Safety Authority headquarters. A sample population of 150 managers was drawn from the population. These managers were asked to respond to automation approaches employed in providing services. Their responses were summarised, collated and analysed using Pearson's correlation coefficient. The result of the analysis revealed that service automation significantly influenced customer satisfaction. The study was however limited to responses of service providers as opposed to customers. It was observed that increased flexibility was required to foster innovativeness and creativity in the management of infrastructure in Kenya.

Kariru, Kambona, and Odhuno (2017) sought to examine the role of service automation on guest satisfaction and overall competitiveness of the hotel sector in Kenya. Data were collected from 102 hotel managers and 224 guests who were purposively sampled. Questions were asked

regarding level of automation in hotel rooms. To explore responses of the managers and guests, t-test, exploratory structural equation model, partial least squares structural equation model was simultaneously used to construct models and develop correlations. With factor loading of greater than 0.8, the study established that automation significantly influenced guest satisfaction and experience. However, the study overlooked to needs, desires, and degrees of satisfaction of the generations of guests creating a gap in literature.

2.2.5 COVID-19 Brand Innovations and Generational Satisfaction Outcomes

In the United States of America, Mishra (2020) studied the effect of brand innovations on firm performance and customer satisfaction in the context of the COVID-19 pandemic period in the United States of America. The tenets of Social Connectedness and the building of resilience through branding were examined using Institutional Theory. The study collected qualitative data from publications related to approaches taken during pandemics to build resilience, including Spanish Flu and COVID-19. The keyword approach was used in obtaining data using content analysis. The results of the study showed that the brand innovations significantly affected the performance of service companies and satisfaction of their customers. The adoption of non-conventional branding strategies, including outreach activities through donations to charities to promote resilience and survival, was observed to dominate the major global pandemics. In the post-pandemic period, those companies that employed such practices were seen to emerge stronger and post better performance.

In Europe, Shin and Kang (2020) evaluated the effect of brand innovations on satisfaction of hotel customers amidst the COVID-19 pandemic in the United Kingdom. Questions were asked on the

automations of booking services, automated cleaning and disinfecting of services, i.e. robot cleaning and virtual interaction with service personnel. Three experimental studies were conducted using online consumer samples with a total of 437 participants. The female participants were 62% of the sample with majority of them being less than 40 years of age. These respondents were drawn from the Amazon Mechanical Turk user's platform. Data was collected using a structured questionnaire which was administered electronically. The data were then analyzed using regression analysis technique. Findings indicated that health risk associated with visiting hotels was high. Further, there was a relationship between service automation, satisfaction and perceived risk in the United Kingdom.

Amidst the COVID-19 pandemic, Davras and Durgun (2021) investigated preventive approaches adopted by hotels in Turkey. Questions were asked about disinfection of hotels spaces, hygiene practices, provision of masks, checking of temperature and social distancing. A total of 357 reviews were collected from websites of five-star hotels including Kemer, Lara-Kundu, Belek, Side Manvgat and Alanya which were certified to be safe from COVID 19. Findings indicated that most reviews were made by the Turkish themselves followed by the French nationals. By the type of travel, most reviews were made by those who travelled with their families (67.9%) followed by those who visited with friends (9.9%) as opposed to business travelers (0.9%). Nearly 30% of guests were concerned with the disinfection of hotel spaces and their hygiene practices, observance of health protocols (19.6%), with the concern for social distance practices being the least (15. 8%). The results therefore indicated that preventive practices were perceived differently by tourist's segments. Therefore, it was indeed necessary that managers provide services that meet the needs of the segments to guarantee satisfaction.

Mohanty, Hassan, and Ekis (2020) examined the role of brand innovation approaches on guest satisfaction during the COVID-19 pandemic period. Emphasis was laid on the role of service virtualization among hospitality service providers to its guests in conformity to the COVID-19 protocols. A systematic review of secondary data of selected tourist destinations was performed using an exploratory research design. For the study constructs, qualitative data was collected from the identified destinations, whereby the collected data were grouped and thematically analyzed. Findings revealed that branding approaches adopted by the tourist destination significantly influenced guest satisfaction. In particular, respondents viewed the infusion of service virtualization into the spectrum of service provision as a strong contributor to guest satisfaction.

In Asia, Kaur, Bherwani, Gulia, Vijay, and Kumar (2021) explored the effect of COVID-19 brand innovations on the satisfaction of generation X and Y guests living in the South Korean Metropolitan areas. Attention was given to service virtualization which was highlighted as a practice used to promote social distancing. The research focused on the behaviour of travellers as well as that of the business community. The Theory of Planned Behaviour was used to explain the relationship between the constructs. Being a COVID-19 period, 877 respondents of Korean origin were identified and a structured questionnaire administered to them. To test the hypothesis and develop models on the study constructs, structural equation model was used. Findings indicated that COVID-19 branding approaches such as virtualization of services significantly influenced the satisfaction of generation X and Y customers in South Korea. Nevertheless, a comparative examination of the behaviour espoused by these generations of guests was not undertaken.

In order to improve guest satisfaction and performance during the COVID-19 pandemic in China, Xiaowen, Yan, Casey, Chia-Huei (2021) examine hotel brand innovations adopted by the hotel

sector. Employing an instrumental case-study research design, the study collected multi-level interview data and archival data from a selected small-medium sized restaurant. Primary data was collected from both employees and restaurant management through a semi-structured interview. A total of 14 interviews were conducted, consisting of seven frontline staffs, two line managers, and four senior members of management as well as restaurant owners. Being a qualitative study, data collected was transcribed, coded and summarised into themes. The study findings indicated that a show of empathy to employees or engaging the general public through interventions such as medical or food supplies, combining face-to-face and virtual service delivery platforms not only promoted recipient well-being, hotel performance, but also guest satisfaction. However, as opposed to the economic implications of the pandemic on restaurants, the study focused its attention on approaches deployed to meet the requirements of the COVID-19 prevention, an aspect which the current study seeks to address.

Khalil, Al-Yuzbaki, and Tawfeeq (2020), on the other hand, explored the effect of branding approaches on the satisfaction of generation Y medical students during COVID-19 pandemic in Iraq. Branding approaches were examined within the context of the observance of preventive protocols and creation of awareness about COVID-19 pandemic among student of the medical schools. The relationship between the constructs was investigated using a cross-sectional approach. A convenient sample of 1380 respondents was drawn from three main medical campuses of five Government Universities. The data was then gathered using an online survey distributed through social media platforms such as Facebook, Telegram, and Instagram groups of medical students who had registered to the e-learning platforms. Unpaired t-test and One Way ANOVA test was used to assess the association between the constructs. Findings indicated a significant

difference in the perception students of generation Y on the role played by COVID-19 preventive practices on the satisfaction of the students. A comparison of the response behaviour among the diverse generations of consumers was however not undertaken to enable the schools modify their approaches to fighting the pandemic.

Likewise, Hoang, Truong, and Nguyen (2021) conducted a quantitative study on the factors affecting the satisfaction of guests visiting hotels in Vietnam during the COVID-19 pandemic. The role of inter-agency collaborations, safety standards (i.e., use of face masks, hand washing, and virtualization of services), and anti-COVID-19 pandemic campaigns (i.e., social media campaigns, posters, media campaigns, etc.) was examined. Flyvbjerg's (2006) critical case study methodology was adopted to explain relevant approaches for the survival of firms during pandemics such as COVID-19. Data were gathered from 14 hotel leaders and managers who had experienced the response strategies employed by their organizations to which an open-ended questionnaire was administered. Data collected was analyzed and organized into themes. Findings indicated that COVID-19 pandemic responses such as inter-agency collaborations, safety standards, and anti-COVID-19 pandemic campaigns not only influenced satisfaction of guests but encouraged the survival and building of resilience among the institutions. Although the findings provide significant contribution to literature, the behaviour of diverse generations was not examined.

Vo-Thanh, Nguyen, Zaman and & Chi (2020) studied the effect of COVID-19 preventive responses on employee satisfaction among hotels in Vietnam. A mixed-methods approach was adopted constituting of both quantitive and qualitative methods. The population of interest was Vietnamese full-time hotel employees. Data were collected through a structured questionnaire

developed using the back-translation procedure to ensure language equivalency. It was administered to a sample of 374 respondents. On demographics, 26.5% were female and 73.5% were male and below 40 years of age. Collected data was analyzed using regression analysis. Findings indicated that there was a significant relationship between COVID-19 preventive measures and employee satisfaction. Therefore, organizational help and concern on employee's welfare was established to increase employees' satisfaction amidst disasters.

Chaudhary, Muhammad, Naveed, Ali, and Alina (2020) sought to examine the relationship between brand innovation approaches and student satisfaction during the COVID-19 pandemic period among Public Universities in Pakistan. A quantitative research design was adopted in which a sample of 417 students responded through their university portal to a structured questionnaire. The collected data on approaches adopted to promote the university brand image was collated, summarized, and analysed using a Structural Equation Model. In doing so, the model developed demonstrated a positive relationship between COVID-19 brand innovations from student satisfaction. In particular, respondents thought that virtual learning greatly influenced their satisfaction. As such, the study found that during the pandemic, instead of shutting down university learning activities, a university that adopts a virtual learning program promoted its brand image and subsequently gained favourable business outcomes.

Within the COVID-19 pandemic period, Rukuni and Maziriri (2020) sought to examine brand-related approaches to customer satisfaction and behavioural intentions among South African retail stores. The study focused on how customers and the public were engaged by the respective hotels by offering items such as masks, sanitizers or creating service environments that protects the

vulnerable form COVID-19 infections. To obtain opinions of respondents on the study constructs, descriptive research design was adopted. Data was collected from 344 conveniently sampled customers using a self- administered questionnaire within the metropolitan area of Bloemfontein. Structural Equation Model was adopted to test the hypothesis. In the analysis of the SEM path, interconnectivity of the major study constructs was found. The results of the data set showed that customer satisfaction among retail outlets was significantly impacted by brand innovation approaches, particularly COVID-19-related community engagement activities.

Suzan, Hassana, Mohammad, and Solimana (2020) studied the role of brand innovations adopted for the COVID-19 pandemic on guest's satisfaction in the hotel industry in Egypt. Specific issues were raised with parameters such as engagement to the community, reputation, and trust in repeated visitation. Quantitative data collected from a sample of 543 domestic holidaymakers conveniently selected from a pool of those who visited the tourist destinations. To develop a model of the construct relationship, the summarized data was analyzed using Structural Equation Model. Findings indicated that approaches to brand innovations for the COVID-19 pandemic significantly affected satisfaction of guests visiting hotels in Egypt. Their satisfaction was mainly predicated upon community engagement, food donations, medical supplies, providing sanitizers and masks to increase the efforts of fighting the COVID-19 pandemic.

Prior to COVID- 19 Pandemic, Senya (2017) addressed the forms of preventive approaches adopted among selected hotels in Accra, Ghana. Substitution of health risks, administrative controls and use of Personal Protective Equipment (PPEs) to prevent infections and injuries was studied. Exploratory research design was adopted in the investigation. A random sample of 80 employees was taken. This sample was drawn from managers of the Tourist Authority, executives

of the identified hotels and their employees. A semi-structured questionnaire was used to collect data from the identified staff. Observation checklists were used to confirm the health precautions adopted to mitigate harmful occurrences. Data was collected from 40 hotel staff, 20 hotel managers, and 20 officials of Ghana Tourist Authority. Another set of data was collected from an observation checklist from 10 hotels which were purposively sampled. The sampled respondents were mainly below 50 years of age and worked for less than 15 years in their respective hotels. Data collected was analyzed using descriptive statistical techniques. Findings indicated that the hotels neither documented nor communicated their health protocols. Nonetheless, the respondents were aware of their health obligations including safety arrangements handling of safety equipment and response of health emergencies. Findings, however pointed out that the success of preventive measures were affected by political interferences, corruption, lack of co-operation from stakeholders and logistical constraints. Being a pre-COVID-19 study, findings on preventive approaches in the post-COVID era was missing.

2.3 Summary of Research Gaps

In literature, empirical, theoretical, methodological, knowledge-practice and population gaps are bound to emerge (Müller-Bloch & Kranz, 2015). However, in this study, empirical, methodological and population gaps were predominant.

With respect to empirical literature, this study found that several studies focused their attention on the service quality practices (i.e., servicescapes, customization and automations). In fact, majority of the studies such as Mhlanga (2018); Jigang, Xin and David (2019) as well as Taylor Jr. and Dipietro (2018) linked the service quality practices with other constructs. Limited studies, therefore, highlighted the linkage of the said practices to generational satisfaction outcomes.

Furthermore, there was limited evidence in literature depicting the role of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes in the hotel sector.

Concerning methodology, reviewed studies indicated that most studies adopted convenience sampling. For instance, Pecotić, et.al. (2014); Bogicevic, et.al (2018) as well as Serhan and Serhan (2019) conveniently sampled hotel guests in their studies. This approach exposed the findings to bias and consequently adversely affected generalization of results. With regards to the instrument of data collection, a number of reviewed studies adopted an interview schedule (i.e., Dzia-Uddin et.al, 2018; Dominici et.al. 2010; and Xiaowen et.al, 2021) whilst it is a useful tool in exploring an enquiry in detail, it fails to collect standardised data, making conclusions and recommendations difficult. To avoid such adversities, the current study seeks to adopt a questionnaire and use random sampling method.

Likewise, with regard to the study population, studies examined were largely skewed. It was evident in literature that majority of the studies focused their attention on responses from guests with little attention paid to business travellers or delegates. This approach restricts the discovery of the behaviour espoused by delegates exposing findings to bias. Examples of such studies include; Olson, et al. (2019); Obinwanne (2019) and Brochado, et.al., (2016). To overcome this challenge, the study seeks to collect data from delegates of organizations with service contracts with the five-star hotels in Kenya. This approach is expected to address the challenge of bias and improve generalization of results.

2.4 Conceptual Framework

The study sought to diagrammatically present the variables in a conceptual framework as shown in figure 2.2. A conceptual framework enabled the study to organize empirical observations into a meaningful structure (Shapira, 2011). Thus, a linkage between the aforementioned variables were examined, scrutinized, reviewed, tested, and reformed (Bibauw, François, & Desmet, 2019). As a result of this process, possible connections between variables were inferred.

From the foregoing literature, the study hypothesized a conceptual framework indicating the association between generational satisfaction outcomes, service quality practices as moderated by COVID-19 brand innovation approaches as depicted in Figure 2.2.

Independent Variable

Service Quality Practices

```
┌─────────────────────────────────────────┐
│  ┌─────────────────────────────────┐     │              H₀₁
│  │ **Servicescapes**               │     │
│  │   • Hotel ambiance              │────────────────────►
│  │   • Spatial Layout and          │     │         **Dependent Variable**
│  │     Functionality               │     │
│  │   • Signs, Symbols and Artefacts│     │      ┌─────────────────────────────────┐
│  └─────────────────────────────────┘     │      │ **Generational Satisfaction     │
│                                           │      │   Outcomes**                    │
│  ┌─────────────────────────────────┐     │ H₀₂  │   • Repeat Visit                │
│  │ **Service Customization**       │     │      │   • Customer Referral           │
│  │   • Integral Services           │────────────►│   • Customer Patronage          │
│  │   • Amenities                   │     │      └─────────────────────────────────┘
│  │   • Complementary services      │     │
│  └─────────────────────────────────┘     │
│  ┌─────────────────────────────────┐     │ H₀₃
│  │ **Service Automation**          │     │
│  │   • In-room Technologies        │────────────►
│  │   • Internet and Connectivity   │     │    H₀₄ ₍ₐ₋ ᵧ₎
│  │   • Self-service Technologies   │     │
│  └─────────────────────────────────┘     │
└─────────────────────────────────────────┘
                        ┌──────────────────────────────────────┐
                        │ **COVID-19 Brand Innovation          │
                        │   Approaches**                       │
                        │   • Community Engagement             │
                        │   • Preventive Practices             │
                        │   • Service Virtualization           │
                        └──────────────────────────────────────┘
                                 **Moderating Variable**
```

The framework shows arrows labeled H_{01}, H_{02}, H_{03} from Service Quality Practices to Generational Satisfaction Outcomes, and $H_{04\ (a-c)}$ from COVID-19 Brand Innovation Approaches (Moderating Variable) to Generational Satisfaction Outcomes.

Figure 2.2: Conceptual Framework

Source: Self-conceptualization

The Conceptual Framework as portrayed in figure 2.2 presents models in combined and partial forms. At the beginning, the combined effect between service quality practices and generational satisfaction outcomes was tested. This was then followed by a partial relationship between

servicescapes, automation and customization of services with generational satisfaction outcomes. Thereafter, the moderating effect of COVID-19 Brand Innovation Approaches on the relationship between Service Quality Practices and Generational Satisfaction Outcomes was investigated. Then, the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes, automation and customization on Generational Satisfaction Outcomes was tested.

The conceptual framework presumed that dimensions of each variable were related to each other without multicollinearity. To ascertain this, tests for assumption of multiple linear regression were undertaken. The results indicated that neither of the Service Quality Practices nor COVID-19 Brand Innovation Approaches or Generational Satisfaction Outcomes posed multicollinearity threat. The variables were however related to each other as shown by the correlation analysis.

The study assumed that there was application of servicescapes, automation and customization of services among five-star hotels in Kenya, and that, their usage in the hotels was meant to generate generational satisfaction. By servicescapes, the study refers to the use of signs, symbols, artefacts, layout and functionalities in the five-star hotels. Automations, on the other hand, refers to delivery of luxury hotel services through technologies. Customization also refers to provision of each categories of services in a personalised form.

 COVID-19, however presented a major challenge in the delivery of hotel services. A number of approaches were introduced to the hotels to mitigate the adverse effects of the pandemic. Among them were innovative branding approaches such as virtualization of services, preventive practices and community engagement. Virtualization of hotel services was associated with the use of Zoom

or google-meet. Preventive practices involved social distancing, wearing of masks and adherence to the COVID-19 protocols. The hotels were expected to provide to their neighbouring communities with water, disinfectants or masks. The use of these innovations was expected to either enhance, buffer or antagonise the role played by the Service quality practices on generational satisfaction. Attributes of generational satisfaction outcomes including repeat visit, referral and patronage were conceptualised as outcomes of good quality of five-star hotel services. Repeat visits were anticipatory results of good quality and a precursor to customer patronage and referral. In the end, five star hotels were likely to become profitable and competitive.

This relationship was presented in two main models. The first model proposed a direct relationship between the predictor variable (service quality practices) against criterion variable (generational satisfaction outcomes). Further, the relationship proposed that the service quality practices sub-variables have a direct effect on generational satisfaction outcomes. The second model presumed that COVID-19 brand innovation approaches moderated the relationship between service quality approaches deployed by the respective hotels and generational satisfaction outcomes (Wu & Zumbo, 2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

A research philosophy underpins a research strategy (Parr & Jesson, 2020). As such, Thorpe and Jackson (2008) depict a philosophy as a means by which a research design evaluates and identifies research methods suitable for an investigation. Some of the main philosophies of research include positivism, existentialism and interpretivism or phenomenology (Thorpe & Jackson, 2008). Positivism refers to the opposite of illusion or something real that can be obtained by human thought (Rahi, Alnaser, & Ghani, 2019). On the contrary, interpretivism is oriented to differences in cultures, circumstances and events that develop social realities (Rahi, et. al., 2019). Existentialism, however, addresses people's experiences and their perceptions of life issues (Wenzel, 2017). It is apparent therefore that existentialism underpins the daily decisions on products and services. The existentialism philosophy centres on the rationale of human engagement in certain activities and practices. Furthermore, Wenzel (2017) links people's choices to the consumption of products and services with outcomes based on their emotions and perceptions.

The current study is premised on existentialism research philosophy. Wenzel's postulation of existentialism indicated that the philosophy adopts a quantitative approach in conducting a research enquiry. In a service setting, the philosophy supports the relationship between quality of services and satisfaction of customers which underlies an exchange process. Thompson, Locander and Pollio (1990) suggest that this satisfaction is driven by emotions, feelings and perceptions of customers. In this vain, the choice of a five-star hotel is believed to be a conscious decision of individual guests or corporates based on the quality of services offered, Thompson et.al (1990).

Although relevant to the constructs, the study observes that there is limited application of existentialism among five-star hotels in literature. This notwithstanding, Doval and Batra (2010) used the philosophy in the study of choice of luxury products in India. Indeed, Thompson, Locander and Pollio (1990) applied existentialism to explain choices of transport services among customers in the United States of America. There are however limited examples of the application of this philosophy among studies in the area of marketing in Kenya.

3.2 Research Design

The study employed correlational research design to describe the association between key variables namely, generational satisfaction outcomes, service quality practices and COVID-19 brand innovation approaches. The design is used to establish a correlation and develop evidence-based association between constructs. Furthermore, this approach enables an investigation to adopt both inferential and descriptive statistical techniques in the analysis of data, Fraenkel and Wallen (2006). There are studies that have adopted correlational research design as a means of linking study constructs. These studies include, Kabue (2016) and Anim and Hinson (2018) who employed the design to develop a relationship between services related constructs and satisfaction of customers.

3.3 Study Area
The study was conducted in four regions of Kenya including Nairobi, Coastal, South Rift and Mt. Kenya where five-star hotels are located. There are a total of 23 five-star hotels in Kenya located in the aforementioned regions. Nairobi, for instance, has 11 five-star hotels which translate to nearly 50% of the total number of five-star hotels in Kenya. Most of these hotels are drawn from major international brands such as Villa Rosa Kempinski, Dusit D2, and Intercontinental hotel

among others. Coastal region, on the other hand, is about 484 km away south east of Nairobi bordering the Indian Ocean. The region has a total of 5, five-star hotels including Diani Reef, Leopard and Swahili Beach Resort and Spa hotels, PrideInn Paradise and Hemmingway's Watamu hotels.

The South Rift is about 146km to the West of Nairobi and borders Tanzania on the Southern part of Kenya. There are a total of 5, five-star hotels in the region that include: Enashipai Resort and Spa, Mara Serena Safari Lodge, Lake Elementaita Serena Camp, Cottars Nineteen Twenties Safari Camp and Olare Mara Kempinski. These hotels constitute 20% of the total number of five-star hotels in Kenya. The Mt. Kenya region is about 175 km Northeast of Nairobi. The region has two five-star hotels including Panari resort and Segera retreat Lodge.

3.4 Target Population

The target population of the study was delegates of the five-star hotels in Kenya. Focus was made on 498 guests who constituted of Directors, Coordinators, and Heads of Administrative Sections of corporate organizations. These corporate organizations were identified on the basis of their continuous engagement with the five-star hotels during the study. As a practice, corporate organizations often, organize conferences, trainings and other events of which the managers attend. Therefore, delegates from all the five-star hotels in Kenya were considered translating to a total target population of 498 delegates, Table 3.1. Besides this investigation, other studies already focused on delegates as a target population including a study conducted by Konar and Hussain (2018) on expenditure and experience of delegates and Chatzigeorgiou, Christou and Simeli (2017) on service quality practices and guest satisfaction.

Table 3.1: Target Population of delegates of Corporates visiting five-star hotels in Kenya

Five-star Hotel	Location of Hotel	Client Corporate Organization	Delegates
Intercontinental Nairobi	Nairobi Region	USAID	21
		Amnesty International	10
Radisson Blu Hotel Nairobi		Mercy Corps	8
		International Rescue Committee	13
The Sarova Stanley		World Vision	17
		Red Cross	16
Villa Rosa Kempinski		Amref Kenya	15
Fairmont The Norfolk		African Conservation Centre	11
Sankara Nairobi		Awareness Against Human Trafficking	18
The Boma Nairobi		Family Health International	15
		Fauna and Flora International	14
Crowne Plaza Nairobi Airport		The Fred Hollows Foundation	15
Tribe Hotel		Aga Khan Foundation	12
Dusit D2		Live Leaf Foundation Kenya	14
Hemingway's Nairobi		Cemiride	12
PrideInn Paradise	Coastal Region	Asante Africa Foundation	17
Leopard Beach Resort and Spa		United Nation World Food program	13
		Agency for Rural Development Aid	15
Hemingways Watamu		Solidarity with Women in Distress	16
		Alpha Agricultural Project	9
Diani Reef Beach Resort & Spa		International centre for reproductive Health	17
		Choice Humanitarian	19
Swahili Beach Resort		Support for Rural Children	15
		Safe world International	14
		Muhuri Africa	16
Lake Elementaita Serena Camp	South Rift Region	The Sheldrick Wildlife Trust	17
		Mara Conservancy	13
Cottars Nineteen twenties Safari Camp		CHACK	18
Mara serena Lodge		PeaceNet Kenya	14
		The Mara Elephant Project	15
Olare Mara Kempinski		The Maa Trust	12
		The Ann Taylor Fund	15
Panari Resort , Nyahururu	Mt. Kenya Region	HF Foundation	12
Segera Retreat Lodge		CARE International	20
		Total	**498**

Sources: Human Resource Department of corporate organizations, and list of corporate organization in the Five-Star hotels in

Kenya (November, 2020).

3.5 Sample and Sampling Design

The arguments advanced by both Kothari (2004) as well as Jenkins, Quintana (2020) allude to the fact that an investigation ought to identify an optimal sample to facilitate representativeness, efficiency and flexibility of findings and conclusions.

3.5.1 Sampling Frame

The sampling frame for the study constituted of managers of corporate organizations with service engagement with five- star hotels in Kenya obtained from the personnel department of the organizations, Table 3.2. Furthermore, Directors, Coordinators, and Heads of Administrative Sections formed the unit of analysis.

3.5.2 Sample Size

From the overall (target) population of 498 delegates, a sample size was determined using the formula proposed by Yamane (1969). This method was adopted since it is a well-established scientific approach for determining samples from populations. It has been used in several studies including that of Obiero (2018) and Owino (2018) to determine sample size of guests in hotels. The sample size was determined as shown below;

$$n = \frac{N}{1 + Ne^2}$$

Thus:

$$n = \frac{498}{1 + 498(0.05^2)}$$

n= 222 respondents

	n-	sample size;
Where:	N-	Target population;
	e-	margin of error (0.05)

To ensure adequate data collection, the study sought to provide for non-response as some abstention was expected in the study. To remedy this, a non-response rate of 30 % was provided in line with the recommendations by Fosnacht, Sarraf, Howe, and Peck (2017). This non-response was computed as shown:

$$n = \frac{222}{0.7} = 317$$

On the basis of the computation, the study arrived at 317 respondents as shown in Table 3.2.

Table 3.2: Sample Size of delegates of Corporates visiting five-star hotels in Kenya

Five-star Hotel	Client Corporate Organization	Sample Size
Intercontinental Nairobi	USAID	12
	Amnesty International	6
Radisson Blu Hotel Nairobi	Mercy Corps	5
	International Rescue Committee	8
The Sarova Stanley	World Vision	11
	Red Cross	10
Villa Rosa Kempinski	Amref Kenya	10
Fairmont The Norfolk	African Conservation Centre	7
Sankara Nairobi	Awareness Against Human Trafficking	11
The Boma Nairobi	Family Health International	10
	Fauna and Flora International	9
Crowne Plaza Nairobi Airport	The Fred Hollows Foundation	10
Tribe Hotel	Aga Khan Foundation	8
Dusit D2	Live Leaf Foundation Kenya	9
Hemingway's Nairobi	Cemiride	8
PrideInn Paradise	Asante Africa Foundation	11
Leopard Beach Resort and Spa	United Nation World Food program	8
	Agency for Rural Development Aid	10
Hemingways Watamu	Solidarity with Women in Distress	10
	Alpha Agricultural Project	6
Diani Reef Beach Resort & Spa	International centre for reproductive Health	11
	Choice Humanitarian	11
Swahili Beach Resort	Support for Rural Children	10
	Safe world International	9
	Muhuri Africa	10
Lake Elementaita Serena Camp	The Sheldrick Wildlife Trust	11
	Mara Conservancy	8
Cottars Ninenteen Twenties Safari Camp	CHACK	11
Mara serena Lodge	PeaceNet Kenya	9
	The Mara Elephant Project	10
Olare Mara Kempinski	The Maa Trust	8
	The Ann Taylor Fund	10
Panri Resort, Nyahururu	HF Foundation	8
Segera Retreat Lodge	Care International	12
	Total	**317**

Source: Researcher (2020)

3.5.3 Sampling Procedure

In line with the recommendation of Kim and Elam (2005) and that of Kothari (2003) these study distributed the sample computed in Table 3.2 proportionately among the guests of the corporate organization in the identified hotels for purposes of achieving efficiency and representativeness in data collection. The formula used is presented below:

$$n_1 = \frac{N_1}{N_0} xs$$

	n_1	Proportionate sample
Where:	N_1	Corporate Target Population
	N_0	Total Target Population
	S	Sample size

To select respondents, random sampling was adopted. The approach put forward was meant to provide an equal opportunity to the respondents to participate in the study.

3.6 Data Collection

3.6.1 Instrumentation

The study employed structured questionnaires to collect data from delegates of the identified five-star hotels. Feedback obtained from these tests was used in refining the instrument before the actual study was undertaken.

With reference to reviewed literature, questionnaire items on servicescapes, customization, and automation were obtained from Bitner (1992), Kamau (2017) and Lukanova (2019). On the other hand, questions relating to satisfaction outcomes were obtained from Gupta and Stewart (1996). These data were collected by use of a structured questionnaire (see Appendix B). Structured

questions helped to ensure ease of administration of the questionnaire and standardization of responses.

The questionnaire was divided into section A and B covering the study objectives except for the first section (Section A) which covered background information of the respondents. Sections covering specific research objectives contained a structured questionnaire in the form of a five-point Likert scale. To ensure standardization of responses, respondents were required to rate the items on a scale of 1 to 5 where 1 stood for Strongly Disagree, 2 for Disagree, 3 for Neither agree nor Disagree, 4 for Agree, and 5 for Strongly Agree.

3.6.1.1 Validity of Research Instrument

Validity tests were undertaken to ensure that the questionnaire measured service quality practices, COVID-19 brand innovations and generational satisfaction outcomes. This was done through content and construct validities. Content validity was achieved using a panel of two experts in the field of marketing who were requested to provide their opinion on the standard of the research instruments. These experts evaluated the questionnaire and observed that the questions were relevant and covered the area under study adequately with limited bias. Their corrections and suggestions on the questionnaire were used to improve its validity.

Furthermore, a pilot was conducted in the month of February 2021 in Enashipai resort focusing on delegates of Nashulai Mara Conservancy and Aphia Plus. A total of 32 respondents constituting of 10 % of the sample was used as recommended by Saunders (2007). To collect data, managers were requested to administer the questionnaire. Delegates' responses were received after one week and data screened in readiness for analysis. The study then tested for convergent validity using factor analysis. KMO values that exceeded 0.6 were adopted as recommended by Hemmati and Dabbaghi (2020). Findings of the pilot results are presented in table 3.3.

Table 3.3: Convergent Validity

Factor	Variables	Loading
Service Quality Practices	Servicescapes	.816
	Service Automation	.811
	Service Customization	.776
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.677
Bartlett's Test of Sphericity	Approx. Chi-Square	7.009
Df		3
Sig.		.000
COVID-19 Brand Innovations	Service Virtualization	.832
	Preventive Practices	.764
	Community engagement	.707
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.622
Bartlett's Test of Sphericity	Approx. Chi-Square	5.222
Df		3
Sig.		.000
Generational Satisfaction Outcomes	Customer Patronage	.818
	Customer Referral	.812
	Repeat Visit	.746
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	6.501
Df		3
Sig.		.000

Source: Field Data (2021)

Items related to SQPs including servicescapes, service automation and service customization demonstrated a good fit model (Chi-square =7.009; KMO=0.677; p=0.000; KMO>0.6). Based on the findings, items associated to service quality practices were retained. With respect to COVID-19 Brand Innovation Approaches, the confirmatory factor analysis results (Chi-square =5.222; KMO=0.622; p=0.000; KMO>0.6) demonstrated a good fit model. Therefore, COVID-19 brand innovation approaches were retained in the study. Confirmatory factor analysis performed on generational satisfaction outcomes (Chi-square =6.501; KMO=0.663; p=0.000; KMO>0.6)

demonstrated a good fit model for generational satisfaction. As such, they were also retained for further analysis.

3.6. 1.2 Reliability of Research Instrument

Using the data collected from the pilot study, reliability of the instrument was tested using Cronbach Alpha index to examine the extent to which the instrument consistently measured the study constructs. This was done using Cronbach alpha index whose formula is presented:

$$\alpha = \frac{N.Cov}{Var + (N-1).Cov}$$

	N	-	Number of Items
Where	Cov	-	Covariance
	Var		Variance

Table 3.4 shows the computed results of reliability from which a decision on reliable items was made.

Table 3.4: Test for Reliability

Variables	Number of items	Cronbach's Alpha
Servicescapes	32	.751
Service Customization	32	.741
Service Automation	32	.705
COVID-19 Brand Innovation Approaches	32	.841
Generational Satisfaction	32	.707
Overall (α) value	**32**	**.749**

Source: Field Data (2021)

Table 3.4 shows Cronbach alpha (α) computations on SQPs using SPSSv21. Interpretation of the alpha values was done using the Mallery (2003) criteria. The computations showed that items related to servicescapes were well correlated at α=0.751; α>0.7, Appendix E. This value was acceptable as it exceeded the recommended alpha coefficient of 0.7. Furthermore, the item-total correlation was within the acceptable range of more than 0.3 (Creswell, 2003). Additionally,

service customization items were also sufficiently correlated at α=0.741; α>0.70. Likewise, service automation items were well correlated at α=0.705; α>0.7, hence retained for the study.

Items related to COVID-19 brand innovations were similarly well correlated at α=0.841; α>0.7 and within the acceptable limit. Those of generational satisfaction outcomes were well correlated at α=0.707; α>0.7. Moreover, the item-total correlation was within the acceptable range of more than 0.3(Creswell, 2003). Therefore, generational satisfaction outcomes items were retained for the study.

3.6.2 Data Collection Procedures

The study used an introductory letter from the University (see Appendix G) to obtain a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) as shown in Appendix H. The researcher engaged services of two research assistants and requested the managers of the five-star hotels and those of the corporate organization to administer the questionnaire. Before data collection, the research assistants were trained on ethical issues and challenges associated with the process. Thereafter, the research instrument was distributed to delegates of corporate organizations visiting five-star hotels in Kenya in April 2021. The research instrument contained demographic characteristics of respondents and structured questions constituting of 5-point Likert scales. All responses were received in the month of May 2021 and data immediately edited and organised in readiness for analysis.

3.7 Data Analysis and Presentation

The researcher screened the data to identify information wrongly entered, out of range values, outliers and missing values. The data was then entered into Statistical Package for Social Sciences (SPSS) code book. Furthermore, Mahalanobis D2 measure was used to identify and deal with multivariate outliers. This procedure was designed to exclude irrelevant data from the review

process. Diagnostic tests such as normality, multicollinearity and homoscedasticity were performed to check if the dataset was suitable for regression analysis. Then, preliminary demographic profiles were computed using frequencies. Measures of central tendency; means, standard deviation, kurtosis and skewness were used to describe the features of the dataset.

The means obtained from the initial treatment of data were then used to compute regression analysis and test the hypothesis. The direct relationship was tested using simple and multiple regression analysis while the moderating effect of COVID-19 was tested using simple and multiple hierarchical regression. Pearson moment correlation was used to establish the goodness of the relationship between the endogenous constructs. Results obtained were analysed to provide summary tables and figures.

3.7.1 Statistical Models

As already rendered by Gujarat (2012) and Petrocelli (2003), statistical models arise from treatment of constructs in a study to reveal the actual nature of inter-construct relationship. Therefore, three models arise from the hypothesized relationship between service quality practices namely; servicescapes, service customization and automation with generational satisfaction as shown:

Model 1: Servicescapes and generational satisfaction outcomes(simple linear regression model adopted)

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where:

Y	-Generational satisfaction outcomes
β_0	-Constant
β_1	-Coefficient
X_1	- Servicescapes
E	- Error term

Model 2: Service Customization and generational satisfaction outcomes(simple linear regression model adopted)

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

Where:

Y	- Generational satisfaction outcomes
β_0	-Constant
β_2	-Coefficient
X_2	- Service Customization
ε	-Error term

Model 3: Service automation and generational satisfaction outcomes(simple linear regression model adopted)

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

Where:

Y	- Generational satisfaction outcomes
β_0	-Constant
β_3	-Coefficient
X_3	- Service Automation
ε	-Error term

Model 4: Service Quality Practices and generational satisfaction outcome(multiple linear regression model adopted)

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y	- Generational satisfaction outcomes
β_0	-Constant
$\beta_1, \beta_2, \beta_3$	-Coefficients
X_1	- Servicescapes
X_2	-Service Customization
X_3	-Service Automation
ε	-Error term

3.7.2 Testing for Moderation

The study tested the moderating role of COVID-19 brand innovation to help shape the theoretical framework on its effect on the relationship between service quality practices and generational satisfaction outcomes. This was conducted using hierarchical regression where the nested results of relationships were consequently presented in models as recommended in studies such as that of Petrocelli (2003); Ueno (1992) and Kempf (2007).

Model 5 : Servicescapes and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches(hierarchical regression adopted)

Y $\quad = \beta 0 + \beta_5 X_1 * Z + \varepsilon$……………………………5

Where:

β_0 -constant (intercept)

β_5 -regression coefficients

Y   - Generational satisfaction outcomes

X_1 - Aggregated score for servicescapes

Z   - COVID-19 brand innovation approaches

$X_1 * Z$ -servicescapes and COVID-19 brand innovation approaches interaction

ε -Error term that accounts for unexplained variations

Model 6 : Services customization and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches(hierarchical regression adopted)

Y $\quad = \beta 0 + \beta_6 X_2 * Z + \varepsilon$……………………………………..6

β_0 - Intercept

β_6 -regression coefficient

Y   -Generational satisfaction outcomes

X_2	-Service Customization
Z	-COVID-19 brand Innovations
$X_2 * Z$	- service Customization and COVID-19 brand innovation approaches interaction
ε	- Error term that accounts for unexplained variations

Model 7 : Service Automation and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches (hierarchical regression adopted)

$$Y = \beta_0 + \beta_7 X_3 * Z + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots..7$$

Where :

β_0	-constant (intercept)
β_7	-regression coefficients
Y	- Generational satisfaction outcomes
X_3	- Aggregated score for service Automation
Z	- COVID-19 brand innovation approaches
$X_3 * Z$	-service Automation and COVID-19 brand innovation approaches interaction
ε	-Error term that accounts for unexplained variations

Model 8 : Service quality practices and generational satisfaction outcomes as moderated by COVID-19 brand innovation approaches (hierarchical regression adopted)

$$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \epsilon \ldots\ldots\ldots\ldots\ldots..8$$

β_0	-constant (intercept)
β_1-β_3	-regression coefficients
Y	- Generational satisfaction outcomes
$X_1 * Z$	- servicescapes and COVID-19 brand innovation approaches interaction
$X_2 * BIA$	- Service Customization and COVID-19 brand innovation approaches interaction

$X_3 * Z$ - Service automation and COVID-19 brand innovation interaction

ε - Error term that accounts for unexplained variations

Table 3.5: Summary of Hypotheses Testing

Objective	Hypothesis	Statistical Method	Decision Rule
Objective 1. Assess the effect of servicescapes on generational satisfaction outcomes in five-star hotels in Kenya	**H_{01}:** Servicescapes have no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \varepsilon$	Reject: H_01: if $p<0.05$; otherwise, fail to reject if $p>0.05$.
Objective 2 Establish the effect of service customization on generational satisfaction outcomes in five-star hotels in Kenya.	**H_{02}:** Service customization has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.	$Y = \beta_0 + \beta_2 X_2 + \varepsilon$	Reject: H_02: if $p<0.05$; otherwise, fail to reject if $p>0.05$.
Objective 3 Examine the effect of service automation on generational satisfaction outcomes in five-star hotels in Kenya.	**H_{03}:** Service automation has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.	$Y = \beta_0 + \beta_3 X_3 + \varepsilon$	Reject: H_03: if $p<0.05$; otherwise, fail to reject if $p>0.05$.
Overall Objective: Examine the effect of service quality practices on generational satisfaction outcomes in five-star hotels in Kenya	**Overall Hypothesis:** COVID-19 brand innovation approaches do not moderate the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$	Reject: Hypothesis: if $p<0.05$; otherwise, fail to reject if $p>0.05$.
Objective 4 Establish the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya	**H_{04a}:** COVID-19 brand innovation approaches have no statistically significant moderating effect the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ $Y = \beta_0 + \beta_4 X_1 * Z + \varepsilon$	Reject: H_04a: if $p<0.05$; otherwise, fail to reject if $p>0.05$.

Objective 4b Determine the moderating effect of COVID19 brand innovation approaches on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya	**H_{04b}:** COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_2 X_2 + \varepsilon$ $Y = \beta_0 + \beta_5 X_2 * Z + \varepsilon$	Reject: H_04b: if p<0.05; otherwise fail to reject if p>0.05.
Objective 4c Determine the moderating effect of COVID19 brand innovation approaches on the relationship between service automation and generational satisfaction outcomes in five- star hotels in Kenya	**H_{04c}:** COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_3 + \varepsilon$ $Y = \beta_0 + \beta_6 X_3 * Z + \varepsilon$	Reject: H_04c: if p<0.05; otherwise fail to reject if p>0.05.
Overall Objective: Examine the moderating effect of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	**Overall Hypothesis:** COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z +$ $\beta_3 X_3 * Z + \epsilon$	Reject: Hypothesis if p<0.05; otherwise fail to reject if p>0.05.

Source: Researcher (2020)

3.7.3 Assumptions of Multiple Linear Regression

Three main tests are carried out to confirm if data is suitable for linear regression. These tests include: normality, multicollinearity and homoscedasticity. The primary objective of testing these assumptions was to examine whether data collected met the basic criteria set out for linear regression. As was shown, the findings of the tests were compared against the set criteria and thus, those tests that met the threshold were upheld. In cases where data failed to meet this criterion, adjustment was made to the data before regression was undertaken.

3.7.3. 1 Test for Normality

On normality, it was assumed that data was free from outliers. This was done using visual inspection of histogram or frequency distribution. Non-normality of data is often touted to distort relationships and significance tests as alluded by Tabachnick and Fidel (2001). This study adopted SPSS version 21 to test for normality. Although diverse approaches can be used, Kolmogorov–Smirnov and Shapiro–Wilk tests were adopted. To determine outliers, the study accepted p-values below 0.05 while those above the criteria were rejected.

3.7.3. 2 Test for Multicollinearity

The study also conducted a multicollinearity test on the data collected. In this assumption, the study sought to find out if the practices employed in service quality were correlated or not (Pavia, 2007). Instances where multicollinearity occurs, the service quality practices were bound to show high levels of correlations or a near linear combination of some related variables. The study interpreted regression coefficients on the measured variables where collinearities were low.

Therefore, cases where variables showed greater overlap, the study was required to separate the effects of such variables. According to Gwelo (2019) the study was however allowed to adopt a certain degree of correlation when dealing with multiple regression. The study anticipated service

quality practices to show higher correlations with generational satisfaction as opposed to the practices themselves.

To test for multicollinearity, tolerance and VIF statistics was adopted in the study. VIF is an index that represents the extent to which the variance of each regression coefficient increases over with the uncorrelated service quality practices. When these practices show higher correlations among themselves, then VIF tends to be large and shows multicollinearity (Orodho, 2009). The rule of thumb for large VIF value is 10. On the other hand, small values of tolerance and large VIF values were deemed to show presence of multicollinearity (Pavia, 2007).

3.7.3. 3 Test for Homoscedasticity
To conduct regression analysis, the data was also expected to meet the assumption of homoscedasticity. This assumption refers to existence of equal variance of errors across service quality practices (Miot, 2017). This implies that a study assumes that errors are spread out consistently between the proposed service quality practices as observed by Pavia (2007). Homoscedasticity is seen in cases where variance around the regression line appears to be similar for all values of the service quality practices. In this study, the assumption was checked by visual examination of a scatter plot of the standardized residuals by their regression standardized predicted value. Orodho (2009) advices the use of scatter plots of residuals with independent variables to test for this assumption. Ideally, residuals randomly scattered around zero provide an even distribution.

Heteroscedasticity is seen when the scatter is not even, but where deviation is substantial, it is recommended that more formal tests for heteroscedasticity are performed. This can be done by collapsing the service quality practices into equal categories and comparing the variance of the

residuals (Ker, 2019). As a rule of thumb, the ratio of high to low variance that is less ten is adopted (Kumar, 2008).

3.8 Ethical Considerations

According to Quinlan and Babin (2019) a researcher is expected to give attention to ethical issues when conducting investigations. This study was therefore conducted within an ethical context, which respects confidentiality from those whom data was sought, informed consent from relevant authorities such as National Commission for Science, Technology, and Innovation (see Appendix I), postgraduate office and the division of research both of Kisii university. Due emphasis was placed on systematic approach, accuracy, validity, reliability and treatment of bias in data analysis and reporting; being ingredients of a research methodology. Feedback will be provided to the management of five-star hotels after completion and examination of the thesis.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

Hair (2010) recommends that before data analysis, a study examines the response rate. In the study, the response rate constituted of the number of questionnaires distributed those returned and usable or excluded from analysis. Analysis of the response rate of delegates visiting five-star hotels in Kenya is presented in Table 4.1.

Table 4.1: Response Rate of delegates of Corporates visiting five-star hotels in Kenya

Response	Frequency/Rate
Number of distributed Questionnaires	317
Returned Questionnaires	260
Retuned and usable questionnaires	251
Returned and excluded questionnaires	9
Response rate	79%

 Source: Field Data, 2021

Two hundred and sixty (260) respondents returned the questionnaire out of a total of two hundred and eighty-nine (317) respondents enlisted as delegates. Nonetheless, nine (9) questionnaires were both incorrectly or improperly completed and thus excluded from the study. The final response was two hundred and fifty-one (251) questionnaires or 79 % of the total distributed, Table 4.1. This response rate is far above that recommended by Goldman, Carter, Wang, and Larson (2020) as well as Babbie (1990) of 50%. Therefore, the response rate obtained in this study was considered more than adequate for subsequent analysis.

4.2 Data Examination, Screening and Preparation

Mahalanobis D2 measure was used to identify and deal with multivariate outliers. This are entries which are far from other observations. They compromise statistical validity of data as well as its reliability (Hair Jr et al., 2010). Furthermore, outliers significantly affect statistical estimations

such as means and standard deviations. The process was therefore, designed to exclude irrelevant data and outliers from the review process. Results of Mahalanobis D2 indicated a p-value of 0.001. There were no values below the calculated Mahalanobis D2 indicating that there were no multivariate outliers, Appendix E.

4.3 Demographic Profile of Respondents

Data collected on demographic profiles provided an understanding of the characteristics of the target population used in the study. These characteristics included gender, age, and frequency of visits by delegates; a summary of which is presented in Tables 4.2 – 4.7.

4.3.1 The Gender Profile of the Respondents

The study investigated the gender profile of the delegates in five-star hotels in Kenya. In doing so, data collected on gender was organised, analysed and tabulated as shown in Table   4.2. Findings showed that there was a disproportionate representation of the genders among respondents.

Table 4.2: Gender Profile of Delegates of corporates visiting five-star hotels in Kenya

Gender	Frequency	Percentage
Male	187	74.5
Female	64	25.5
Total	**251**	**100.0**

Source: Field data (2021)

Of the 251 valid questionnaires, 74.5% were male while the remaining 25.5% were female. This reflects gender disparity in hotel visitation among delegates in Kenya. Furthermore, it shows that fewer women occupy managerial positions of the identified corporate organizations as opposed to the recommendations of the Kenyan Constitution (2010). This challenge, however, is widespread and experienced in other parts of the world. Just like in Kenya, Chen, Severt, Shin, and DiPietro (2021) observed that American women were also disproportionately represented in managerial positions which was found to encourage gender related stereotypes. If this disparity persists, hoteliers are unconditionally forced to tailor services for men, with the hotel's value proposition

largely encouraged to continue reflecting a masculine stance. Women are therefore, more prone to be deprived of the opportunity to enjoy optimal service experience in five-star hotels.

4.3.2 The Frequency of Visits among Respondents

The frequency of visits by delegates in five-star hotels in Kenya, during study period is presented in Table 4.3. The results depicted a relatively similar frequency of visits among the generations.

Table 4.3: Frequency of Visits of delegates of corporates in five- star hotels in Kenya

Visits	Frequency	Percentage
First Visit	68	27.1
Repeat Visit	91	36.3
Frequent Visits	92	36.7
Total	**251**	**100.0**

Source: Field Data (2021)

Findings indicated that delegates who had made their first visit to the five-star hotels were 27.1 %, those who had made the second visit were 36.3%, while delegates who had frequently visited the hotels were 36.7%. The results, therefore, imply that services offered by the five-star hotels were attractive to all cohorts of delegates.

In addition, the study disaggregated data on generation and gender's visitation to five-star hotels for purposes of establishing inter-demographic visitation pattern as depicted in Table 4.4.

Table 4.4 Disaggregation of frequency of delegates of corporate into Generations and Gender

Generation	Gender	Frequency	Percentage
Generation Y	Female	35	13.94
	Male	101	40.24
Generation X	Male	21	8.37
	Female	58	23.11
Baby Boomers	Male	4	1.59
	Female	24	9.59
Silent Generation	Male	4	1.59
	Female	4	1.59
Total		**251**	**100.00**

Source: Field Data, 2021

The cross tabulation between generation and gender, Table 4.4 was done to establish how the generations were linked to the gender of hotel delegates in Kenya. Male delegates from generation

X constituted the highest percentage (23.10%) of visitors to the hotels with the female delegates from baby boomers and the silent generation being the least with 1.593%. As a result, the findings suggest that younger generations visited five-star hotels more than their elderly counterparts, implying sector's potential for growth. Nevertheless, the number of female delegates visiting the five-star hotels decreased from 13.94 % in generation X to 1.953% in Silent Generation. Similarly, the number of male delegates visiting the five-star hotels decreased from 23.10% in generation X to 1.953% in Silent Generation. On the overall, most for the delegates who visited five-star hotels were from generation X (54.18%), which is the second youngest generation followed by generation Y (31.48%). The least number of delegates were from the silent generation (3.18%). DiPietro, et.al, (2021) observes that although gender related disparities in the hotel leadership exists; the current study notes that as women in the workplace grow older, they are more likely to take on administrative roles in hotels.

The study also compared the age of delegates with their frequency of visits to the five-star hotels as depicted in figure 4.5.

Table 4.5: Disaggregation of frequency of visits of delegates of corporate into Generations.

Generation	Visits	Frequency of visits	Percentage
Generation Y	First Visit	37	14.74
	Repeat Visit	50	19.92
	Frequent Visit	49	19.52
Generation X	First Visit	24	9.56
	Repeat Visit	30	11.95
	Frequent Visit	25	9.96
Baby Boomers	First Visit	6	2.39
	Repeat Visit	9	5.18
	Frequent Visit	13	3.59
Silent generation	First Visit	1	0.40
	Repeat Visit	2	0.80
	Frequent Visit	5	1.99
	Total	**251**	**100.00**

Source: Field Data, 2021

Results indicated that the number of visitors increased from the first visit to frequent visits across all generations except for the silent generations, Table 4.5. Findings indicated that there was a strong relationship between visits and generational cohorts with the younger ones having more visits than the older cohorts. Thus, generation Y constituted the highest percentage of visitors ranging from 14.74% in the first visit to 19.92 % in the repeat visits, while the silent generations had the lowest percentage of visitations, ranging from 0.39% in the first visit to 1.99% in the frequent visits. Therefore, the number of repeat visits as confirmed above decreased with the increase in the age of generations. The number of visitation was clearly indicative of the impediment created by COVID-19 among the senior generations of delegates. Therefore, contrary to the observations of Chivandi and Muchie (2020), younger generations appear to be more loyal than the older generations.

4.3.3 The Generational Profile of the Respondents

The study explored the profile of the generations of delegates who visited five-star hotels in Kenya. A summary of the results is presented in Table 4.6. Findings demonstrated a disparity in the age of guests that visited the hotels.

Table 4.6: Generational Profile of delegates of corporates visiting five-star hotels in Kenya

Generations (in Years)		Frequency	Percentage
19-38	Gen.Y	136	54.2
39-58	Gen.X	79	31.5
59-78	BB	28	11.2
>78	SG	8	3.2
Total		**251**	**100.0**

Source: Field Data (2021)

Majority of hotel delegates were either young or middle-aged, Table 4.6, with a disproportionately small representation of senior generations of delegates. In this case, generation Y accounted for 54.2% of the delegates, while generation X accounted for 31.5%. Senior delegates were underrepresented, with 11.2% being baby boomers and 3.2 % being members of the silent

generation. Perhaps senior delegates, who are at a higher risk of contracting COVID-19 and developing severe symptoms, avoided conferences, physical training or even staying in hotels to limit interactions. In the meantime, hotels were more likely to lose significant value from the senior cohorts of delegates, even as the number of the younger and middle aged cohorts appears to increase in five-star hotels in Kenya.

4.3.4 The Nationality of the Respondents

The study investigated the representation of the nationality of delegates in five-star hotel visitation in Kenya. A summary of the results is presented in Table 4.7. The findings showed that majority of the delegates were Kenyans with a small proportion from other regions of the world.

Table 4.7: Nationality of delegates of corporates visiting five- star hotels in Kenya

Nationality	Frequency	Percentage
Kenyan	200	79.68
Foreign	51	20.31
Total	**251**	**100**

Source: Field Data (2021)

Table 4.7 indicates that 79.68% of the delegates were Kenyan while the remaining 20.31% were foreign. The low numbers among international delegates is a consequence of restrictions imposed due to negative travel advisories occasioned by COVID-19 as argued by Kang, Lee, Jung and Kim (2020). The pandemic's restrictions influenced managers of global corporate organizations from holding trainings, conferences or taking accommodations in the facilities. Such a disquieting scenario portrayed dwindling fortunes of the hotel sector in the country. Likewise, the sector risked losing its potential to contribute to gross domestic product, create jobs or even support other sectors of the economy. This study submits that the gains made by the hotel sector as mentioned by the Kenya National Bureau of Statistics 2020 report, are at risk, unless mitigating measures such as funding, moratorium on existing financial obligation or lifting of travel bans were put in place.

4.4 Descriptive Statistics

This section provides results of descriptive statistics on each study objectives (i.e., service quality practices, COVID-19 brand innovations and generational satisfaction outcomes) among five-star hotels in Kenya using measures of central tendency (i.e., means, standard deviation, skewness and kurtosis).

4.4.1 Generational Satisfaction Outcomes

The study sought to examine generational satisfaction outcomes using measures of central tendency as shown in Table 4.8.

Table 4.8: Generational satisfaction Outcomes among five-star hotels in Kenya

Items	N	$\bar{x}$	SD	Sk	Ku
I visit the hotel very often for food, drinks and accommodation.	251	3.69	.921	-.479	-.285
The hotel service personnel are always friendly and reliable	251	3.87	.831	-.550	-.066
I often give complements on hotel services	251	3.98	.819	-.835	1.004
I experience a cordial and pleasant relationship with the hotel management	251	4.02	.816	-.629	.237
Average for Repeat Visit		**3.89**	**.847**	**-.623**	**0.222**
I frequently participate in the hotel endorsements and sponsorship programs	251	3.42	1.241	-.567	-.662
I often benefit from the hotel reward and incentive programs	251	2.94	1.168	-.073	-.887
I visit the hotels with my family	251	3.33	1.010	-.105	-.698
I frequently refer friends and colleagues or relatives for services in the hotel	251	3.65	.888	-.287	-.289
Average for Customer referral		**3.34**	**1.077**	**-.258**	**-.634**
I participate in the hotel's community-based activities and outreach programs	251	3.39	1.073	-.095	-1.029
I spend much time and explore additional services each visit	251	3.37	1.053	-.153	-.690
The hotel gives me an opportunity to offer referrals and promote their services	251	3.67	.963	-.477	-.372
Average for Customer Patronage		**3.47**	**1.03**	**-0.241**	**-0.69**
Average		**3.57**	**0.984**	**-0.374**	**-0.367**

Source: Field Data (2021)

Results ($\bar{x}$ = 3.89, SD= 0.847), Table 4.8 revealed that generational satisfaction outcomes among the five-star hotels in Kenya were mainly predicated upon cordial and pleasant relationships that guests enjoyed with the hotel management ($\bar{x}$ =4.03, SD=0.817) as well as friendly and reliable service personnel ($\bar{x}$ =3.87 , SD=0.831) that prompted the guests to compliment service providers ($\bar{x}$ =3.98, SD=0.819). Guests affirmed that they also visited the five-star hotels in Kenya for food,

drinks and accommodation ($\bar{x}$ = 3.69, SD=0.921) even though the hotels continued to offer French, Chinese or Italian cuisines with minimal indigenous ingredients, Zocchi and Fontefrancesco (2020).

Although guests referred their friends and colleagues ($\bar{x}$ =3.65, SD=0.888) to the five-star hotels, they did not refer their family members ($\bar{x}$ =3.33 SD=1.0103). In fact, the guests neither participated in the five-star hotel endorsement or sponsorship programs ($\bar{x}$ =3.42, SD=1.241) nor obtained any benefit from the hotel reward and incentive programs ($\bar{x}$ =2.94, SD=1.168) so as to encourage them to participate in referrals more actively. As a result, the five-star hotels were basically attracting referrals from colleagues and friends but not that of family members. Similarly, they did not participate in community based activities organised by the hotels ($\bar{x}$ =3.39, SD=1.073) or spent their time to explore additional services ($\bar{x}$ =3.37, SD=1.051). It was however encouraging that the guests were able to make customer referrals ($\bar{x}$ =3.67, SD=0.963).

Table, 4.8 further indicated that Ku values were leptokurtic in distribution (Ku=-0.38) as none of the items showed scores greater than 5 (in absolute value). Similarly, *Sk* values were generally below 3 (sk=-0.39). These observations, therefore, show that there was no severe deviation from the normal distribution, which would prevent the use of linear regression or hierarchical regression analysis.

4.4.2 Servicescapes among five-star hotels in Kenya
The study sought to examine the effect of servicescapes on the quality of five-star hotel services in Kenya. This was done by interrogating the role the servicescapes approaches using measures of central tendency as shown in Table 4.9.

Table 4.9: Descriptive Statistics on Servicescapes among five-star hotels in Kenya

Items	N	$\bar{x}$	SD	Sk	Ku
The collection of artefacts displayed at the hotel are attractive to guests	251	3.94	.757	-.409	-.046
Hotels signs are appropriately placed to provide direction	251	3.82	.786	-.478	.288
Hotel symbols are informative to guests	251	3.94	.648	-.116	-.122
Hotel labels are appropriately placed to provide direction	251	3.88	.838	-.395	-.196
Average for signs, symbols and artefacts		**3.89**	**0.757**	**-0.349**	**-0.019**
Hotel interior and exterior are well lit	251	4.04	.728	-.493	.204
The colour schemes and decorations make the hotel attractive	251	4.08	.719	-.386	-.193
Music is entertaining to guests	251	4.13	.780	-.737	.351
Hotel room temperature provides comfort to guests	251	3.94	.919	-.761	.174
Average for Ambiance		**4.05**	**0.787**	**-0.594**	**0.134**
Hotel equipment are orderly and efficient	251	4.03	.794	-.491	.018
The hotel furniture is sufficient and comfortable	251	4.24	.668	-.642	.667
The hotel layout is spacious	251	4.31	.726	-1.247	2.575
Average for Layout and Functionality	**251**	**4.19**	**0.729**	**-0.793**	**1.208**
Average		**4.04**	**0.768**	**-.602**	**0.45**

Source: Field Data, 2021

Guests visiting the hotels agreed that five-star hotel played entertaining music ($\bar{x}$ =4.13, SD=.780), lit exterior and interior parts of the hotels ($\bar{x}$ =4.04, SD=0.728), painted and decorated the hotels with friendly colours ($\bar{x}$ =4.08, SD=0.719) and warmed the hotel rooms ($\bar{x}$ =3.94, SD=0.919). These practices were in conformance to the Kenyan cultural and historical heritage (Wadawi, Bresler, Okech & Nedelea, 2009) and formed significant guest attractions. For example,

the hotels in the South Rift part of Kenya played Maasai traditional music within the hotels or occasionally invited local bands and used eco-friendly colours in their paintings. Those at the coastal region played Swahili music and decorated their hotels based on the Mijikenda cultural heritage. Just like Kenya, Turkish hotel too, adopted such approaches to enhance the quality of their services. In Turkey, five-star hotels used artwork depicting their ancient religion and national landscapes (Akyurek, 2020). Likewise, a study by Line and Hanks (2020) indicated that five-star hotels in the United States of America used lighting, aroma and decorations to attract guests. This practice improved the perceived quality of services among the Turkish and American five-star hotels.

Guests affirmed that five-star hotels in Kenya deployed orderly and efficient service equipment ($\bar{x}$ =4.03, SD= 0.794), provided sufficient and comfortable furniture ($\bar{x}$ =4.24, SD=0.668) and offered services in a spacious layout ($\bar{x}$ =4.31, SD= 0.726). In a comparative investigation, Bogicevic, Bujisic, Cobanoglu, and Feinstein (2018), found that these approaches made a significant contribution to the younger generational cohorts than their older counterparts in the USA, but failed to provide a strong contribution to the guests among Turkish hotels, Caber et.al, (2018).

Furthermore, the guests agreed that the signs were appropriately placed to provide direction ($\bar{x}$ =3.82, SD=0.786), artefacts were attractively displayed ($\bar{x}$ =3.94, SD=0.757), while, symbols were informative ($\bar{x}$ =3.94, SD=0.648). Labels were also appropriately placed in the five-star hotels ($\bar{x}$ =3.88, SD=0.838). Such scores were also realised in a study conducted by Caber et.al., (2018) in Turkey where informative signage provided a strong contribution to service quality among five-star hotels, but deferred with those of Kwong (2017) where the use of signs, symbols,

and artefacts provided minimal contribution to the perceived quality of services among generation Y guests in China.

Table, 4.9 further indicated that Ku values were leptokurtic in distribution (Ku=0.45) as none of the items showed scores greater than 5 (in absolute value). Similarly, *Sk* values were generally below 3 (sk=-0.602). These observations, therefore, show that there was no severe deviation of servicescapes data from the normal distribution, which would prevent the use of linear regression or hierarchical regression analysis.

4.4.3 Service Customization among Five-star hotels in Kenya

The study examined the perceived effect of service customization in the quality of five-star hotel services in Kenya. This was done by describing automation approaches among five-star hotels using measures of central tendency as shown in Table 4.10.

Table 4.10: Service Customization among five-star hotels in Kenya

Items	N	$\bar{x}$	SD	Sk	Ku
The hotel reception provides sufficient support for guests	251	4.04	.755	-.564	.216
The hotel service reservation is efficient to guests	251	3.84	.846	-.457	-.091
Average for Integral Services		**3.94**	**0.800**	**-0.51**	**-0.06**
The hotel offers a variety of wellness services (e.g., SPA , Gym) for guests	251	3.71	1.035	-.637	-.095
The hotel provides enhanced facilities for social events (e.g., weddings and parties)	251	3.65	.909	-.593	.263
The hotel provides ample and secure parking for guests	251	4.02	.787	-.779	.871
Average for Amenities		**3.79**	**0.910**	**-0.66**	**0.346**
Transport services are affordable and reliable to guests	251	3.82	.949	-.740	.694
The hotel offers affordable and reliable personal grooming services (e.g hair dressing, barber, laundry services) for guests	251	3.80	1.033	-.814	.269
Hotels offers family-friendly services	251	3.79	.971	-.648	.054
There are enriching trips and excursion services for guests in the hotel	251	3.71	1.024	-.645	.148
Average for Complementary services		**3.78**	**0.994**	**-0.71**	**0.291**
General Mean		**3.83**	**0.901**	**-1.88**	**0.577**

Source: Field Data (2021)

Study findings guests affirmed that hotel reception provided sufficient support ($\bar{x}$=4.04,SD=.755) to visiting guests and the reservation were efficient ($\bar{x}$=3.84,SD=.846).The findings concur with those of Serhan, et.al., (2019) who observed that integral service play a critical role in service quality of luxury hotels.

Customization was also anchored on affordable and reliable transport services ($\bar{x}$=3.82,SD=.949), provision of affordable and reliable personal grooming such as hair dressing , barber and laundry services ($\bar{x}$=3.80,SD=.1.033), family friendly services($\bar{x}$=3.79,SD=.971) as well as enriching trips and excursion ($\bar{x}$=3.71,SD=1.024).The findings imply that the continued use of these

customizations enhance luxury, comfort and style among the five-star hotels. Kukoyi, et al., (2016) also found that these services contribute to the quality of hotel services.

The findings further indicated that hotels provided ample and secure parking ($\bar{x}$ =4.02, SD=.787), offered wellness services such as SPA and gym ($\bar{x}$ =4.02,SD=1.035) and provided suitable facilities for social events such as weddings, birthday parties and cultural feats ($\bar{x}$ =3.65,SD=.909). These findings were consistent with those of Kukoyi, et al., (2016) and Yang and Lau (2018) who jointly found that these approaches offered significant contribution to the quality of hotel services.

Table, 4.10 further indicated that Ku values were leptokurtic in distribution (Ku=0.143) as none of the items showed scores greater than 5 (in absolute value). Similarly, *Sk* values were generally below 3 (sk=-0.64). These observations, therefore, show that there was no severe deviation from the normal distribution, which would prevent the use of linear regression or hierarchical regression analysis.

4.4.4 Service Automation among five-star hotels in Kenya
The study examined the perceived role of service automation in the quality of five-star hotel services in Kenya. This was done by assessing automation across the five-star hotels setting using means, standard deviation, skewness and kurtosis as shown in Table 4.11.

Table 4.11: Service Automation among five-star hotels in Kenya

Items	N	$\bar{x}$	SD	Sk	Ku
The hotel provides guest-friendly check-in/out system	251	3.57	1.087	-.359	-.785
The hotel has a reliable security system installation	251	3.69	.946	-.256	-.576
The hotel offers user friendly service delivery platforms (e.g., Hotel Management Software, smart Hotel Software)	251	3.72	.961	-.769	.512
The hotel has a digitally controlled room entertainment system (e.g., Television and Radio system)	251	3.82	.944	-.583	-.231
Average for In-room Technology		**3.70**	**0.9845**	**-0.491**	**-0.27**
There is a user-friendly digital platform for service payment and check-in /out services	251	3.69	1.023	-.498	-.333
The hotel provides user friendly platforms (e.g., WhatsApp, Instagram, and Facebook) for sharing information.	251	3.60	1.028	-.722	.356
The hotel has a robust in-room game system for guests	251	3.36	1.077	-.482	-.119
Average for self-service Technology		**3.55**	**1.04**	**-0.56**	**0.032**
There is a reliable WIFI or Local area internet access for guests	251	3.59	.944	-.391	-.398
The hotel has reliable in-room voice mail/messaging/ video conferencing services	251	3.43	1.162	-.524	-.413
There is an equipped business centre services for guests (e.g Fax, photocopier, computers)	251	3.45	1.081	-.618	-.015
Average for Internet and Connectivity		**3.49**	**1.06**	**-0.511**	**-0.275**
General Mean		**3.58**	**1.02**	**-0.562**	**-0.513**

Source: Field Data (2021)

Digitally controlled entertainment systems such as Television and radio ($\bar{x}$ =3.82, SD=.944) were perceived to play a critical role in the quality of services. It was also observed that hotels offered their services using friendly systems and applications such as Hotel Management Software(HMS), Smart Hotel Software(SHS) among others ($\bar{x}$ =3.72,SD=.961) and provided electronic security systems such as keyless doors and closed circuit Television (CCTV) ($\bar{x}$ =3.69, SD=.946). The hotels also provided a guest friendly check-in or out systems ($\bar{x}$ =3.57, SD=1.087).These scores

were similar to those obtained in a study by Kariru et.al.,(2017) where most of the technologies such as use of television , radio and games provided a strong contribution to the quality of services in Kenya. Automations in South Africa offered a significant contribution to the quality of hotel services too (Rogerson, 2020).

The guests visiting the five-star hotels affirmed that the hotels provided user-friendly digital platforms for service payment ($\bar{x}$ =3.69, SD=1.02). Findings, however, indicated that five-star hotels in Kenya provided mundane in-room games ($\bar{x}$ =3.36, SD=.912). Findings show that five-star hotels continue to take advantage of technologies to improve service quality. Comparatively, Buhalis and Moldavska (2021); May, Conradie and Van, (2020) indicated that the applied automations in five-star hotels in the United States of America and in South Africa provided much more contribution to the quality of services and made the hotels more competitive. For example, The Hotel Sky in South Africa and the Hiltons in the United States of America adopted Artificial Intelligence (AI), vending machines, concierge services and robotics in their service processes. Similar results were realized in Taiwan, where guests agreed that use of robots made strong contribution to the perceived quality of services (Stephanie et.al, 2021). In Russia, there was a disproportionate view on the contribution to the quality of services with high scores among generation Y guests as opposed to the older generations of guests (Ivanova, 2018).

Although these hotels had put in place reliable WIFI and local area networks for internet access ($\bar{x}$ =3.59,SD=.944) , they were neither providing reliable voice and messaging, video conferencing services ($\bar{x}$ =3.43,SD=1.163) nor equipped their business centres ($\bar{x}$ =3.45,SD=1.08).Therefore the results alluded to the fact that the use of these approaches was anecdotal and hence unappealing to the guests compared to those adopted globally. For example, the role played by the

use of internet and phones such as Voice Command Technology (VCT) in the United States of America was higher than that of Kenya (Buhalis & Moldavska, 2021).

Table, 4.11 further indicated that Ku values were leptokurtic in distribution (Ku=-0.13) as none of the items showed scores greater than 5 (in absolute value). Similarly, *Sk* values were generally below 3 (sk=-0.49). These observations, therefore, show that there was no severe deviation from the normal distribution, which would prevent the use of linear regression or hierarchical regression analysis.

4.4.5 COVID-19 Brand Innovation among Five –star Hotels in Kenya
The study examined the perceived effect of COVID-19 brand innovations on the quality of five-star hotel services in Kenya. This was done by assessing the effect of innovations adopted amidst the pandemic among five-star hotels using means, standard deviation, skewness and kurtosis as shown in Table 4.12.

Table 4.12: COVID-19 Brand Innovation among Five-star hotels in Kenya

Items	N	$\overline{x}$	SD	Sk	Ku
The hotel engages in COVID-19 related charities (e.g., donation of masks, sanitizers, or food).	251	3.54	1.09	-.484	-.350
The hotel observes COVID-19 health related protocols (e.g., social distancing, sanitation, wearing of face masks)	251	3.66	.96	-.453	-.174
The hotel offers disinfectants (e.g., water or soap) to fight COVID-19 and promote hygiene practices	251	3.98	.87	-.511	-.428
Average for Community Engagement		**3.72**	**0.973**	**-0.48**	**-0.32**
The hotel has ongoing interventions of COVID-19 prevention with other partners	251	3.71	1.03	-.637	.076
The hotel engages in active media campaigns on COVID-19 prevention (e.g., poster, leaflets or adverts to the public on the pandemic)	251	3.61	1.08	-.617	-.066
The hotel offers incentives to the public (e.g., discounted quarantine facilities) to promote the fight against COVID-19 pandemic	251	3.39	1.16	-.278	-.599
There are clear guidelines on management of COVID-19 cases within the premises	251	3.57	1.08	-.523	-.299
Average for Preventive Practices		**3.57**	**1.089**	**-0.51**	**-0.22**
There are several virtual products (e.g., conferences, seminars, demonstrations) to promote distancing	251	3.55	1.04	-.526	-.125
The hotel has expanded its range of virtual services to guests to prevent COVID-19 transmission	251	3.51	.96	-.512	.150
Average for Service Virtualization		**3.53**	**1.00**	**-0.519**	**-0.137**
General Mean		**3.60**	**1.02**	**-0.50**	**-0.22**

Source: Field Data (2021)

Guests agreed that five-star hotels offered COVID-19 related charities by donating masks, sanitizers and food to the needy and particularly health workers and frontline officers ($\overline{x}$ =3.54 ,SD= 1.09) to prevent infections, followed the stipulated health protocols on the pandemic ($\overline{x}$ =3.65 ,SD= 0.97) and donated Personal Protective Equipment (PPEs) such as disinfectants, water

and soap to nearby public places ,schools and entry points to the hotels to promote hygiene and prevent COVID-19 within the community ($\bar{x}$ =3.97 ,SD= 0.87).

The approaches were congruent to those in China; the epicentre of the pandemic. The branding approaches in Chinese five-star hotels also contributed to their branding innovations. The Beijing Hotel, for instance, offered subsidised quarantine services to the front officers such as health workers to prevent their interactions with family members and reduce the chances of spreading the pandemic. Xiaowen et.al., (2021) concurred that engaging the community through donation of masks, sanitizers or food contributed significantly to the branding innovations of hotels in China. In Egypt, Suzan et.al., (2020) also observed that the activities undertaken amidst COVID-19 provided significant contribution to branding innovations of the hotels.

There were on-going collaboration with other agencies such as the Ministry of Health(MoH) to prevent the spread of COVID-19 pandemic($\bar{x}$ =3.71,SD=1.03), engagement in active media campaigns using posters , leaflets, or adverts on the prevention of the pandemic($\bar{x}$ =3.61,SD=.1.08) and followed the guidelines on the management of COVID-19 within the hotel premises($\bar{x}$ =3.56,SD=1.08).The guests however felt that the five-star hotels were not offering sufficient incentives to the public to promote the spread of the pandemic($\bar{x}$ =3.38,SD=1.15).

The findings are in agreement to the Government of Kenya (2020) report on her outline of the Community Social Responsibility (CSR) partnership to alleviate the adversities of the pandemic in Kenya. The report captured several hotels including Pride Inn and Diani Reef Hotels as centres for subsidised quarantine services. Those in the United States of America also provided a number of practices such as collaborations with the government in the prevention of the pandemic (Rosemberg, 2020). The Marriott Hotels, for examples offered quarantine packages in response.

These findings concur with those of Mohanty et, al., (2020) who observed that the practices contribute significantly to the COVID-19 brand innovations. There was concurrence on these findings by the investigation carried out by Hoang et.al., (2021) that inter-agency collaborations on COVID-19 promoted the perceived role of the branding innovations by firms in Vietnam. Surprisingly, Davras et.al., (2021) observed that most American guests were not concerned with health protocols such as social distancing but took more interest on disinfection of hotel premises.

Furthermore, offered multiple virtual products for e-conferences and seminars ($\overline{x}$ =3.55,SD=1.03). These virtual products are expanded to meet the needs of the categories of guests in the five –star hotels ($\overline{x}$ =3.51, SD=.96). The study by Chaudhary et.al., (2020) supported the use of these practices amidst the pandemic provided a significant contribution to branding innovation in Pakistan, which was also consistent to the findings of Khalil et.al., (2020) among generation Y students in Iraq.

Table, 4.12 further indicated that Ku values were leptokurtic in distribution (Ku=-0.22) as none of the items showed scores greater than 5 (in absolute value). Similarly, *Sk* values were generally below 3 (sk=-0.46). These observations, therefore, show that there was no severe deviation from the normal distribution, which would prevent the use of linear regression or hierarchical regression analysis.

4.5 Factor Analysis

Williams, Onsman & Brown, (2010) argue that factor analysis is a useful approach in extracting measurable and observable variables into common variance. Factor analysis was therefore used to create variable composites from the study attributes and to identify a smaller set of factors that explain most variance between them. It was carried out on all the study variables including

SQPs,GSOs and CBIAs.The extraction approch was Principle Component Analysis(PCA) and the rotation method was varimax with Kaiser Normalization.

4.5.1 Factor analysis Results of Servicescapes

Table 4.13 respresents computation of Factor analysis on serviscapes.The Table indicates that 3 components were extracted whereby the first 4 items were loaded on signs ,symbols and artefacts , with an equal number of items loaded on ambiance. Findings further indicated that 3 other items loaded on spatial layout and functionality.

Table 4.13: Servicescapes rotated Component Matrix

Items	Component		
	1	2	3
The collection of artefacts displayed at the hotel are attractive to guests	.690		
Hotels signs are appropriately placed to provide direction	.628		
Hotel symbols are informative to guests	.634		
Hotel labels are appropriately placed to provide direction	.609		
Hotel interior and exterior are well lit		.750	
The colour schemes and decorations make the hotel attractive		.717	
Music played in the hotels is entertaining to guests		.781	
Hotel room temperature provides comfort to guests		.676	
Hotel equipment are orderly and efficient			.754
The hotel furniture is sufficient and comfortable			.674
The hotel layout is spacious			.754
Total Variance Explained			
Initial Eigen values	3.674	1.567	1.246
% of Variance	29.539	12.289	10.217
% Cumulative Variance	29.539	41.828	52.044
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.796		
Bartlett's Test of Sphericity, Approx. Chi-Square	626.664		
Df	66		
Sig.	.000		

Source: Field Data, (2020)

Results of principal component analysis futher indicated that three factors had Eigen values that exceeded 1. These values represents the highest amount of total varaince explained by the factor. For serviscapes the first factor had an eigen value of 3.674 while the second factor had 1.567 and the third had Eigen value of 1.246. The cumulative variance contributed by the three components was 52.044% with the first component accounting for 29.539% and the second factor accounted for 12.289% with the third factor accounting for 10.217%. Sampling adequacy was tested by

Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy . The KMO value was greator than 0.5(.796) indicating sample adequacy. The Bartlett's Test was significant with Chi-square (df=66) value of at 626.667, p value <.05 implying that factor analysis was suitable for the study and that there was a relationship among the attributes belonging to servicescapes .

4.5.2 Factor analysis Results for Service Customization

Table 4.14 respresents computation of Factor analysis on service customization. The revealed that 3 components were extracted whereby the first 2 items were loaded on the first component relating to integral services, with 3 items loaded on amenities . Findings further indicated that 4 other items loaded on complementary services.

Table 4.14: Service Customization rotated Component Matrix

Items	Component 1	2	3
The hotel reception provides sufficient support for guests	.811		
The hotel service reservation is efficient to guests	.832		
The hotel offers a variety of wellness services (e.g., SPA , Gym) for guests		.820	
The hotel provides a variety of indoor and outdoor sporting activities		.750	
The hotel provides ample and secure parking for guests		.650	
Transport services are affordable and reliable to guests			.766
The hotel offers affordable and reliable personal grooming for guests			.685
Hotels offers family-friendly services			.672
There are enriching trips and excursion services for guests in the hotel			.681
Total Variance Explained			
Initial Eigen values	4.239	1.462	1.212
% of Variance	36.332	15.556	9.434
% Cumulative Variance	36.332	51.888	61.322
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.745		
Bartlett's Test of Sphericity, Approx. Chi-Square	1089.950		
Df	66		
Sig.	.000		

Source: Field Data 2021

Results of principal component analysis futher indicated that three factors had Eigen values that exceeded 1. These values represent the highest amount of total varaince explained by the factor. For service customization the first factor had an Eigen value of 4.239 while the second factor had 1.462 and the third had Eigen value of 1.212. The cumulative variance contributed by the three components was 61.322% with the first component accounting for 36.332% and the second factor accounted for 15.556% with the third factor accounting for 9.434%.

Sampling adequacy was tested by Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy . The KMO value was greator than 0.5(.745) indicating sample adequacy. The Bartlett's Test was

significant with Chi-square (df=66) values at 1089.950, p value <.05 implying that factor analysis was suitable for the study and that there was a relationship among the attributes belonging to service customization .

4.5.3 Factor analysis Results for Service Automation

Table 4.15 respresents computation of Factor Analysis on service automation. The revealed that 3 components were extracted whereby the first 4 items were loaded on the first component relating to in-room technologies, with 3 items loaded on internet and connectivity   . Findings further indicated that 3 other items loaded on self service technologies.

Table 4.15: Service Automation rotated Component Matrix

Items	Component 1	Component 2	Component 3
The hotel provides guest-friendly check-in/out system	.863		
The hotel has a reliable security system installation	.802		
The hotel offers user friendly service delivery platforms	.701		
The hotel has a digitally controlled room entertainment system	.692		
There is a user-friendly digital platform for service payment and check-in /out services		.656	
The hotel provides user friendly platforms (e.g., WhatsApp, Instagram, Facebook) for sharing information.		.764	
The hotel has a robust in-room game system for guests		.622	
There is a reliable WIFI or Local area internet access for guests			.610
The hotel has reliable in-room voice mail/messaging/ video conferencing services			.794
There is an equipped business centre services for guests (e.g Fax, photocopier, computers)			.617
Total Variance Explained			
Initial Eigen values	4.028	1.234	1.024
% of Variance	35.342	17.986	8.266
% Cumulative Variance	35.342	53.328	61.594
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.767		
Bartlett's Test of Sphericity , Approx. Chi-Square	1139.904		
Df	66		
Sig.	.000		

Source: Field Data 2021

Results of principal component analysis further indicated that three factors had Eigen values that exceeded 1. These represents the highest amount of total varaince explained by the factor. For service automation the first factor had an eigen value of 4.028 while the second factor had 1.234

and the third had Eigen value of 1.024. The cumulative variance contributed by the three components was 61.594% with the first component accounting for 35.342% and the second factor accounted for 17.986% with the third factor accounting for 8.266%.

Sampling adequacy was tested by Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy . The KMO value was greator than 0.5(.767) indicating sample adequacy. The Bartlett's Test was significant with Chi-square (df=66) value of 1139.904, p value <.05 implying that factor analysis was suitable for the study and that there was a relationship among the attributes belonging to service Automation .

4.5.4 Factor analysis Results for COVID-19 Brand Innovation Approaches

Table 4.16 respresents computation of Factor Analysis on COVID-19 Brand Innovation Approaches. The revealed that 3 components were extracted whereby the first 3 items were loaded on the first component relating to community engagement, with 4 items loaded on preventive pratices . Findings further indicated that 2 other items loaded on service virtualization.

Table 4.16: COVID-19 Brand Innovation Approaches rotated component matrix

Items	Component 1	2	3
The hotel engages in COVID-19 related charities (e.g., donation of masks, sanitizers, or food).	.881		
The hotel observes COVID-19 health related protocols (e.g., social distancing, sanitation, wearing of face masks)	.852		
The hotel offers disinfectants (e.g., water or soap) to fight COVID-19 and promote hygiene practices	.849		
The hotel has ongoing interventions of COVID-19 prevention with other partners		.835	
The hotel engages in active media campaigns on COVID-19 prevention (e.g., poster, leaflets or adverts to the public on the pandemic)		.846	
The hotel offers incentives to the public (e.g., discounted quarantine facilities) to promote the fight against COVID-19 pandemic		.783	
There are clear guidelines on management of COVID-19 cases within the premises		.771	
There are several virtual products (e.g., e-conferences, e-seminars, e-demonstrations) to promote distancing			.656
The hotel has expanded its range of virtual services to guests to prevent COVID-19 transmission			.693
Total Variance Explained			
Initial Eigen values	3.541	1.420	1.233
% of Variance	30.343	12.572	10.452
% Cumulative Variance	30.343	40.795	53.367
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.925		
Bartlett's Test of Sphericity, Approx. Chi-Square	2434.576		
Df	66		
Sig.	.000		

Source: Field Data 2021

Results of principal component analysis indicated that three factors had eigen values that exceed

1. These values represent the highest amount of total varaince explained by the factor. For service

automation the first factor had an Eigen value of 3.541 while the second factor had 1.420 and the

third had Eigen value of 1.233. The cumulative variance contributed by the three components was

53.367% with the first component accounting for 30.343% and the second factor accounted for

12.572% with the third factor accounting for 10.452%.

Sampling adequacy was tested by Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy .

The KMO value was greator than 0.5(.925) indicating sample adequacy. The Bartlett's Test was

significant with Chi-square (df=66) value of 2434. 576, p value <.05 implying that factor analysis

was suitable for the study and that there was a relationship among the attributes belonging to

COVID-19 brand Innovation approaches .

4.5.5 Factor analysis Results for Generational Satisfaction Outcomes

Table 4.17 respresents computation of Factor Analysis on Generational Satisfaction Outcomes.

The revealed that 3 components were extracted whereby the first 4 items were loaded on the first

component relating to repeat visit, with 4 items loaded on customer referral   . Findings further

indicated that 3 other items loaded on customer patronage.

Table 4.17: Generational Satisfaction Outcomes rotated Component Matrix

Items	Component 1	2	3
I visit the hotel very often for food, drinks, accommodation and other services	.703		
The hotel service personnel are always friendly and reliable	.685		
I often receive additional services each time I visit the hotel	.650		
I experience a cordial and pleasant relationship with the hotel management	.636		
I frequently participate in the hotel endorsements, sponsorship programs		.673	
I often benefit from the hotel reward and incentive programs		.611	
I visit the hotels with my family		.644	
I frequently refer friends and colleagues or relatives for services in the hotel		.632	
I participate in the hotel's community-based activities and outreach programs			.666
I spend much time and explore additional services each visit			.528
The hotel gives me an opportunity to offer referrals and promote their services			.508

Total Variance Explained

Initial Eigen values	4.345	1.843	1.210
% of Variance	34.554	16.404	15.586
% Cumulative Variance	34.554	50.958	66.544

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.782
Bartlett's Test of Sphericity,Approx. Chi-Square	1011.052
Df	66
Sig.	.000

Source: Field Data 2021

Results of principal component analysis further indicated that three factors had eigen values that exceeded 1. These values represents the highest amount of total varaince explained by the factor. For service automation the first factor had an eigen value of 4.345 while the second factor had 1.843 and the third had Eigen value of 1.210. The cumulative variance contributed by the three

components was 66.544% with the first component accounting for 34.554% and the second factor accounted for 16.404% with the third factor accounting for 15.586%.

Sampling adequacy was tested by Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy. The KMO value was higher than 0.5(.782) indicating sample adequacy. The Bartlett's Test was significant with Chi-square (df=66) at 1011.052, p value <.05 implying that factor analysis was suitable for the study and that there was a relationship among the attributes belonging to generational satisfaction outcomes.

4.6. Diagnostic Tests
4.6.1 Test for Normality
To effectively conduct a regression, basic assumptions of multiple regressions were examined. The test for normality assumption Kolmogorov– Smirnov and Shapiro–Wilk tests were used. This method tests the deviation of the data from the normal distribution as depicted in Table 4.18.

Table 4.18: Results Kolmogorov–Smirnov and Shapiro–Wilk

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Hotel servicescapes	.107	250	.000	.977	250	.000
Service customization	.068	250	.007	.985	250	.012
Service Automation	.066	250	.010	.990	250	.084
Brand Innovation Approaches	.138	250	.000	.951	250	.000
Generational Satisfaction	.073	250	.003	.991	250	.113

Source: Field Data (2021)

According to the decision criteria, a *p*-value greater than 0.05 is not significant (Field, 2009) indicative of a distribution within a sample that is not significantly different from a normal distribution (i.e., it is probably normal). On the other hand, when the p value is less than 0.05 the distribution is significantly different from that of the normal distribution. With ($p < .05$) across;

service quality practices, COVID-19 brand innovation approaches and generational satisfaction outcomes, the results in Table 4.18 show that the results were significant even after transformation, indicative of a normally distributed data.

4.6.2 Multicollinearity Tests

Multiple linear regression assumes that there is no multicollinearity in data. According to Kerlinger (2011) when two or more independent variables are highly correlated, then adverse effect are likely to affect multiple regression. In the current study, multicollinearity test was done through Variance Inflation Factor (VIF) approach. Results in Table 4.14 indicate that VIF for servicescapes was 1.464 that of service customization was 1.349 while that of service automation stood at 1.449.

Table 4.19: Results of Multicollinearity Test

	Collinearity Statistics	
Model Coefficients	Tolerance	VIF
Servicescapes	.683	1.464
Service Customization	.741	1.349
Service Automation	.690	1.449

Source: Field Data, 2021

These results depicted in Table 4.19 indicate that all the service quality practice constructs had a VIF of less than 10 and tolerance of more than 0.1 ruling out multicollinearity problem. Otherwise, Bryman (2012) argues that a VIF of above 10 indicates a Multicollinearity problem.

4.6.3 Test for Homoscedasticity

To conduct regression analysis, the data is also expected to meet the assumption of homoscedasticity. This assumption refers to existence of equal variance of errors across service quality practices (Rasper &Francis, 2010). This implies that a study assume that errors are spread out consistently between the service quality practices as observed by Pavia (2007). Homoscedasticity is seen in cases where variance around the regression line appears to be similar.
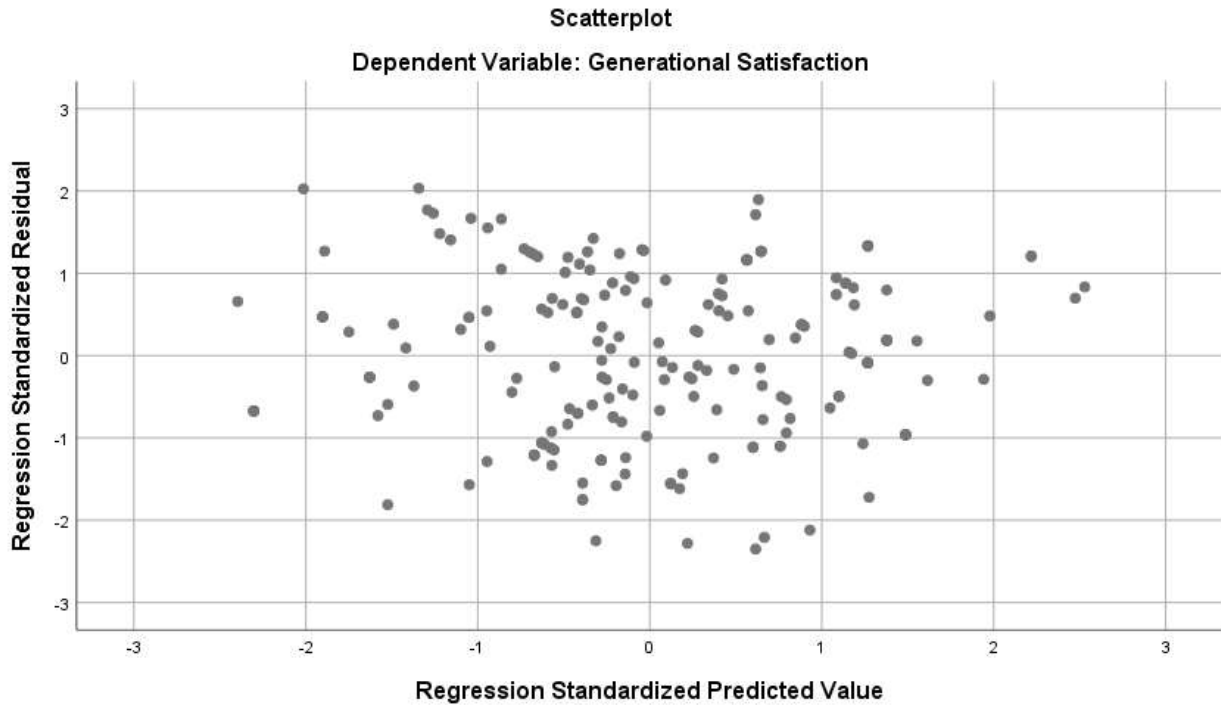
Figure 4.1 Tests for Homoscedasticity

Figure 4.1 show that the residuals are equally distributed in the scatter plot, therefore, the data collected represents a homoscedastic distribution. This means that the assumption of homoscedasticity was fully met by the data collected.

4.7 Inferential Analysis
4.7.1 Correlation Analysis

The study examined the relationship between service quality practices and generational satisfaction outcomes using correlation analysis. According to Wong (2005) values less than 0.5 were deemed to have a weak relationship and vice versa. Consequently, correlation coefficients among the factors obtained in the analysis are presented in the correlation matrix shown in Table 4.20.

Table 4.20: Correlations Matrix of study Variables

		Servicescapes	Service customization	Service Automation	Generational Satisfaction
Hotel servicescapes	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	251			
Service customization	Pearson Correlation	.498**	1		
	Sig. (2-tailed)	.000			
	N	251	251		
Service Automation	Pearson Correlation	.536**	.527**	1	
	Sig. (2-tailed)	.000	.000		
	N	251	251	251	
Generational Satisfaction	Pearson Correlation	.347**	.577**	.531**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	251	251	251	251

Source: Field Data (2021)

As presented in Table 4.20, the results (sig. =0.000, ρ=0.347) indicates that there was a weak but significant relationship between servicescapes and generational satisfaction outcomes in the five-star hotels in Kenya. The findings (sig. =0.000, ρ=0.577), though revealed a strong, positive and significant relationship between service customization and generational satisfaction outcomes. Likewise, the study the results (sig. =0.000, ρ=0.531) indicated that the relationship between service automation and generational satisfaction outcomes was moderate, positive and significant.

4.7.2 Regression Analysis

The study adopted both multiple and simple linear regression to examine the effect of service quality practices on generational satisfaction outcomes. To interpret the SPSS outputs, the study adopted Allen, Bennett and Heritage (2014) criteria. In this approach R^2 represents a proportion of variance in the generational satisfaction outcomes, F-value and its associated significance explains whether service quality practices reliably predict generational satisfaction outcomes. Allen's

approach furthermore states that *T*-value and its associated significance level is used to test the hypothesis.

4.7.2.1 Servicescapes and Generational Satisfaction Outcomes

The first objective examined the effect of servicescapes on generational satisfaction outcomes in five-star hotels in Kenya. To achieve this study tested the hypothesis:

H_{01}:　　　　Servicescapes have no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.

Model:　　　$Y = \beta_0 + \beta_1 X_1$

Table 4.21 presents regression weights and standard errors of estimates.

Table 4.21 : Model Summary on Servicescapes and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347[a]	.121	.117	.53479

Source: Field Data (2021)

The coefficient of determination ($R^2=0.121$) shown in Table 4.21 indicated that servicescapes accounted for 12.1% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 87.9% to be accounted by exogenous factors. Although the correlation between perceptions of these generations of delegates towards servicescapes was weak, it was however positive (R=.347). Therefore, though, generations of delegates found servicescapes important its application was weak among the establishments.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.22.

Table 4.22: ANOVA on Servicescapes and Generational Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.775	1	9.775	34.180	.000b
	Residual	71.215	249	.286		
	Total	80.990	250			

Source: Field Data (2021)

The regression output (F=34.18; df=1; sig=.000<0.05) revealed that the parameters used to measure servicescapes were suitable to predict generational satisfaction outcomes. It is interpretable therefore that servicescapes explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrated a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.23.

Table 4.23: Coefficients for on Servicescapes and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.595	.335		4.763	.000
	Hotel servicescapes	.482	.083	.347	5.846	.000

Source: Field Data (2021)

The findings (β =.482, t =5.846, p=0.000<0.05) demonstrated that servicescapes play a significant role on generational satisfaction. The null hypothesis was therefore, rejected and the alternate hypothesis supported at α =0.05. The relationship among the constructs was both positive and significant for the young, middle -aged and senior generations of delegates in five-star hotels in Kenya. These findings are in line with those of Scott et al., (2017), who observed a significant

relationship between servicescapes and generational satisfaction outcomes. But, Bogicevic et., al., (2018) refutes these findings by observing that there was no significant relationship between the constructs among guests in the United States of America. The model equation derived from the results is therefore,

$$Y = \beta_0 + \beta_1 X_1$$
$$Y = 1.595 + 0.4826 X_1$$

Where: Y   -Generational Satisfaction Outcomes

X_1 -Servicescapes

e   - error term

4.7.2.2 Service Customization and Generational Satisfaction Outcomes

The second objective assessed the effect of service customization on generational satisfaction outcomes in five-star hotels in Kenya. To achieve this, the study sought to test the hypothesis:

H_{02}:   Service customization has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya

Model: $Y = \beta_0 + \beta_1 X_2$

Table 4.24 presents regression weights and standard errors of estimates.

Table 4.24: Model Summary of Service customization and Generational satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577[a]	.333	.330	.46582

Source: Field Data (2021)

The coefficient of determination (R^2=0.333) shown in Table 4.24 indicated that service customization accounted for nearly 33.3% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 66.7% to be explained by exogenous factors. The correlation between perceptions of these generations of delegates towards customization was strong and positive (R=.577). Therefore, generations of

delegates found the application of customization of services adequately deployed among the establishments in Kenya.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.25.

Table 4.25: ANOVA on Service customization and Generational Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.961	1	26.961	124.254	.000[b]
	Residual	54.029	249	.217		
	Total	80.990	250			

Source: Field Data (2021)

The regression output (F=124.254; df =1; sig=.000<0.05) revealed that the parameters used to measure customization were suitable in predicting generational satisfaction outcomes. It is interpretable therefore that the customizations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrated a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4. 26.

Table 4.26: Coefficients   for Service Customization and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.333	.200		6.647	.000
	Service customization	.580	.052	.577	11.147	.000

Source: Field Data (2021)

The results (β = .580, t =11.147, p=0.000<0.05) further, demonstrated that service customization played a significant role on generational satisfaction. The null hypothesis was therefore, rejected and the alternate hypothesis supported at α =0.05. Therefore, customized services in five-star hotels influenced the degree of satisfaction of the generations of delegates among five-star hotels in Kenya. These findings are in line with that of Kukoyi et., al, (2016) who found a relationship between service customization and generational satisfaction outcomes. These findings were confirmed by Serhan et.al., (2019) among luxury hotel guests.

The model equation is therefore,

$$Y = \beta_0 + \beta_1 X_2$$
$$Y = 1.333 + 0.58 X_2$$

Where: Y - Generational Satisfaction Outcomes
X_2 - Service customization
ε - Error term

4.7.2.3 Service Automation and Generational Satisfaction Outcomes

The third objective examined the effect of service automation on generational satisfaction outcomes in five-star hotels in Kenya. To achieve this, the study sought to test the hypothesis:

H_{03}: Service automation has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya

Model: $Y = \beta_0 + \beta_1 X_3$

Table 4.27 presents regression weights and standard errors of estimates.

Table 4.27: Model Summary for Service Automation and generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531[a]	.282	.279	.48322

Source: Field data, 2021

The results (R^2=0.284) presented in Table 4.27 indicated that service automation accounted for 28.2% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 71.8 % to be explained by exogenous factors. Although, the correlation between perceptions of these generations of delegates towards automation was moderate, it was positive (R=.531) indicating that the adoption of automation was still at developmental stage.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.28.

Table 4.28: ANOVA on Service Automation and Generational Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.848	1	22.848	97.847	.000[b]
	Residual	58.143	249	.234		
	Total	80.990	250			

Source: Field data, 2021

The regression output (F=97.847; df=1; sig=.000<0.05) illustrated that the parameters used to measure automation were suitable to predict generational satisfaction outcomes. Thus, automations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrate a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.29.

Table 4.29: Coefficients for Service Automation and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.720	.187		9.201	.000
	Service Automation	.509	.051	.531	9.892	.000

Source: Field data, 2021

The results (β = .509, t =9.892, p=0.000<0.05) indicated that service automation played a significant role in generational satisfaction. The null hypothesis was therefore, rejected and the alternate hypothesis supported at α =0. 05. Therefore, automations in five-star hotels influenced the degree of satisfaction of the generations of delegates among five-star hotels in Kenya. These findings matched those of Brochado (2016) and Lan (2014), who observed that service automation significantly influences generational satisfaction. The model equation is therefore,

$$Y = \beta_0 + \beta_1 X_3$$
$$Y = 1.720 + 0.509 X_3$$

Where: Y   - Generational Satisfaction Outcomes

X_3 - Service Automation

ε - Error term

4.7.2.4 Service Quality Practices and Generational Satisfaction Outcomes

In general, the study established the effect of service quality practices on generational satisfaction outcomes in five-star hotels in Kenya. To test the hypothesis, multiple linear regression was used:

Overall Hypothesis: Service Quality Practices have no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Table 4.30 presents regression weights and standard errors of estimates.

Table 4.30: Model Summary for Service quality Practices and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637[a]	.405	.398	.44158

Source: Field data, 2021

In view of the results (R^2=0.405) presented in Table 4.30, service quality practices accounted for 40.5% of the degree of satisfaction of the generations of delegates (Gen. Y, X, baby boomers, silent generation) in five- star hotels in Kenya, leaving 59.5 % to be explained by exogenous factors. The correlation between perceptions of these generations of delegates towards the quality of services offered by the hotels was strong and positive (R=.637). Therefore, generations of delegates affirmed that quality of services influence satisfaction of the generations of delegates.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.31.

Table 4.31:ANOVA for Service Quality Practices and Generational Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.828	3	10.943	56.120	.000b
	Residual	48.162	247	.195		
	Total	80.990	250			

Source: Field Data (2021

The regression output (F=56.120 df=1; sig=.000<0.05), on the other hand, revealed that the parameters used to measure service quality were suitable to predict generational satisfaction outcomes. It is interpretable therefore that the servicescapes, customization and automation jointly explained variance in generational satisfaction among five-star hotels in Kenya as the output

thereof demonstrate a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 32.

Table 4.32: Coefficients for Service Quality Practices   and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.014	.283		3.586	.000
	Hotel servicescapes	-.056	.085	-.040	-.654	.515
	Service customization	.425	.061	.423	6.992	.000
	Service Automation	.315	.060	.329	5.300	.000

Source: Field Data (2021

The results (β =-.056, t =-0.654, p=0.515 >0.05) furthermore demonstrated that when the role of servicescapes is computed alongside other practices, results thereof depict an insignificant effect on generational satisfaction. Yet, the findings on service customization and generational satisfaction outcomes, show a significant effect with β =0.425, t =6.992, p=0.000 <0.05. Additionally, the results of the service automation and generational satisfaction outcomes still remain significant even after computing its effect alongside other practices with β =0.315, t =5.300, p=0.000 <0.05. These findings show that the deployment of servicescapes continues to be weak among the five-star hotels in Kenya and therefore does not make much meaning in the service delivery process. However, customization and automation remain pillars of service quality among the hotels in Kenya. These findings matched those of Brochado (2016) and Lan (2014), who

observed that service automation significantly influences generational satisfaction The model equation is therefore,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 1.014 - 0.056 X_1 + 0.425 X_2 + 0.315 X_3$$

Where: Y -Generational Satisfaction Outcomes

X_3 - Service Automation

ε - Error term

4.7.3 Test for Moderation

Furthermore, the study tested the moderating role of COVID-19 brand innovations to help shape the theoretical framework on the relationship between service quality practices and generational satisfaction outcomes. This was conducted using both simple and multiple hierarchical regression where nested results on servicescapes, service customization and service automation. The interpretation of the regression outputs was done according to the criteria outlined by Allen, Bennett and Heritage (2014).

4.7.3.1 Servicescapes, COVID-19 Brand Innovation and Generational Satisfaction

The fourth objective establish the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya. To test the hypothesis, hierarchical regression was used:

H_{04a}: COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya

$$Y = \beta_0 + \beta_4 X_1 * Z$$

Table 4.33 presents regression weights and standard errors of estimates.

Table 4.33: Model Summary for Servicescapes, CBIAs and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347[a]	.121	.117	.53479
2	.583[b]	.340	.335	.46418

Source: Field Data (2021)

The computed hierarchical regression results (R^2=0.340) presented in Table 4.33 showed that servicescapes and COVID-19 brand innovations jointly accounted for 34% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 66% to be explained by exogenous factors. The nested results show that there was a potentially significant moderation of 21.9 % as illustrated in Table 4.33 (Model 2-Model 1). The correlation between perceptions of these generations of delegates towards servicescapes and COVID-19 brand innovations was strong and positive (R=.583). Therefore, the introduction of COVID-19 brand innovation enhanced the degree of satisfaction among the generations of delegates.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.34.

Table 4.34: ANOVA for Servicescapes , CBIAs and Generational Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.775	1	9.775	34.180	.000b
	Residual	71.215	249	.286		
	Total	80.990	250			
2	Regression	27.556	2	13.778	63.948	.000c
	Residual	53.434	248	.215		
	Total	80.990	250			

Source: Field Data (2021)

Findings (F=63.948; df=2; sig=.000<0.05) further, illustrated that the parameters used to measure servicescapes and COVID-19 brand innovations were suitable to predict generational satisfaction outcomes. Thus, servicescapes and COVID-19 brand innovations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrated a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.35.

Table 4.35: Coefficients for Servicescapes CBIAs and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.595	.335		4.763	.000
	Hotel servicescapes	.482	.083	.347	5.846	.000
2	(Constant)	2.129	.297		7.179	.000
	Hotel servicescapes	.049	.086	.035	.568	.570
	SS.BIA	.083	.009	.563	9.084	.000

Source: Field Data (2021)

The computed results (β = .049, t =9.084, p=0.000<0.05) showed that COVID-19 brand innovations significantly moderated the relationship between servicescapes and generational satisfaction outcomes. The null hypothesis was therefore rejected and the alternate hypothesis supported at α =0.05. Therefore, the satisfaction of the young, middle -aged or senior generations of delegates amidst the pandemic was affected by the extent to which the hotels deployed servicescapes and used COVID -19 brand innovations. The model equation is therefore,

$$Y = \beta_0 + \beta_4 X_1 * Z$$

$$Y = 2.129 + 0.049 \, X_1 * Z$$

Where: Y   - Generational Satisfaction Outcomes

           X_3 - Service Automation

           Z   - COVID-19 Brand Innovation Approaches

           ε - Error term

4.7.3.2 Customization, COVID-19 Brand Innovation and Generational Satisfaction

The fifth objective determined the moderating effect of COVID-19 brand innovation approaches on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya. To test the proposed hypothesis, hierarchical regression was used as shown:

H_04b: COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya

$$Y = \beta_0 + \beta_5 \, X_2 * Z$$

Table 4. 36 presents regression weights and standard errors of estimates.

Table 4.36: Model Summary for Customization, CBIAs and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577[a]	.333	.330	.46582
2	.660[b]	.436	.431	.42915

Source: **Field Data (2021)**

The hierarchical regression results (R^2=0.436) presented in Table 4.36 showed that service customization and COVID-19 brand innovations jointly accounted for 43.6% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 56.4% to be explained by exogenous factors. The nested results showed that there was a potentially significant moderation of 20.3% as illustrated in Table 4.36 (Model 2-Model 1). The correlation between perceptions of these generations of delegates towards

service customization and COVID-19 brand innovations was strong and positive (R=.66). Therefore, besides customization, introduction of COVID-19 brand innovation enhanced the degree of satisfaction among the generations of delegates.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.37

Table 4.37:ANOVA for Customization, CBIAs and Generational Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.961	1	26.961	124.254	.000[b]
	Residual	54.029	249	.217		
	Total	80.990	250			
2	Regression	35.316	2	17.658	95.876	.000[c]
	Residual	45.675	248	.184		
	Total	80.990	250			

Source: **Field Data (2021)**

Findings (F=95.876; df=2; sig=.000<0.05) further, illustrated that the parameters used to measure customization and COVID-19 brand innovations were suitable to predict generational satisfaction outcomes. Thus, customization and COVID-19 brand innovations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrated a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.38.

Table 4.38: Coefficients for Customization, CBIAs and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.333	.200		6.647	.000
	Service customization	.580	.052	.577	11.147	.000
2	(Constant)	1.872	.201		9.299	.000
	Service customization	.195	.075	.194	2.619	.009
	SC.BIA	.067	.010	.500	6.735	.000

Source: **Field Data (2021)**

The computed results (β = .067, t =6.735, p=0.000<0.05) showed that COVID-19 brand innovations significantly moderated the relationship between service customization and generational satisfaction outcomes. The null hypothesis was therefore, rejected and the alternate hypothesis supported at α =0.05. Therefore, satisfaction of the young, middle -aged or senior generations of delegates was affected by the extent to which the hotels customised their services and deployed brand innovations associated to COVID-19. The model equation is therefore,

$$Y = \beta_0 + \beta_5 X_2 * Z$$
$$Y = 1.872 + 0.067 X_2 * Z$$

Where:
- Y -Generational Satisfaction Outcomes
- X_3 - Service Customization
- Z - COVID-19 Brand Innovation Approaches
- ε - Error term

4.7.3.3 Automation, COVID-19 Brand Innovation and Generational Satisfaction

The sixth objective examined the moderating effect of COVID-19 brand innovation approaches on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya. To test the hypothesis, hierarchical regression was used:

H_{04c}:   COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya.

$Y \quad = \beta_0 + \beta_6 X_3 * Z$

Table 4.39 presents regression weights and standard errors of estimates.

Table 4.39: Model Summary for Service Automation , CBIAs and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531[a]	.282	.279	.48322
2	.659[b]	.434	.429	.42993

Source: Field data, 2021

The results (R^2=0.434) presented in Table 4.39 showed that service automation and COVID-19 brand innovations jointly accounted for 43.4% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 56.6 % to be explained by exogenous factors. The nested results showed that there was a significant moderation of 15.2 % as illustrated in Table 4.39 (Model 2-Model 1). The correlation between perceptions of these generations of delegates towards service automation and COVID-19 brand innovations was strong and positive (R=.659). Therefore, besides automation, introduction of COVID-19 brand innovation enhanced the degree of satisfaction among the generations of delegates visiting five-star hotels in Kenya.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.40.

Table 4.40: ANOVA for Service Automation , CBIAs and Generational Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.848	1	22.848	97.847	.000[b]
	Residual	58.143	249	.234		
	Total	80.990	250			
2	Regression	35.150	2	17.575	95.082	.000[c]
	Residual	45.840	248	.185		
	Total	80.990	250			

Source: Field data, 2021

Findings (F=95.082; df=2; sig=.000<0.05) further, demonstrated that the parameters used to measure automation and COVID-19 brand innovations were suitable to predict generational satisfaction outcomes. Thus, automation items and COVID-19 brand innovations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrate a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.41.

Table 4.41: Coefficients for Service Automation , CBIAs and Generational Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.720	.187		9.201	.000
	Service Automation	.509	.051	.531	9.892	.000
2	(Constant)	2.129	.174		12.256	.000
	Service Automation	.101	.068	.106	1.492	.137
	SA.BIA	.081	.010	.577	8.158	.000

Source: Field data, 2021

The computed results (β =.081, t =8.158, p=0.000<0.05) indicated that COVID-19 brand innovations significantly moderated the relationship between service automation and generational

satisfaction outcomes. The null hypothesis was therefore rejected and the alternate hypothesis supported at α =0.05. Therefore, the study established that the relationship between service automation and generational satisfaction outcomes was moderated by COVID-19 brand innovation approaches. Therefore, the satisfaction of the young, middle -aged or senior generations of luxury hotel delegates was affected by the extent to which the hotels automated their services and deployed brand innovations associated to COVID-19. The model equation is therefore,

$$Y = \beta_0 + \beta_6 X_3 * Z$$
$$Y = 2.129 + 0.081 X_3 * Z$$

Where: Y   - Generational Satisfaction Outcomes

X_3 - Service Automation

Z   - COVID-19 Brand Innovation Approaches

e   - Error term

4.7.3.4 COVID-19 Brand Innovation, Service Quality and Generational Satisfaction

In the overall, this objective established the moderating effect of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya. To test the relationship, hierarchical regression was used:

Overall Hypothesis: COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya.

$$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \epsilon$$

Table 4.42 presents regression weights and standard errors of estimates.

Table 4.42: Model Summary for Service Quality , CBIAs and Generational Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637[a]	.405	.398	.44158
2	.705[b]	.497	.484	.40879

Source: Field data, 2021

The computed hierarchical regression results(R^2=0.497) presented in Table 4.42 showed that service quality practices and COVID-19 brand innovations jointly accounted for 49.7% of the degree of satisfaction among generations of delegates (Gen. Y, X, baby boomers, silent generation) in five-star hotels in Kenya, leaving 50.3% to be explained by exogenous factors. The nested results indicated that there was a potentially significant moderation of 9.2%. The correlation between perceptions of these generations of delegates towards service quality practices and COVID-19 brand innovations was strong and positive (R=.705). Therefore, the introduction of COVID-19 brand innovation enhanced the degree of satisfaction among the generations of delegates.

In addition, the study examined the goodness of fit of the model using ANOVA and results presented in Table 4.43

Table 4.43:ANOVA for Service Quality Practices , CBIAs and Generational Satisfaction

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.828	3	10.943	56.120	.000b
	Residual	48.162	247	.195		
	Total	80.990	250			
2	Regression	40.215	6	6.703	40.109	.000c
	Residual	40.775	244	.167		
	Total	80.990	250			

Source: Field data, 2021

The results presented in Table 4.43 (F=40.109; df=6; sig=.000<0.05) revealed that the parameters used to measure service quality practices and COVID-19 brand innovations were suitable to predict generational satisfaction outcomes. Thus, service quality practices and COVID-19 brand innovations explained variance in generational satisfaction among five-star hotels in Kenya as the output thereof demonstrate a significant difference among the itemised means. These results allowed the study to proceed with hypothesis testing.

The hypothesis was then tested by running a simple linear regression. The acceptance or rejection was based on p-value where p<0.05 was accepted and vice versa. The results of this test is shown in Table 4.44.

Table 4.44: Coefficients for Service Quality Practices , CBIAs and Generational Satisfaction

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.014	.283		3.586	.000
	Hotel servicescapes	-.055	.085	-.040	-.654	.514
	Service customization	.425	.061	.423	6.992	.000
	Service Automation	.315	.060	.329	5.300	.000
2	(Constant)	1.385	.286		4.844	.000
	Hotel servicescapes	-.152	.242	-.109	-.628	.531
	Service customization	-.063	.258	-.063	-.245	.806
	Service Automation	.608	.243	.635	2.498	.013
	SS.BIA	.039	.062	.266	.634	.527
	SC.BIA	.107	.073	.803	1.470	.143
	SA.BIA	-.094	.067	-.675	-1.404	.162

Findings (β =0.039, t =.634, p=0.527 >0.05) however, revealed that when the moderator and servicescapes was computed alongside other practices, results thereof depict an insignificant effect on generational satisfaction. Likewise, when the moderator and service customization is computed along other practices the results thereof change β =.107, t =1.470, p=0.453 >0.05, and becomes insignificant. Furthermore, when the moderator and service automation is computed alongside other practices the result thereof β =-.094, t =-1.404, p=0.162>0.05, also changed and become insignificant. Therefore, consideration given to COVID-19 took presence over the quality of services provided.

$$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \epsilon$$
$$Y = 1.385 + 0.039 X_1 * Z + 0.107 X_2 * Z - 0.094 X_3 * Z$$

Where: Y -Generational Satisfaction Outcomes

X$_1$ - Servicescapes

X$_2$ -Service Customization

X$_3$ -Service Automation

Z   - COVID-19 Brand Innovation Approaches

ϵ -Error term

4.8 Summary of Hypotheses Test

Table 4.45: Summary of Hypotheses Testing

Objective	Hypothesis	Statistical Method	P Values	Decision
Objective 1. Assess the effect of servicescapes on generational satisfaction outcomes in five-star hotels in Kenya	**H01:** Servicescapes have no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \varepsilon$	.000	Reject: H_01 at $\alpha = 0.05$
Objective 2 Establish the effect of service customization on generational satisfaction outcomes in five-star hotels in Kenya.	**H02:** Service customization has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.	$Y = \beta_0 + \beta_2 X_2 + \varepsilon$	.000	Reject: H_02 at $\alpha = 0.05$.
Objective 3 Examine the effect of service automation on generational satisfaction outcomes in five-star hotels in Kenya.	**H03:** Service automation has no statistically significant effect on generational satisfaction outcomes in five-star hotels in Kenya.	$Y = \beta_0 + \beta_3 X_3 + \varepsilon$	.000	Reject: H_03 at $\alpha = 0.05$.
Overall Objective: Examine the effect of service quality practices on generational satisfaction outcomes in five-star hotels in Kenya	**Overall Hypothesis:** COVID-19 brand innovation approaches do not moderate the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$	.000	Reject: Hypothesis at $\alpha = 0.05$.
Objective 4 Establish the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya	**H04a:** COVID-19 brand innovation approaches have no statistically significant moderating effect the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ $Y = \beta_0 + \beta_4 X_1 * Z + \varepsilon$	.000	Reject: H_04a at $\alpha = 0.05$

Objective 4b	H_{04b}:			
Determine the moderating effect of COVID19 brand innovation approaches on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya	COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service customization and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_2 X_2 + \varepsilon$ $Y = \beta_0 + \beta_5 X_2 * Z + \varepsilon$	.000	Reject: $H_0 4b$ at $\alpha = 0.05$

Objective 4c	H_{04c}:			
Determine the moderating effect of COVID19 brand innovation approaches on the relationship between service automation and generational satisfaction outcomes in five- star hotels in Kenya	COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service automation and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X_3 + \varepsilon$ $Y = \beta_0 + \beta_6 X_3 * Z + \varepsilon$		Reject: $H_0 4c$ at $\alpha = 0.05$

Overall Objective:	**Overall Hypothesis:**			
Examine the moderating effect of COVID-19 brand innovation approaches on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	COVID-19 brand innovation approaches have no statistically significant moderating effect on the relationship between service quality practices and generational satisfaction outcomes in five-star hotels in Kenya	$Y = \beta_0 + \beta_1 X * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \epsilon$	.000	Reject: Hypothesis at $\alpha = 0.05$

Source: Researcher (2021)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings
5.1.1 Service Quality Practices and Generational Satisfaction Outcomes

According to the findings on the first objective, servicescapes made a significant contribution to the quality of five-star hotel services in Kenya. This is because hotels were playing entertaining music, lighting interior and exterior spaces, decorating the hotels with friendly colours, providing comfortable furniture, and used easy to operate equipment, tools and machines within a spacious layout. In addition, the hotels provided appropriate, appealing, and informative signs, artefacts, and symbols to their guests. The findings were in conformance to those of Akyürek (2020) as well as Line and Hanks (2020) who observed that servicescapes play a critical role on service quality. Furthermore, there was a statistically significant relationship between servicescapes and generational satisfaction outcomes unlike the findings of Bogicevic et., al., (2018). The configuration of the five-star hotel services was however not cogent to the needs of the generations as only 10% of satisfaction was attributable to servicescapes.

Similarly, findings on the second objective revealed that service customization constituted an important consideration in service quality among five-star hotels in Kenya, as hotels customised their reception, equipment, rooms and reservation. There were customised transport, personal grooming, trips, and excursion and family friendly services. The five-star hotels also provided customised facilities and wellness services which concur with the findings of Kukoyi, et al., (2016). There was also a statistically significant relationship between customization of five-star hotel services and generational satisfaction outcomes as observed in a study conducted by Serhan et.al., (2019). Customization of services, however, accounted for one- third of the generational

satisfaction in the five-star hotels in Kenya. This meant that there exist heterogeneous needs among generations of delegates in the five-star hotels which were not fully met.

Automation also offered some contribution to the quality of five-star hotels in Kenya, although majority of them were considered mundane and offered less meaningful support. Nevertheless, hotels automated entertainment, security management, such as, Hotel Management Systems, payment systems, and reservation. The levels of automations were however less developed compared to those adopted in the United States of America and Asia as established by Buhalis and Moldavska (2021); May, Conradie and Van, (2020). It was however revealed that there was a significant relationship between automation of services and generational satisfaction outcomes similar to the findings of Brochado (2016). In addition, one-quarter of generational satisfaction outcomes was attributable to automation. Therefore, generations of guests perceived automations differently.

5.1.2 COVID-19 Brand Innovations, Service Quality and Generational Satisfaction

The study sought to establish the moderating effect of COVID-19 brand innovation approaches on the relationship between servicescapes and generational satisfaction outcomes in five-star hotels in Kenya. COVID-19 brand innovations had a significant moderating effect on the relationship between servicescapes and generational satisfaction outcomes. Integration of the branding approaches to servicescapes led to the realization of improved satisfaction among the delegates visiting the hotels in Kenya. The COVID-19 brand innovations injected an estimated value of 21.9 % to generational satisfaction outcomes.

The study also examined the moderating effect of COVID-19 brand innovation approaches on the relationship between service customization and generational satisfaction outcomes in the five-star hotels in Kenya. COVID-19 brand innovations significantly moderated the relationship between

service customization and generational satisfaction outcomes. Integration of branding approaches to service customization improved generational satisfaction among the delegates visiting the hotels in Kenya. The COVID-19 brand innovations added a total value of about 20.3 % to the degrees of generational satisfaction.

Finally, the study investigated the moderating effect of COVID-19 brand innovation approaches on the relationship between service automation and generational satisfaction outcomes in the five-star hotels in Kenya. COVID-19 brand innovations had a statistically significant moderating effect on the relationship between service automation and generational satisfaction. Incorporation of branding approaches to service automation enriched satisfaction among the delegates visiting the hotels in Kenya. The COVID-19 brand innovations added an estimated value of 15.2% to the degrees of generational satisfaction.

The COVID-19 brand innovation approaches were effective in mitigating the adverse effects of the pandemic. This is because some of the five-star hotels offered personal protective equipment (PPEs) , such as , masks, sanitizers soap and water to frontline officers, guests or the neighbouring community. They also adopted effective preventive practices by engaging in collaboration with other agencies such as the Ministry of Health (MoH) which provided guidelines on prevention of the spread of COVID-19. The hotels also engaged in active media campaigns using posters, leaflets, or adverts to sensitise members of the public, guests and staff on the pandemic. The five-star hotels also virtualised conference and seminars using electronic platforms such as zoom or google meet to minimise physical social contact.

5.2 Conclusion from the Findings
5.2.1 Service Quality Practices and Generational Satisfaction

Findings established that the quality of services provided by five-star hotels in Kenya influenced generational satisfaction outcomes to a moderate extent. The effect of each practice (i.e., servicescapes, customization and automation) varied from generation to generation. The observed degrees of satisfaction indicated that hotels were either more concerned with the income of guests or that the satisfaction was anchored on exogenous factors (Akama & Keiti, 2003). The findings showed that hotels had not adequately developed generational services as they do with the class of guests. They were therefore, unable to exploit the value belonging to the generations of guests and subsequently grow the Gross Domestic Product (GDP) or effectively serve its allied sectors (Fredrick, 2019).

In nearly every five-star hotel, the study observed widespread use of illustrious servicescapes to symbolise quality, comfort and luxury. There was deployment of architecture, layout, music, and service equipment in the hotels. However, existing servicescapes did not match the generational needs entirely as inter-generational satisfaction gaps were noted. Yet, significant amount of resources was spent to enhance servicescapes among five-star hotels in Kenya. Nonetheless, hotels offered good entertainment, appealing colours, lighting, equipment, machines, artefacts, signs and symbols.

The study, furthermore, identified highly variable needs among cohorts of guests with respect to hotel service automation. A major part of the observed generational satisfaction gap was based on the socialization of the guests as the younger generation of guests identified themselves more to emerging technologies and the senior cohort were less amenable to automation trends (i.e., WhatsApp, Facebook and Instagram). Thus, hoteliers need to have a solid idea on the automation

demands and subsequently adopt automations that maximize benefits to the generational needs. Nevertheless, hoteliers should take cognizance of the ever increasing connection between automation and satisfaction in the sector.

Moreover, customization of services among the five-star hotels provided the greatest contribution to generational satisfaction. In particular, close to one- third of the degrees of satisfaction was attributed to customized services. Services and products such as food and accommodations provided greater contribution to generational satisfaction compared to services such as trips, excursions among others. In addition, the study established that generational cohorts possessed heterogeneous needs upon which the hotels were expected to construct service variants that properly fit generational demands. Managers of the five-star hotels should identify the needs and develop a service proposition hinged on inter-generational demands.

5.2.2 COVID-19 Brand Innovations, Service Quality and Generational Satisfaction
As hotels found themselves in a precarious situation due to COVID-19, they were compelled to adopt unconventional branding approaches in addition to servicescapes. Some of the branding approaches involved provision of masks, water, soap and adherences to the COVID-19 protocols which effectively disrupted the sitting arrangements in hotels to allow for social distancing among guests. Nevertheless, the approaches bolstered the degrees of generational satisfaction among guests visiting the five-star hotels. The contribution of the branding approaches was higher than that of servicescapes. Therefore, the health safety particularly with regards to COVID-19 became an overriding factor on generational satisfaction outcomes.

COVID-19 affected the hospitality sector by lowering the delivery capacity of five-star hotels, which in turn affected customization of services. Consequently, inter-generational satisfaction was affected. Therefore, hotel managers are expected to be prepared to address effects of adverse

situations such as COVID-19. These include continuous engagement with neighboring communities, virtualization of services and anticipatory preventive practices. For example, hotels are expected to enter into collaborations with medical facilities, or rescue organizations i.e., ambulance services in preparation for any eventual crisis. In doing so, they are bound to attract more guests, referrals and patronage.

To avoid interpersonal contact and prevent the spread of COVID-19, hotels greatly enhanced the use of service automation in addition to COVID-19 brand innovations. Automations which were adopted included virtualization of services (i.e., zoom, google meet and virtual trips). Other approaches included electronic signs, symbols or advertisements carrying messages on COVID-19 in the hotel websites and social media platforms (i.e., WhatsApp and Instagram). On this basis, hotels are expected to improve the virtualizations of services in response to a crisis. The automation approaches bolstered the degrees of generational satisfaction among guests visiting the five-star hotels.

5.3 Implications of the Research Findings and Recommendations
5.3.1 Implications for Theory
The theory of Buyer Behaviour (TBB) offered a typology of guest decision-making process, upon which strategic marketing decision can be made. However, Howard and Seth (1969) believed that consumption behaviour is predicated upon social and psychological factors. According to the findings, however, age was also identified as contributory factor of customer behaviour. Nonetheless, in the event of a global pandemic such as COVID-19, the role of these factors becomes less important. In this case, service providers' precautionary measures become overriding factors that drive consumption behaviour, such as satisfaction outcomes. In pandemics, hotels can

change their approaches by placing emphasis on mechanisms that assures safety of the customers rather than social or psychological factors.

The assumption of perfect interdependence between service quality constructs and generational satisfaction outcomes limits the application of Social Exchange Theory. This is because business operations are not devoid of imperfections or social-economic shocks which destabilise their orientations and negates the assertions of SET theory. In this situation, the needs of the service providers and those of the customers are disrupted. Yet, the theory did not anticipate the contribution of such unprecedented occurrences in its postulation. As a result, the study considered the role of age and that of COVID-19 brand innovations. Findings showed that behaviour of guests were strongly influenced by assurances of safety against the pandemic. Therefore, the tenets of Social Exchange Theory may not hold amidst the COVID-19 pandemic.

Attribution theory provided a framework for attaching causalities of guest behaviour. The study for example, observed that internal factors such as service quality practices were able to influence the degree of generational satisfaction. This theory did not anticipate the causality of external factors or even unexpected occurrences in the operations of businesses. Therefore, dispositional influences are based on internal causes such as generational perceptual differences. Findings indicated that besides internal factors, unexpected external factors such COVID-19 pandemic played a significant role in generational behaviour. Therefore, unprecedented occurrences are bound to alter causality of attribution as parties pursue self- preservation compared to other motivations of consumption.

The Information processing theory of consumer choice, on the other hand, focuses on consumer utility maximization. The theory enables hoteliers to anticipate and exploit various consumer

choice contexts and situations. As a result, hoteliers provide clear information about their brands and strive to provide memorable service experiences. Nonetheless, the theory is based on routine customer activities rather than unexpected occurrences such as pandemics. As a result, the study introduced a new phenomenon into the theory; COVID-19 brand innovations. According to the findings, non-routine occurrences can also elicit customer's reaction and influence their behaviour.

5.3.2 Implications for Management Policy and Practice
Findings from this correlational study offer a rich set of insight about the criteria and process corporates or delegates use in evaluating the quality of luxury hotels services in Kenya. The focus on cohorts of delegates' perceptions on servicescapes, customization, and automation and COVID-19 brand innovations provides a conceptual framework that managers of the hotels and MoT can use to quantitatively assess the potential strengths and weaknesses in the deployment of these approaches in hotels.

Further, the study highlighted the effects of the SQPs on generational satisfaction outcomes and observed that servicescapes and automation were either insufficiently or incorrectly applied to the needs and desires of the generations of delegates among the five-star hotels in Kenya, to the detriment of both parties. This demonstrates a lack of clear understanding of the needs of the generations of customers. To foster satisfaction, this study submits that managers are required to develop a thorough understanding of some of the needs identified in the study and work towards achieving them.

The study also recommends a collaborative approach between government agencies and the hotel sector to mitigate adverse effect of pandemics such as COVID-19 to promote resilience and survival. The study, for instance, identified that the collaborations between government agencies such as MoT and MoH enabled the delegates to develop confidence in services offered by the five-

star hotels in Kenya during the COVID-19 pandemic. This collaboration promoted the survival and resilience among the establishment which were otherwise facing closure and helped them to preserve jobs, growth of the economy and serve other sectors.

5.4 Suggestions for Future Research

The study recommends a comparative investigation of the study constructs among Kenyan and internationally acclaimed five-star hotels. Such studies will lead to the development of a generalizable model on the variable relationships. Based on the findings, the study suggests other investigations on the long-term effect of COVID-19 to the flow and behaviour of generations of delegates. Additionally, studies can compare the consumption behaviour espoused by Baby Boomers, the Silent generation and generation X with those of generation Y in the five-star hotels in Kenya. The study further recommends focus on the emerging generations of guests including generation Z. At the same time, future research can explore satisfaction outcomes of each generation of guests independently to allow an in-depth understanding of their behaviour.

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APPENDICES

Appendix A: LETTER OF INTRODUCTION

Yussuf Okari Motari,
Kisii University – Main Campus,
P.O BOX 272 -40200,
Kisii.
Cell: +254700600468

Email: ymotari@gmail.com

Dear Sir/Madam,

RE: REQUEST TO TAKE PART IN A QUESTIONNAIRE

I am a postgraduate student at Kisii University –School of Business and Economics. As part of the requirements for completion of my doctoral studies, I am currently carrying out a study on Service Quality Practices and Generational Satisfaction Outcomes: Moderating Effect of COVID-19 Brand Innovation Approaches among Five-Star Hotels in Kenya. I request you to take part in this study by filling a questionnaire or participating in an interview as may be deemed appropriate.

Data provided will be used for academic research purposes only, and will be treated with utmost confidentiality. Your time and honesty will be highly appreciated.

Thank you.

Yours faithfully,

Yussuf Okari Motari, PhD Candidate.

Appendix B: QUESTIONNAIRE
SECTION A: RESPONDENTS' DEMOGRAPHICS

Kindly answer the questions below by ticking (√) the appropriate response

   a) Gender (Tick one):
      Male   [ ]

      Female   [ ]

   b) Age bracket (in years)
      19-38   [ ]

      39-58   [ ]

      59-78   [ ]

      Above 78   [ ]

   c) Frequency of Visits
                First Visit   [ ]
                Repeat Visit   [ ]
                Frequent Visits   [ ]
   d) Nationality
      Kenyan   [ ]

      Foreign   [ ]

SECTION B: SERVICE QUALITY, COVID-19 BRAND INNOVATION APPROACHES

AND GENERATIONAL SATISFACTION OUTCOMES

For each of the statements below, please show if you: 1= Strongly Disagree (SD); 2 = Disagree(D);

3= Neither Agreed or Disagreed (N); 4 = Agree(A); 5 = Strongly Agree (SA) by placing a tick (√)

in the appropriate box: Check on Numbering

No	Statement	1	2	3	4	5
		SD	D	N	A	SA
	PART I: SERVICESCAPES					

1.	The collection of artefacts displayed at the hotel are attractive to guests					
2.	Hotels signs are appropriately placed to provide direction					
3.	Hotel symbols are informative to guests					
4.	Hotel labels are appropriately placed to provide direction					
5.	Hotel interior and exterior are well lit					
6.	The colour schemes and decorations make the hotel attractive					
7.	Music played in the hotels is entertaining to guests					
8.	Hotel room temperature provides comfort to guests					
9.	Hotel equipment are orderly and efficient					
10.	The hotel furniture is sufficient and comfortable					
11.	The hotel layout is spacious					
	PART II: SERVICE CUSTOMIZATION					
12.	The hotel reception provides sufficient support for guests					
13.	The hotel service reservation is efficient to guests					
14	The hotel offers a variety of wellness services (e.g., SPA , Gym) for guests					
15.	The hotel provides a variety of indoor and outdoor sporting activities					
16.	The hotel provides ample and secure parking for guests					
17.	Transport services are affordable and reliable to guests					
18.	The hotel offers affordable and reliable personal grooming services (e.g hair dressing, barber, laundry services) for guests					
19.	Hotels offers family-friendly services					
20.	There are enriching trips and excursion services for guests in the hotel					
	PART III: SERVICE AUTOMATION					

21.	The hotel provides guest-friendly check-in/out system					
22.	The hotel has a reliable security system installation					
23.	The hotel offers user friendly service delivery platforms (e.g., smart hotel systems, Hotel management)					
24.	The hotel has a digitally controlled room entertainment system (e.g., Television and Radio system)					
25.	There is a user-friendly digital platform for service payment and check-in /out services					
26.	The hotel provides user friendly platforms (e.g., WhatsApp, Instagram, Facebook) for sharing information.					
27.	The hotel has a robust in-room game system for guests					
28.	There is a reliable WIFI or Local area internet access for guests					
29.	The hotel has reliable in-room voice mail/messaging/ video conferencing services					
30.	There is an equipped business centre services for guests (e.g Fax, photocopier, computers)					
	PART IV: COVID-19 BRAND INNOVATION APPROACHES					
31.	The hotel engages in COVID-19 related charities (e.g., donation of masks, sanitizers, or food).					
32.	The hotel observes COVID-19 health related protocols (e.g., social distancing, sanitation, wearing of face masks)					
33.	The hotel offers disinfectants (e.g., water or soap) to fight COVID-19 and promote hygiene practices					
34.	The hotel has ongoing interventions of COVID-19 prevention with other partners					
35.	The hotel engages in active media campaigns on COVID-19 prevention (e.g., poster, leaflets or adverts to the public on the pandemic)					
36.	The hotel offers incentives to the public (e.g., discounted quarantine facilities) to promote the fight against COVID-19 pandemic					
37.	There are clear guidelines on management of COVID-19 cases within the premises					
38.	There are several virtual products (e.g., e-conferences, e-seminars, e-demonstrations) to promote distancing					
39.	The hotel has expanded its range of virtual services to guests to prevent COVID-19 transmission					
	PART V: GENERATIONAL SATISFACTION OUTCOMES					
40.	I visit the hotel very often for food, drinks, accommodation and other services					

41.	The hotel service personnel are always friendly and reliable					
42.	I often receive additional services each time I visit the hotel					
43.	I experience a cordial and pleasant relationship with the hotel management					
44.	I frequently participate in the hotel endorsements, sponsorship programs					
45.	I often benefit from the hotel reward and incentive programs					
46.	I visit the hotels with my family					
47.	I frequently refer friends and colleagues or relatives for services in the hotel					
48.	I participate in the hotel's community-based activities and outreach programs					
49.	I spend much time and explore additional services each visit					
50.	The hotel gives me an opportunity to offer referrals and promote their services					

Appendix C: The Map of the study Area
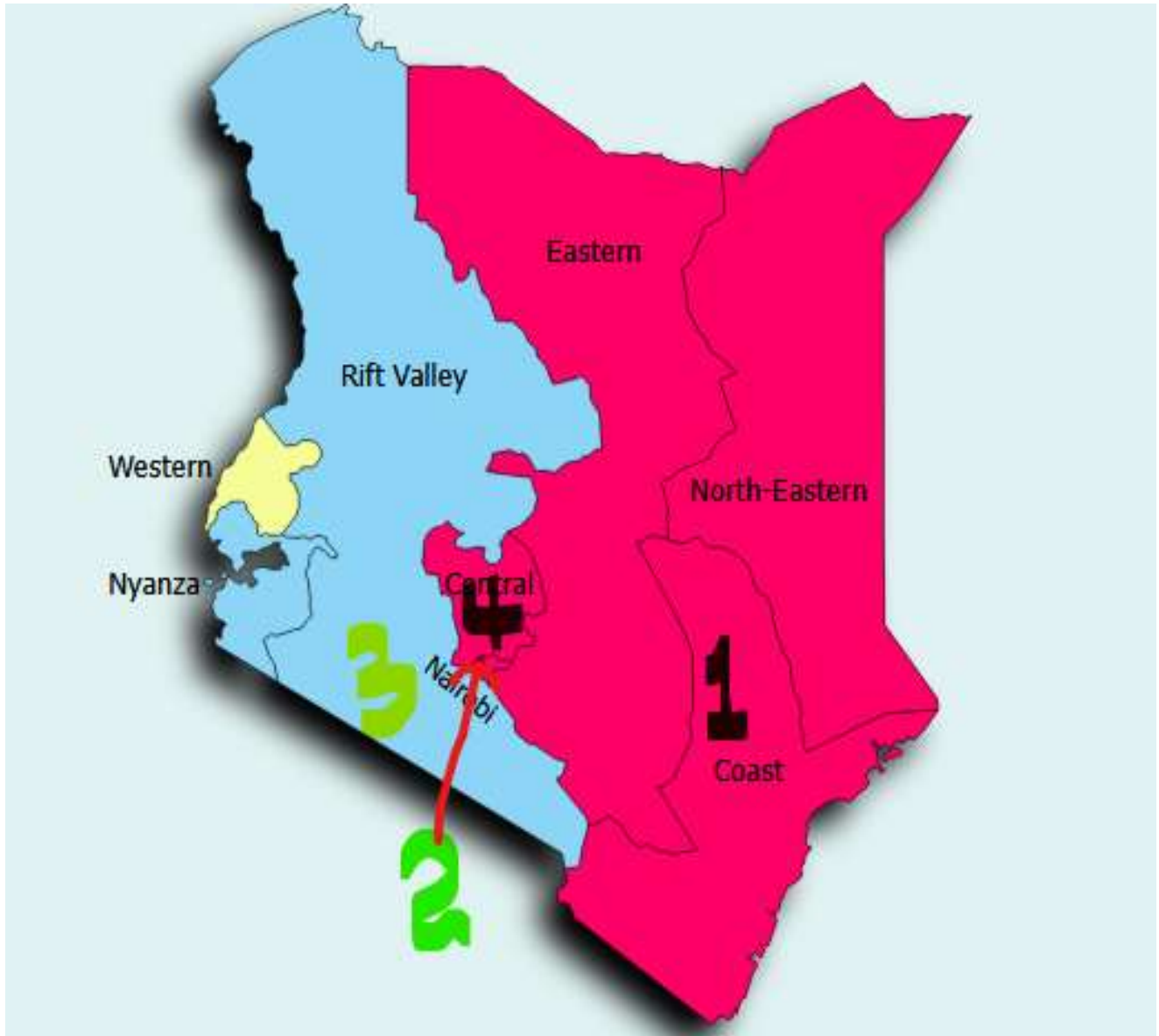
Key:

1-Coastal Region   2- Nairobi Region 3-Rift Valley Region 4- Central Region

Appendix D: List of Classified Hotels in Kenya

No.	Establishment	Region	Rating
1.	Intercontinental Nairobi	**Nairobi**	*****
2.	Radisson Blu Hotel Nairobi		*****
3.	The Sarova Stanley		*****
4.	Villa Rosa Kempinski		*****
5.	Fairmont The Norfolk		*****
6.	Sankara Nairobi		*****
7.	The Boma Nairobi		*****
8.	Crowne Plaza Nairobi Airport		*****
9.	Tribe Hotel		*****
10.	Dusit D2		*****
11.	Hemingway's Nairobi		*****
12.	PrideInn Paradise	**Coast**	*****
13.	Leopard Beach Resort and Spa		*****
14.	Hemingways Watamu		*****
15.	Diani Reef Beach Resort & Spa		*****
16.	Swahili Beach Resort		*****
17.	Enashipai Resort and Spa	**South Rift**	*****
18.	Mara Serena Safari Lodge		*****
19.	Lake Elementaita Serena Camp		*****
20.	Cottars Nineteen Twenties Safari Camp		*****
21.	Olare Mara Kempinski		*****
22.	Panari Resort, Nyahururu	**Mt. Kenya**	*****
23.	Segera Retreat Lodge		*****

Appendix E: Pilot Results

SERVICESCAPES

	Reliability Statistics for servicescapes	
	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.821	.810	32

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The collection of artefacts displayed at the hotel is attractive to guests	44.7333	47.210	.366	.816
Hotels signs are appropriately placed to provide direction	44.7333	41.352	.613	.795
Hotel symbols are informative to guests	44.7333	43.781	.464	.808
Hotel labels are appropriately placed to provide direction	44.8000	37.743	.729	.781
Hotel interior and exterior are well lit	45.0000	47.571	.192	.828
The colour schemes and decorations make the hotel attractive	44.6667	45.095	.432	.811
Background music is entertaining to guests	44.8000	41.457	.756	.786
Hotel room temperature provides comfort to guests	45.2667	42.210	.387	.819
Hotel equipment are orderly and efficient	44.8000	39.457	.543	.802
The hotel furniture is sufficient and comfortable	44.4667	48.267	.198	.825
The hotel layout is spacious	44.5333	48.552	.221	.823
Hotel equipment may easily be operated by guests	45.0000	38.286	.758	.778

SERVICE CUSTOMIZATION

<div align="center">

Reliability Statistics for service customization

</div>

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.775	32

<div align="center">

Item-Total Statistics

</div>

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The hotel reception provides sufficient support for individual clients	49.7333	10.067	.337	.737
Products and services are personalized for each category of customers	49.9333	9.067	.589	.707
The hotel offers appropriate housekeeping services	49.8000	9.314	.573	.712
The hotel service reservation is efficient to guests	50.0000	9.429	.450	.723
The hotel offers a variety of wellness services (e.g., SPA, Gym)	49.8000	9.171	.629	.706
The hotel provides a wide range of indoor and outdoor sporting activities suitable for all categories of customers.	50.1333	10.124	.230	.748
The hotel provides enhanced facilities for social events (e.g., weddings and parties)	50.3333	9.952	.242	.748
The hotel provides ample and secure parking for guests	50.2000	9.600	.425	.727
Transport services are affordable and reliable to guests	50.0000	10.286	.104	.770
The hotel offers timely laundry and personal grooming services for guests	49.8000	8.743	.802	.687
Hotels offers family-friendly services	50.1333	8.552	.471	.720
There are enriching trips and excursion services for guests in the hotel	50.0000	10.429	.069	.775

SERVICE AUTOMATION

Reliability Statistics for Service Automation		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.909	32

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The hotel provides guest-friendly check-in/out system	43.0667	79.495	.512	.902
The hotel has a reliable security system installation	43.1333	82.267	.557	.895
The hotel offers user friendly service delivery platforms (e.g., for food and drinks requests)	43.0000	80.000	.674	.889
The hotel has a digitally controlled room entertainment system (e.g., Television and Radio system)	42.8667	83.552	.595	.893
There is a user-friendly digital platform for service payment and check-in /out services	42.5333	82.981	.707	.888
The hotel provides user friendly platforms including website and social media pages for information sharing and connections.	42.7333	81.352	.705	.888
The hotel offers a wide range of digital platforms for service feedback	42.5333	83.552	.811	.886
The hotel has a robust in-room game system for guests	42.5333	85.124	.637	.892
There is a reliable WIFI or Local area internet access for guests	42.8667	81.552	.752	.886
The hotel has reliable in-room voice mail/messaging/ video conferencing services	43.1333	84.695	.474	.899
The hotel offers an automated reservation system	42.6667	88.238	.485	.898
There is an equipped business center services for guests (e.g. Fax, photocopier, computers)	43.0000	74.857	.748	.885

COVID-19 BRAND INNOVATION APPROACHES

Reliability Statistics for COVID-19 brand innovation Approaches

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.771	32

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The hotel engages in charities to support the vulnerable from the effect of COVID-19 pandemic	45.3333	18.952	.079	.790
The hotel offers sensitization /seminars/ campaigns on COVID-19 pandemic	45.8000	17.457	.305	.777
The hotel has measures that prevent transmission of COVID-19 in the community	45.8000	17.314	.261	.784
The hotel offers disinfectants (e.g., water or soap) to fight COVID-19 and promote hygiene practices	45.9333	17.352	.284	.780
The hotel has ongoing interventions of COVID-19 prevention with other partners	45.9333	14.924	.771	.728
The hotel has media campaigns on prevention of the spread of COVID-19 in the community	46.1333	15.267	.605	.745
The hotel offers incentives to the public (e.g., discounted quarantine facilities) to promote the fight against COVID-19 pandemic	46.2000	17.029	.264	.786
The hotel has clear guidelines on management of COVID-19 cases within the premises	45.9333	17.495	.258	.783
The hotel provides for a virtual platform for staff-guests engagement	46.1333	15.267	.726	.734
There are several virtual products including virtual trips provided by the hotel	46.0667	15.638	.589	.748
The hotel has easily accessible virtual resources on COVID-19 prevention	46.0667	15.067	.597	.745
There are affordable virtual services for guests in the hotel	46.1333	17.838	.285	.778

GENERATIONAL SATISFACTION OUTCOMES

Reliability Statistics for generational satisfaction

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.804	32

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I visit the hotel very often for food, drinks, accommodation and other services	43.4000	40.400	.380	.763
I have experienced pleasant relation with the hotel staff and management	43.2000	38.457	.684	.741
I often give complements on hotel services	43.4000	42.543	.105	.791
My experience with the service personnel and management is always excellent	43.0667	40.352	.537	.754
I participate in the hotel membership, endorsements, sponsorship and loyalty programs	43.4667	34.267	.654	.728
I have benefited from the hotel reward and incentive programs	43.7333	38.781	.325	.770
I visit the hotels with my family	43.5333	34.981	.712	.724
I have referred friends and colleagues or relatives for services in the hotel	43.0667	40.495	.518	.756
I participate in the hotel's community-based activities and outreach programs	43.8000	37.600	.329	.773
I often spend much time and explore additional services at the hotel	43.7333	36.781	.546	.744
The hotel gives me an opportunity to offer referrals and promote their services	44.2667	39.352	.279	.776
I am a member of the hotel social platforms	44.2000	40.314	.253	.777

Test for Construct Validity

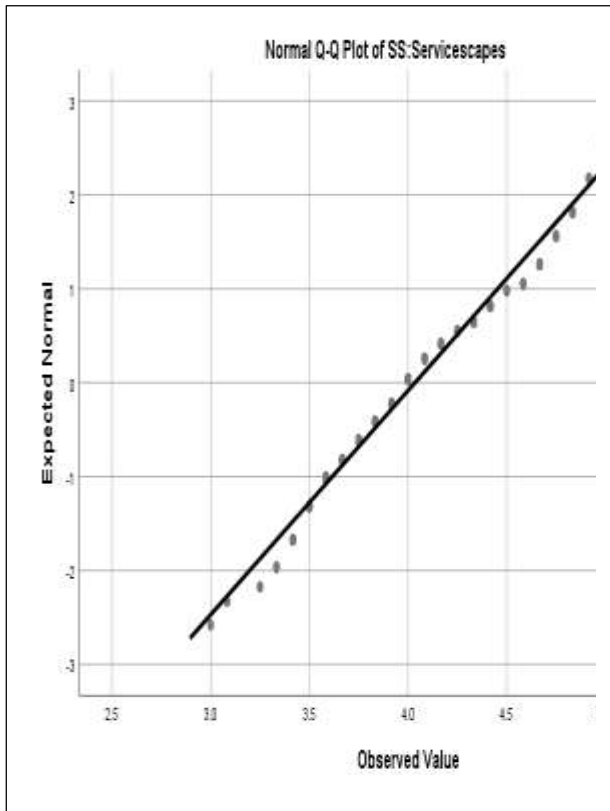| KMO and Bartlett's Test for Service Quality Practices		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.677
Bartlett's Test of Sphericity	Approx. Chi-Square	117.415
	Df	3
	Sig.	.000

KMO and Bartlett's Test for COVID19 Brand Innovation Approaches		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.622
Bartlett's Test of Sphericity	Approx. Chi-Square	87.473
	Df	3
	Sig.	.000

KMO and Bartlett's Test for Generational Satisfaction Outcomes		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	108.898
	Df	3
	Sig.	.000

Test for Outliers

<table>
<tr><td colspan="6" align="center">Mahal. Distance Output</td></tr>
<tr><td colspan="6" align="center">Residuals Statistics^a</td></tr>
</table>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5254	4.3848	3.9701	.15975	251
Std. Predicted Value	-2.784	2.596	.000	1.000	251
Standard Error of Predicted Value	.049	.211	.092	.030	251
Adjusted Predicted Value	3.4298	4.3816	3.9686	.16152	251
Residual	-1.33167	1.47458	.00000	.68087	251
Std. Residual	-1.941	2.149	.000	.992	251
Stud. Residual	-1.977	2.218	.001	1.003	251
Deleted Residual	-1.38163	1.57023	.00151	.69538	251
Stud. Deleted Residual	-1.992	2.241	.001	1.006	251
Mahal. Distance	**.021**	**17.894**	**2.985**	**2.843**	**251**
Cook's Distance	.000	.080	.005	.009	251
Centered Leverage Value	.000	.089	.015	.014	251

Test for Normality

Normal Q-Q Plot of SS:Servicescapes

Normal Q-Q Plot of SC:Service Customization

Normal Q-Q Plot of SA:Service Automation

Normal Q-Q Plot of CA:Community engagement

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Normal Q-Q Plot of SV:Service Virtualization

Normal Q-Q Plot of RV:Repeat Visit

Normal Q-Q Plot of PP:Preventive Practices

Normal Q-Q Plot of CP:Customer Patronage
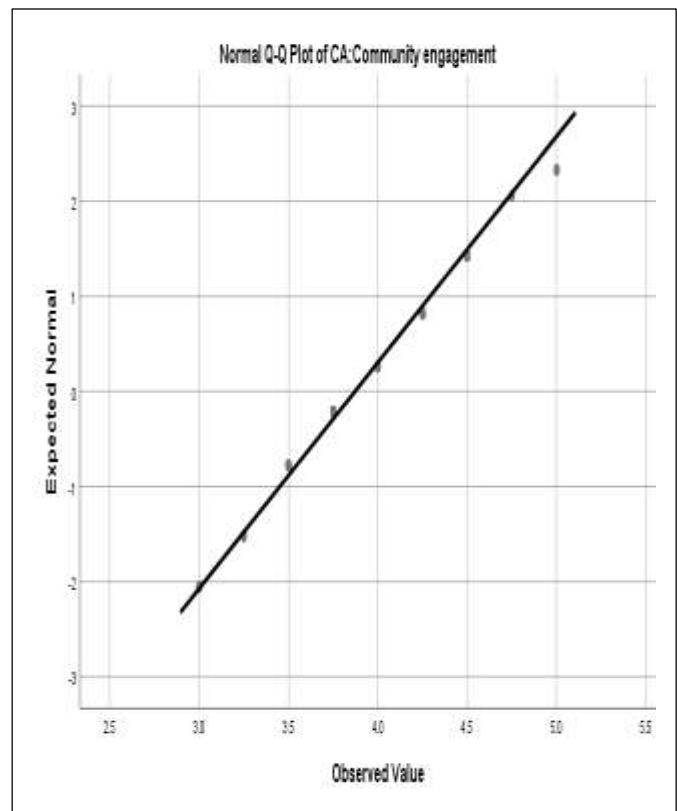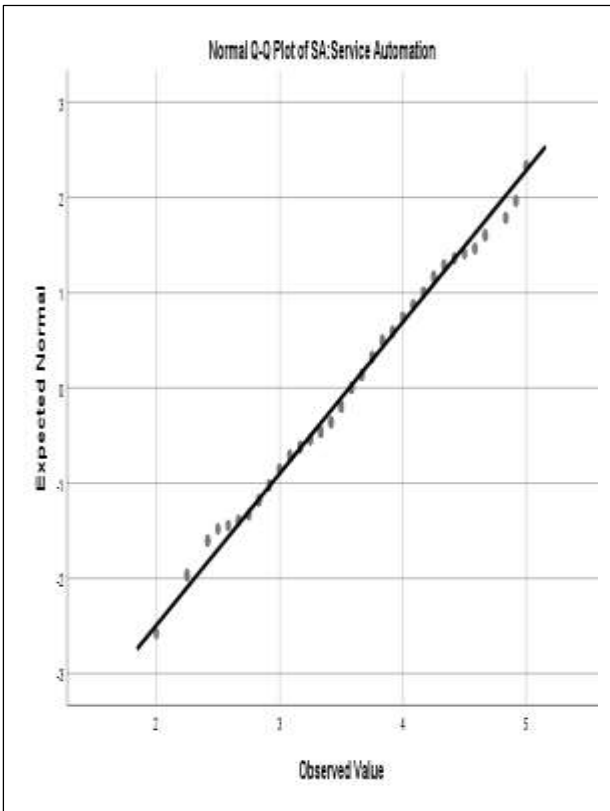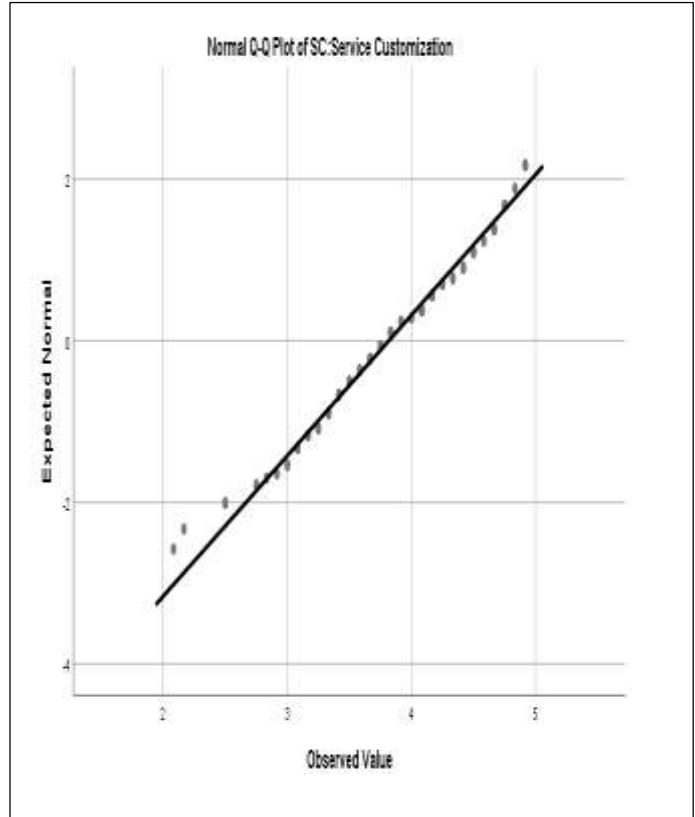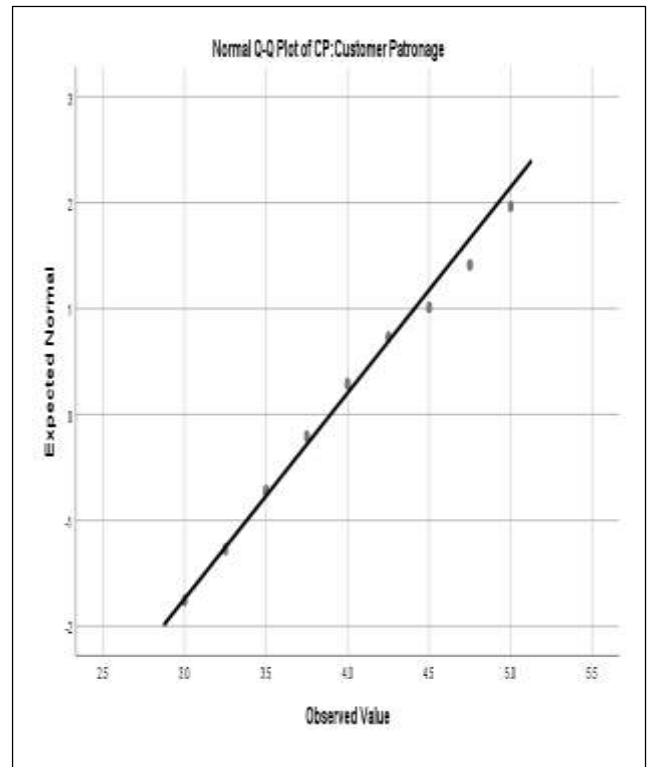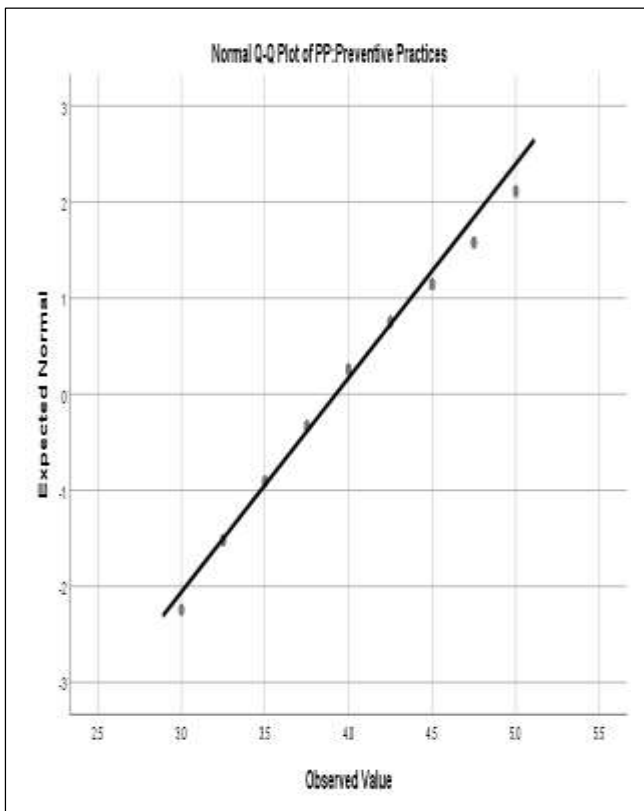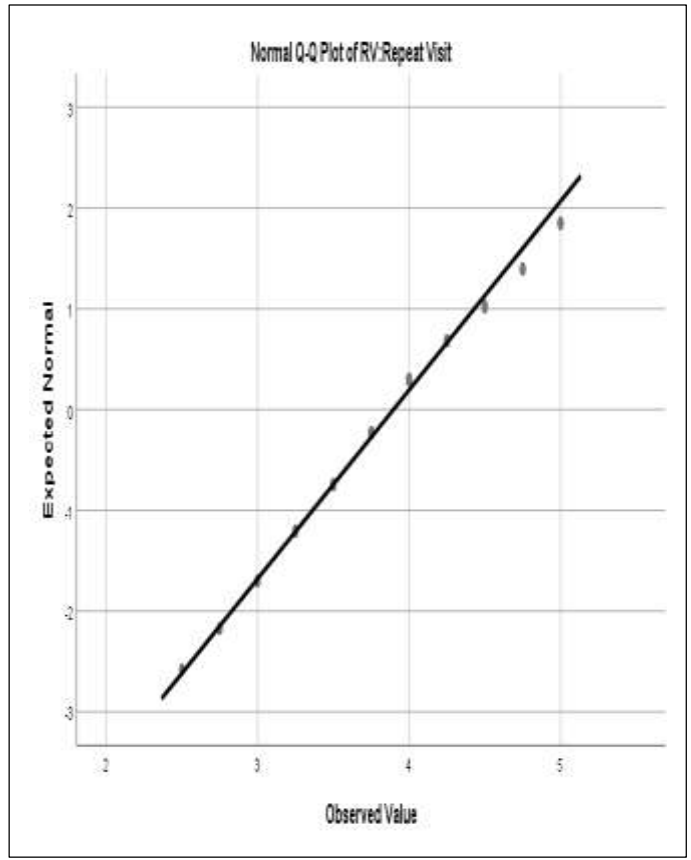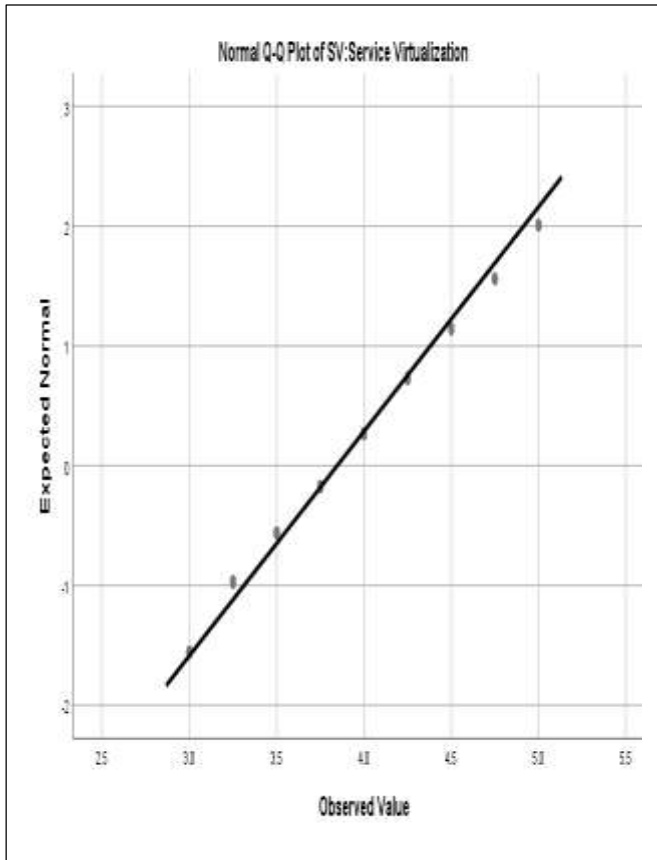
Appendix F: Letter of Introduction from the University

KISII UNIVERSITY

Telephone: +254 20 2352059
Facsimile: +254 020 2491131
Email: research@kisiiuniversity.ac.ke

P O BOX 408 – 40200
KISII
www.kisiiuniversity.ac.ke

OFFICE OF THE REGISTRAR RESEARCH AND EXTENSION

REF: KSU/R&E/03/5/502

DATES: 11th January, 2021

The Head, Research Coordination
National Council for Science, Technology and Innovation (NACOSTI)
Utalii House, 8th Floor, Uhuru Highway
P. O. Box 30623– 00100
NAIROBI - KENYA.

Dear Sir/Madam,

RE: YUSSUF OKARI MOTARI DCB/10031/14

The above mentioned is a student of Kisii University currently pursuing a Degree of Doctor of Philosophy in Business Administration(Marketing). The topic of his research is, *"Service quality practices and generational satisfaction outcomes: moderating effect of Covid-19 brand innovation approaches among selected luxury hotels in Kenya".*

We are kindly requesting for assistance in acquiring a research permit to enable him carry out the research.

Thank you.

for Prof. Anakalo Shitandi, PhD
Registrar, Research and Extension

Cc: DVC (ASA)
        Registrar (ASA)
        Director SPGS
AS/lk

Appendix G: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 269156

Date of Issue: 24/February/2021

RESEARCH LICENSE

This is to Certify that Mr.. Yussuf Okari Motari of Kisii University, has been licensed to conduct research in Mombasa, Nairobi, Nakuru, Narok on the topic: Service Quality Practices and Generational Satisfaction Outcomes : Moderating Effect of COVID 19 Brand Innovation Approaches among Selected Luxury Hotels in Kenya for the period ending ; 24/February/2022.

License No: NACOSTI/P/21/9132

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Applicant Identification Number

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Appendix H: Research Fund

Yussuf Okari Motari,
PF NO 80521
Cell: +254700600468
Email: ymotari@gmail.com

The Vice Chancellor,
Kisii University

18ᵗʰ, January 2021
Dear Prof,

RE: REQUEST FOR FUNDING

Sir, I am conducting a study on the *effect of COVID 19 Pandemic on the Performance of the Hotel sector in Kenya*. This study will target five star hotels in the South Rift, Nairobi and the Coastal regions. As such, data collection will be conducted in three phases.

In the first phase, am kindly requesting for your approval of Ksh 55,000 to facilitate data collection in the South Rift region. The associated cost for data collection include travel, accommodation, a research assistant as tabulated below.
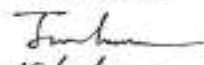
Further, I am inviting the Vice Chancellor, to visit the researcher during data collection to provide guidance and supervision for the study to realise its intended objective.

BUDGET FOR FIELD WORK

S.NO	ITEM	DAYS	UNIT COST	TOTAL
1.	Field Travel	10	2,000	20,000
2.	Accommodation	10	2,000	20,000
3.	Research assistants	-	10,000	10,000
4.	Stationery	-	5,000	5,000
Total				55,000

Yours faithfully,

Yussuf Okari Motari

Approved
18/1/2021

Appendix I: Plagiarism Report

EFFECT OF SERVICE QUALITY PRACTICES ON GENERATIONAL
SATISFACTION OUTCOMESAMONG FIVE-STAR HOTELS IN
KENYA: MODERATING ROLE OF COVID-19 BRAND
INNOVATIONAPPROACHES

ORIGINALITY REPORT

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