THE IMPACT OF HOTEL SERVICE CULTURE ON GUEST SATISFACTION IN THE HOSPITALITY INDUSTRIES (A CASE STUDY OF TWO HOTELS IN IKORUDU, LAGOS)

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ABSTRACT

The study sought to assess the impact of culture on guest satisfaction in the hospitality industry in Ikorudu, Lagos. The study was conducted in Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu of Lagos State. Case study survey design was adopted for the study. The population of the study comprised all junior, senior, and management staff of the two aforementioned hotels. From each of the hotels, 25 respondents were randomly selected using a simple random sampling technique. This gave a sample size of 50 respondents, which was used for the study. The main instrument for the study is a questionnaire tagged "Culture and Guest Satisfaction Questionnaire" (CQSQ). The questionnaire, which was developed by the researcher for data collection, was administered to employees and management staffs in the two selected hotels in Lagos state. In testing the data generated for the study, Chi-square, independent t-test and regression analyses was used to test the hypotheses. The hypotheses testing and decision rule was done at a 0.05 alpha level and at 48 degree of freedom. Based on the findings of the study, the study concluded that the various service cultures practiced by the two hotels include: cleanliness, adequate safety/security, Internet, comfortable beds, bathroom plumbing, attentive phone answering, lighting, aroma, simple, tasty food, and check-in/check-out. It was also concluded that there is significant relationship between the cultures practiced by the hotels and the extent of satisfaction of their customers. Therefore, the study recommended, among many others, that hotel managers should understand the roles and benefits of service cultures in the hospitality industry and with customers as well. As a result of this, it will be possible to grant more globalized, custom services that cater to their unique customers.

KEYWORDS: Cultures, Royal Dof Hotel, Jaftel Hotel and Suits, quality of service delivery and Ikorudu, Lagos

INTRODUCTION

In today's society, the general population understands that cultural backgrounds have a significant impact on how customers describe their service experiences at hotels. These cultural influences usually translate into different expectations, causing discrepancies in the experiences they encounter. With globalization at full speed and people continually traveling abroad to and from different countries, the hotel industry faces many challenges in accommodating these different cultural influences. Hotels in the United States not only provide their services to guests domestically, but also to those who come from abroad. With this diversity of customers comes many different perceptions and expectations of what constitutes "good service." For this reason,

it is essential for hotel businesses to understand the underlying differences among cultures. A better understanding of differences can help hotels integrate the different needs more effectively into their product and service offerings. As a result, it is possible to grant more globalized, custom services that would cater to their unique customers. Hotel practices often dismiss the importance of cultural background in their continual attempts to provide the best quality service based on their own understanding of service quality. Moreover, understanding a culture may seem irrelevant as the complexity of culture adds to the difficulty of measuring the critical elements in providing quality service. These critical elements, identified through research done in the past, are already difficult to utilize effectively to accommodate guests from abroad. The current understanding of service quality and service encounters in an international setting is mainly derived from a standardized definition of high-quality service. However, this quality standard is no longer sufficient to satisfy the ever-growing population of sophisticated travelers from abroad.

According to Kumar and Malik (2013), hospitality is defined as the reception and entertainment of guests, visitors, or strangers with liberality and goodwill. Hotels have come up beyond what they used to be in years past in terms of customers. Hotels now arm themselves with modern equipment in order to be relevant and remain competitive in the industry. Just like any other commercial establishment, hotels have functional compartments ranging from customer service, human resources, finance, research and development, and facilities, which are the focus of this study, among others. The competition for having a strategic location and adequate facilities that create delight for customers is now the priority in the minds of hotel investors. Generally, the hotel business is challenging and thrilling, and this paves the way for investors to become financially independent, bosses in their own right, create job opportunities, and also increase self-esteem. Besides, it gives owners the opportunity to be creative in meeting customers' expectations. To record huge success in this aspect, efforts must be geared towards putting in place all the essentials that will create customer satisfaction because customers are becoming more conscious of their convenience, and hence, want to be fulfilled.

STATEMENT OF PROBLEM

It is obvious that there are various components of service culture in hospitality, such as respect for customers, teamwork, charisma, values, common courtesies, and relationships over efficiency, authenticity, mystery, acceptance of responsibility, and many more. But it is quite unfortunate that many hotel workers do not really understand the roles and benefits of these service cultures for their hospitality industry and the customers as well. A better understanding of differences can help hotels integrate the different needs more effectively into their product and service offerings. As a result, it is possible to provide more globalized, custom services that would cater to their unique customers, even though the hotel business is challenging and thrilling, and this paves the way for investors to become financially independent. As a result, in order to record huge success in this aspect, efforts must be geared towards putting in place all the essentials that will create customer satisfaction because customers are becoming more conscious of their convenience. Hence, this quality standard is no longer sufficient to satisfy the ever-growing population of sophisticated travelers from abroad.

OBJECTIVE OF THE STUDY

The main purpose of this study was to examine the impact of culture on guest satisfaction in hotels. Specifically, the following objectives were drawn:

1. To find out the various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits, Ikorudu, Lagos.

2. To examine the extent of quality of service delivery provided by the two hotels.

RESEARCH QUESTIONS

1. What are the various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits, Ikorudu, Lagos?

2. What is the level of quality of service delivery provided by the two hotels?

HYPOTHESES

1. There is no significant difference in the extent of various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu, Lagos.

2. There is no significant difference in the quality of service delivery provided by the two hotels.

LITERATURE REVIEW

HISTORY OF ROYAL DOF HOTEL AND JAFTEL HOTEL & SUITES

The Royal Dof Hotel is situated at Abadat Banjoko Street, Ikorodu, Nigeria. It has a bar. Among the facilities of this property are a restaurant, a 24-hour front desk, and room service, along with free WiFi. Private parking can be arranged at an extra charge. A continental breakfast is available each morning at the hotel. While Jaftel Hotel & Suites is located at 35/37 Tinubu Estate Road, Odogunyan, Ikorudu Lagos, its 3-star venue is 27 km from the Nike Art Gallery and 29 km from the Central Mosque of Lagos. Jaftel Hotel & Suites was opened in 2011 and features free shuttle bus service, laundry and room service, as well as free self-parking, a safety deposit box and a lift. They have 23 beautiful rooms appointed with free wireless internet, climate control, cable TV, a safe, and a closet. The bathrooms come with a bathtub, a shower and a hairdryer for more comfort. The accommodation offers a convenient location, 30 km away from Murtala Muhammed airport. Business travelers can avail themselves of a video projector, a meeting room, and a movie projector offered on site, including a night club, a swimming pool available for guests' enjoyment, and recreational activities such as windsurfing and lawn tennis.

HOTEL SERVICE QUALITY

According to Vitkien (2004), to provide hotel service, two elements are necessary: material basis and service. Due to these different elements, the owners of hotels face an ambivalent problem of quality—two different quality aspects: technical quality, which reflects a material basis, and functional or process quality (service). It's been noticed by Kinderis, alys, and alien (2011) that technical quality is what the customer receives during their stay. The hotel guest gets accommodation, and the restaurant visitor gets food. This is the external side of quality. Often,

but not always, these elements may be measured by the customer. Their nature depends on the technical solution applied by the enterprise to solve the customer's problem. Their availability and status may be shown to the customer before choosing the service, since the customer's expectations related to quality are affected in this way. Hence, technical quality is usually related to material measures and technologies, the features of which are established by the usual evaluation methods for the quality of the goods. However, the parameters of technical quality do not ensure by themselves that the hotel will satisfy the customers' wishes, even if they meet the advance commitments and promises of the provider. The quality of even the highest-category hotel may be negatively evaluated by the customer in, for example, the case of a conflict with service personnel or a case of theft. Thus, a customer's experience is always affected by the manner in which a technical service is provided to him. This manner defines another aspect of the quality, i.e., functional quality. This is the behaviour of the provider and other circumstances such as interest, attention, respect, politeness of personnel, confidentiality, ability to find a solution in case of force majeure, etc.

Functional quality is more difficult to control since high quality deviation is possible. There is no one opinion on which technical or functional quality is more important (Kinderis et al., 2011). Lockwood (2005), in his description of the management of hotel activity, claims that service cannot be shown and described in advance. Besides, the assessment of customers in this respect is subjective, so he suggests focusing on tangible evidence of every operation, i.e., the interior of a room, correspondence with a guest, etc. However, Vengriene (2006), citing the other authors, notes that the research shows that customers appreciate the professionalism and skill of hotel employees. This discussion shows two main groups of elements, the quality of which should be managed by the owner of a hotel. However, some hotel experts suggest taking into account what is more appreciated by a customer (Kinderis et al., 2011). According to Kinderis et al. (2011), to ensure service quality, hotels ought to pursue general classification requirements. The suggestion for the improvement of hotel service quality was to carry it out across three levels, taking into account the improvement of process quality, result quality, and structural quality throughout the influence of "soft" and "hard" service segments and the environment, or impact on them.

THE NEED FOR A SERVICE CULTURE: BEFORE SERVICE EXCELLENCE

What a company really needs is a SERVICE CULTURE, which will be oriented towards the end customer in everything it does and at any level... Always! All employees, including management and the board of directors, defend the small daily gestures, words, attitudes, and interactions that comprise a service-driven company. Because service is often intangible and cannot be measured, excuses are found not to fight for it. Only a service culture can act against these odds and make sure that a solid web is created in the minds of the people in order to make the right move, use the right words and expressions, and act in the right way, whatever happens. Any small action can have extremely important consequences for the employee, the team, and ultimately the company.

Although service excellence is a soft target, not a number, not an easily quantifiable performance, and is often perceived as common sense, there has been extensive research conducted on customer perception and expectations. Such research has helped highlight how truly important service can be for commercial success. Before introducing a new IVR

(interactive voice response) solution for your customer service, consider the fact that a staggering 98% of people only interact with it to try and skip it and get to an actual human agent. Before trying to save some money by not going the extra mile, remember that 92% of people will switch to another company after 3 (or fewer) disappointing experiences. And when the realization is made that achieving the highest levels of personalized service may delay delivery, that's also OK. It turns out that about two thirds of customers prefer personalization over speed. So how do we get there?

ACHIEVING A SERVICE CULTURE

Any shift in culture needs to come from the top, perhaps by being defined as a new strategic objective and becoming a company value. It needs to become a key component of recruitment and the HR cycle and become one of the company's branding attributes. Measuring success in the culture shift will require the notion of KPIs to be redefined and measured beyond hard facts to include more subjective and qualitative elements such as attitude and mindset. This is an ongoing, iterative process for which an open feedback culture must be implemented. Being open to criticism is already a predetermining indicator of an employee's willingness to embrace a service culture. One might develop mixed teams of internal ambassadors (those with the highest buy-in) and outside challengers to stimulate debate and improvement. Finally, it will require constant effort, perseverance, and patience, as shifting a culture is one of the most challenging aspects of management (hence, the importance of a good recruitment strategy).

IMPACT OF CULTURE ON INTERNATIONAL HOSPITALITY BUSINESS

With the changing environment and stepping into the new centuries, all industries have changed, especially when it comes to the hospitality industry. First of all, hospitality is a major and diverse industry around the world. And business in today's world is not a constant one that stands there in the market forever. It changes according to different causes like time, the trend of the market, customer expectations, and also includes culture. A fine definition of culture is, "Culture refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, and possessions acquired by a group of people in the course of generations through individual and group striving."

Culture plays a major role in any kind of business that exists in the market. Especially when it comes to the international hospitality business, culture is a serious fact to consider in order to survive in the market. Culture exists and differs from place to place and time to time. And some cultures have already spread way beyond their boundaries and reached their new destinations. Cultures rage in battles among themselves to survive. So the key factor in understanding how to run a successful hospitality business or any kind of business is to understand the different cultures. Culture acts differently in different places. For example, managing a culture in a work environment is different when looking at the customer's point of view. It is a tactful theory for managers to handle it in any kind of organization. In today's world, it is really hard to find a place where there is no existence of more than one culture. Today's world is mixed with different cultures, which makes it more difficult for the managers to handle the business. Before

delving into the culture, let's take a quick look at the international hospitality industry. Hospitality is a service industry that is very important to every nation in the world. A fine definition of international hospitality business is, "When a domestic hospitality company establishes a new business in a foreign market, this company is said to be engaging in international business. International business is defined as a business transaction taking place between two or more companies from different countries. These transactions can be in trade, manufacturing, investment, or services. (Yu, 1999).

A very important fact is that the hospitality as well as the tourism industry are service industries, but they do differ from each other. The hospitality industry is more based on food, accommodation, communication, and customer service, whereas the tourism industry is based on travel and destinations. Hospitality as a service industry mainly focuses on customers, where in this industry the customers are from different places, which means different cultures. The first fact is that dealing with different kinds of customers from different cultural backgrounds is very difficult under one roof. The second fact is that establishing a new hospitality business in a new destination could be more difficult to handle. Research shows that many companies successful in their home countries often fail in foreign markets, not because of technical incompetence but because of a lack of knowledge and understanding of the foreign market culture (Jia, 2010). That research proves that culture could influence business in many ways. The third and major fact that influences the hospitality business lies nowhere but inside the business itself. It is the internal environment of the business that its employees make up. In other terms, it is called a "cross-cultural business environment." Due to the various immigration policies and the search for the right candidate for the right job, countries have had to hire foreign employees. This is one of the main causes that strengthened the cross-cultural environment. In the present market, almost all industries have a cross-cultural environment. Though it has lots of advantages, like lower pay, more hours and profit, it also has some disadvantages, especially for the managers. A clue of a major issue for managers when it comes to handling the cross-cultural environment. Factors associated with the task influence how much the diverse group is more creative than the homogeneous single-culture group. Diverse groups outperform homogeneous groups on complex problem-solving tasks, but may be less successful in performing routine tasks. Diverse groups need time to resolve the difficulties of working together. In an experiment conducted over 17 weeks, According to Watson (1993), "both groups performed equally well, but the diverse group performed better in finding the range of possible solutions."

Another factor that influences the international hospitality business is the external factor. Changing trends, taste, and the preferences of the customers rule the market. And technology is way beyond human expectations, which helps the different cultures spread around the world find their new homes. This results in us living in a multicultural environment. All these affect the hospitality industry directly or indirectly. Being a service industry, it has to change according to the time and the situation in the market, which is not as easy as it seems in this competitive market. To begin with, in order to overcome internal factors such as managing cross-cultural environments, business managers devise various models as a solution to this problem. One of the most famous models used by international managers is the "comparative model". "The model enables the user to make comparisons between different cultures, and any one culture is described in relation to another culture or cultures." (Mead, 2005). This helps the managers to

understand the different cultures and gives them a basic idea of how to handle them. But if a cross-cultural environment is properly managed and trained, then the result will always be a successful and profitable one. All international hospitality industries are involved in the matter of encountering their customers from different cultural backgrounds. So the issue for the managers is not just to manage the internal factors (employees) but also the external factors, i.e., the consumers. Managing customers is really important and really a hard task for managers as there are plenty of competitors in the market. And the customers are like free birds in this socialist economy. "The cultural background strongly influences consumer behavior. Ignorance of core cultural-sensitive values often leads to erroneous beliefs, resulting in unhappy customers and lost business. " (Mohsin, 2006). This is a fine example. In Western culture, people go for the time-saving process in any kind of industry, where Asians prefer high-quality interpersonal relations. Even the consumer's perception of a product varies by culture.

It is very important to note that both the internal and external factors of the hospitality industry are well connected. An employee works in conjunction with the consumers to run a smooth flow of business. The relationship between the employees and their actual customers is measurable, which makes it easy for the managers to run a profitable business. The multicultural environment in the hospitality industry is a boon to the business because the employees themselves will find a way to interact and communicate with each other to understand the needs of the foreign consumers. As the internal environment itself has different cultures, which means different ideas and solutions for different problems, which is a key way to a successful business.

SERVICE QUALITY

According to Lau, Akbar and Yong (2005), service quality plays a critical role in adding value to the overall service experience, and evidence suggests that service quality not only depends on a number of factors but also varies from industry to industry (Lau, Akbar & Yong, 2005; Markovic & Raspor, 2010; Nadiri & Hussain, 2005; Shahin & Dabestani, 2010). Therefore, to ensure a better assessment of service quality in hotels, there is a need for service providers to understand the dimensions guests use to measure service quality. Service quality is a vital determinant of customer satisfaction and it directly affects an organization's success, especially in a service industry like the hotel sub-sector (Yilmaz, 2009). Service quality delivery to guests has become a central theme in the global hotel business. In this highly competitive industry, service has become one of the most important elements for gaining a sustainable competitive advantage in the market place (Markovic & Raspor, 2010). Over the years, the global hotel industry has prioritized service quality at all levels as a means of differentiating itself and improving return on investment (Baker and Fesenmaier, 1997; Iglesias and Guillen, 2004). Hotels with high service quality can improve their market share and profitability (Oh & Parks, 1997). Service quality thus plays a vital role in customer satisfaction, cost reduction, increased sales and repeat business (Barsky & Labagh, 1992; Ukwayi, Eja & Unwanede, 2012; Walker & Braunlich, 1996; Yilmaz, 2009). Since customers participate in the delivery and consumption of hotel services, they interact closely with various aspects of the hotel business. According to Kandampully & Suhartanto (2000), customers assess service quality by comparing the services they receive with what they desire or expect. Customer satisfaction with service quality can be defined by comparing perceptions of the service received with the expectations of the service desired. When

expectations are exceeded, service is perceived to be of exceptional quality and also a pleasant surprise. When expectations are confirmed by perceived service, quality is satisfactory.

Antony, Antony and Ghosh (2004) also state that service quality involves the concept of meeting and exceeding the expectations of the customer. According to Lau, Akbar and Yong (2005), service quality plays a critical role in adding value to the overall service experience, and evidence suggests that service quality not only depends on a number of factors but also varies from industry to industry (Lau, Akbar & Yong, 2005; Markovic & Raspor, 2010; Nadiri & Hussain, 2005; Shahin & Dabestani, 2010). Therefore, to ensure a better assessment of service quality in hotels, there is a need for service providers to understand the dimensions guests use to measure service quality.

THE SERVICES QUALITY AND CUSTOMERS SATISFACTION

Customer satisfaction is a business philosophy that tends to the creation of value for customers by anticipating and managing their expectations and demonstrating the ability and responsibility to satisfy their needs. Quality of service caused by the hotel's culture and customer satisfaction are critical factors for the success of any business (Gronoos, 1990; Parasuraman et al., 1988). Enterprises exist because they have a customer to serve. The key to achieving a sustainable advantage lies in delivering high-quality service that results in satisfied customers (Shemwell et al., 1998). According to him, culture is the driving force for the accomplishment of good service quality and customer satisfaction, which are key factors in the battle to obtain competitive advantage and customer retention. Customer satisfaction, which is one of the components of acceptable culture, is the outcome of a customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors (Blanchard & Galloway, 1994; Heskett et al., 1990; Zeithaml et al., 1990). In order to achieve customer satisfaction, it is important to recognize and anticipate customers' needs and to be able to satisfy them. Enterprises that are able to rapidly understand and satisfy customers' needs make greater profits than those that fail to understand and satisfy them (Barsky & Nash, 2003). Since the cost of attracting new customers is higher than the cost of retaining the existing ones, in order to be successful, managers must concentrate on retaining existing customers by implementing effective policies of customer satisfaction and loyalty. This is especially true in the hotel industry.

QUALITY SERVICES NEEDED IN HOTELS

1. Cleanliness: This is an absolute must. Hotels, whether we're talking about a Red Roof Inn or a Bulgari resort, need to uphold the highest cleanliness standards, offering clean public spaces, bathrooms, bedrooms, and amenities. While it's an important initiative, recycling must not give way to a lack of hygiene.

2. Adequate safety/security: For many, a hotel functions as a home away from home. With that comes a hefty expectation for the most diligent safety and security measures. Many hotels now focus on providing personalized safety and security measures for different guest profiles such as women, children, and the elderly. Technology plays an increasingly important role in providing better safety, but some guests still place more importance on the human touch.

3. Internet: Guests at all types of hotels demand some level of Internet service, but business hotels especially must offer the highest level of connectivity and flexibility. At many hotels, if not all, guests expect Internet access to be complimentary—for some, free WiFi is as necessary as the air we breathe.

4. Comfortable beds: At the end of the day, a hotel serves a very basic need: It provides a place to rest your head, but only if the bed is of good quality, clean, well maintained, and well designed. It also needs to be well positioned in the room to allow proper circulation. Some hotels take the liberty of being creative with the pillow and blanket offerings, which is great as long as the guest feels comfortable with the choices available to them.

5. Bathroom plumbing: The reason this is highlighted as "plumbing" as opposed to just a "good shower" or "hot water" is because this concerns the entire bathroom. Hot water is of no use if it is just trickling down; lack of proper water flow from the sink and toilet is a significant burden and inconvenience to any guest. All guests should expect clear, potable water; proper and continuous hot running water in the shower; flowing water in the sink and toilet; and no leaks.

6. Attentive phone answering: Hotels typically have a standard "answer the phone in three rings" policy; unfortunately, this does not happen as often as we would like. Sometimes the call is directed to an agent who does not have the information, but is rather there just to answer the phone…so on to another transfer! No matter what the hotel classification, the property must assign a qualified agent who is able to effectively and efficiently answer a guest's questions and concerns, and refer them to the appropriate department only if absolutely necessary.

7. Lighting: This is a pretty big issue across a lot of hotels. Most don't offer adequate lighting in the hotel rooms, from bathrooms to bedside lamps, and it's a hassle for guests across the board. Improved lighting serves to enhance the guestroom experience and provide a sense of security.

8. Aroma: Upon entering a hotel and the hotel room, the smell of the property has a major impact on a traveler's first impressions. Guests are often sensitive to newly created hotel "signature" scents or stale smells from carpets and bathrooms, which can influence the guest's perception of the quality and cleanliness of a hotel.

9. Simple, tasty food: The availability of food and beverage outlets varies based on the hotel service level. However, certain things—such as a hot breakfast—are a basic offering that really adds to a guest experience. Even budget hotels could be conveniently located next to an all-day diner, which caters to hotel guests. Access to a convenient and affordable breakfast is turning from a plus to a must.

10. Check in/Check out: Nowadays, a front desk check-in and -out experience is constantly evolving from pod check-ins to a personalized iPad check-in. While these advances are exciting, hotels need to stay focused on certain elements of a check-in/check-out process that really effect a guest stay.

A) Clear direction: Guests should know what to do or where to go when they enter the hotel or visit the lobby.

B) Convenience: Whether it is an iPad or a front desk agent, guests should have immediate access to a source that handles their check-in/check-out and any billing issues promptly.

C) Consistency: No matter what the process of interaction, the hotel must be able to offer the exact same experience every single time so that the guest develops a sense of comfort and confidence with the hotel.

METHODOLOGY

Case study survey design was adopted for the study. The study was conducted in Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu of Lagos State. The population of the study comprised all junior, senior, and management staff of the two aforementioned hotels. From each of the hotels, 25 respondents were randomly selected using a simple random sampling technique. This gave a sample size of 50 respondents, which was used for the study. The main instrument for the study was a questionnaire tagged "Culture and Guest Satisfaction Questionnaire" (CQSQ). The questionnaire, which was developed by the researcher for data collection, was administered to employees and management staffs in the two selected hotels in Ikorudu, Lagos State. In testing the data generated for the study, Chi-square, independent t-test and regression analyses was used to test the hypotheses. The hypotheses testing and decision rule was done at a 0.05 alpha level and at 48 degree of freedom.

RESULT/DISCUSSION

HYPOTHESIS TESTING

Hypothesis One: The null hypothesis states that there is no significant difference in the extent of various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu in Lagos. To test the hypothesis, chi-square analysis was performed on the data (see table 1).

TABLE 1: Chi-square analysis of the extent of various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu in Lagos

CULTURE	HOTELS			
	Royal	**Jaftel**	**Total**	X^2
Respect the customer's intelligence	5(4.5)	4(4.5)	9	
Team work	6(5.5)	5(5.5)	11	
Respect the customers time	4(5)	6(5)	10	
Customer is always right	2(2)	2(2)	4	**2.14^**
Values	3(2)	1(5)	4	
Common courtesies	2(2.5)	3(2.5)	5	
Accepting responsibility	2(2)	2(2)	4	
Compliant are opportunities	1(1.5)	2(1.5)	3	
Total	**25**	**25**	**50**	

^Not significant at 0.05 level; df = 7; N= 50; critical X^2-value=7.48

Observed frequencies are those inside the bracket
Expected frequencies are those outside the bracket

Table 1 shows the calculated X2-value as (2.14). This value was tested for significance by comparing it with the critical X2-value (7.48) at 0.05 levels with 7 degree of freedom. The critical X2-value (7.48) was greater than the calculated X2-value (2.14). Hence, the result was not significant, meaning that there is no significant difference in the extent of various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu in Lagos. The result therefore was in a way in agreement with the research findings of Choi & Chu, (2001), who asserted that customer satisfaction, as influenced by the culture, is the starting point to build customer loyalty, therefore a long-term relationship. This creates a loyalty's stock in the enterprise which improves corporate image. This require constant effort, perseverance and patience, as shifting a culture is one of the most challenging aspects of management (hence, the importance of a good recruitment strategy (André, 2018). The insignificance of the result caused the null hypotheses to be accepted while the alternative one was rejected.

Hypothesis Two: The null hypothesis states that there is no significant difference in the quality of service delivery provided by the two hotels. In order to test the hypothesis, Independent t-test analysis was used to analyze the data (see table2).

TABLE 2: Independent t-test analysis of the difference in the quality of service delivery provided by the two hotels.

Variable	N	$\overline{X}$	SD	t
Royal Dof Hotel	25	16.28	2.34	
				0.17^
Jaftel Hotel	25	16.04	1.51	

^Not significant at 0.05 level; df = 48; N= 50; critical t-value 1.684 AKPAN, E. Ebenezer, *Ph.D*

Table 2 presents the obtained t-test-value as 0.17. This value was tested for significance by comparing it with the critical t-value (1.684) at 0.05 level with 48 degree of freedom. The obtained t-value (0.17) was less than the critical t-value (1.684). Hence, the result not significant. The result means that there is no significant difference in the quality of service delivery provided by the two hotels. The result of the findings is in agreement with the findings of (Gronoos, 1990 and Parasuraman et al., (1988) who asserted that quality of service caused by the hotel culture and customer satisfaction are critical factors for success of any business. The non-significance of the result caused the null hypotheses to be accepted while the alternative one was rejected.

CONCLUSION

Based on the findings of the study, the following conclusions were drawn: The various service cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu, Lagos include: cleanliness, adequate safety and security, Internet, comfortable beds, bathroom plumbing, attentive phone answering, lighting, aroma, simple, tasty food, and check-in and check-out. It was also concluded that there is no significant difference in the extent of various cultures practiced by Royal Dof Hotel and Jaftel Hotel and Suits in Ikorudu, Lagos. Also, there is no significant difference in the quality of service delivery provided by the two

hotels. Lastly, there is significant relationship between the cultures practiced by the hotels and the extent of satisfaction of their customers.

RECOMMENDATIONS

The following recommendations were made:

1. Hotel managers should understand the roles and benefits of service cultures in the hospitality industry and with customers as well. As a result of this, it will be possible to grant more globalized, custom services that cater to their unique customers.

2. It deemed necessary for hotel businesses to understand the underlying differences among cultures. Better understanding of differences will help hotels integrate the different needs more effectively in their products and service offerings.

3. Hotels should arm themselves with modern equipment in order to be relevant and remain competitive in the industry. In order words, adequate facilities and luxurious environment create delight in the minds of customers. These should be the priority in the minds of hotel investors.

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