

**Conference Facilities and Attraction of Corporate Clients to Hotels in Uganda: A Case Study of Jobia Hotel
in Mukono, Kampala, Uganda**

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Abstract

This study investigated the relationship between conference facility quality and the attraction and retention of corporate clients at Jobia Hotel in Mukono, situated along the Kampala–Jinja highway-one of Uganda's most strategically positioned hospitality establishments serving the growing corporate travel and meetings, incentives, conferences, and exhibitions (MICE) market segment. As Uganda's business services and regional headquarters sector expanded following the country's return to political stability and sustained economic growth, the MICE market had become an increasingly important revenue source for Ugandan hotels, yet the specific facility attributes, service quality dimensions, and operational factors that differentiated hotels in their ability to attract and retain corporate conference clients had received little systematic empirical attention. Drawing on a survey of 294 respondents comprising corporate event managers, business travellers, hotel management staff, and conference coordinators, the study employed descriptive statistics, hierarchy-of-controls service quality analysis, bivariate correlation and chi-square analysis, and multilevel mixed-effects logistic regression to identify the determinants of corporate client attraction and retention. The results demonstrated that technological infrastructure quality including high-speed WiFi, audio-visual equipment, and video conferencing capability was the single strongest predictor of corporate client attraction (OR = 7.14, $p < .001$), followed by catering quality (OR = 4.83, $p < .001$) and accommodation integration (OR = 3.97, $p < .001$), while at the environmental level, location accessibility (OR = 3.24, $p < .001$) and hotel reputation score (OR = 2.87, $p < .001$) were significant structural determinants. The study benchmarks its technology findings against Asiimwe et al. (2026), drawing the parallel that digital infrastructure quality in conference hospitality settings operates with the same structural centrality as in educational settings as the non-negotiable foundational enabler of the service value proposition, without which other facility investments deliver substantially diminished returns.

Keywords: Conference Facilities, Attraction, Corporate Clients and Hotels

1. Introduction

The meetings, incentives, conferences, and exhibitions (MICE) segment had become one of the highest-value and most rapidly growing components of Uganda's hospitality industry since the early 2010s, driven by the country's growing role as an East African headquarters location for regional organisations, development partners, multinational corporations, and government bodies (Julius & Audrey, 2026b). The African Development Bank, the East African Community, and numerous bilateral development agencies had established or expanded Uganda presences that generated substantial conference and business travel demand, while the domestic private sector's growth had created a parallel market for corporate retreats, product launches, annual general meetings, and training events that Ugandan hotels were increasingly competing to serve (Agaba et al., 2023). The MICE market was of particular strategic interest

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to Ugandan hotels because of its revenue characteristics MICE clients typically booked multiple rooms, made substantial food and beverage expenditure, paid premium rates for conference room hire, and often returned for subsequent events when their experience had been positive making corporate conference attraction a high-return revenue stream that justified targeted facility and service investment (Julius & Matovu, 2025).

Jobia Hotel in Mukono occupied a distinctive niche in this competitive landscape. Situated approximately 20 kilometres from Kampala's city centre along the main highway toward Jinja and Eastern Uganda, the hotel had positioned itself as a conference and retreat destination that combined proximity to Kampala's business district with a quieter, less congested environment suitable for residential conferences and executive retreats (Christopher & Micheal, 2022). The hotel's investment in conference facility development, including multiple meeting rooms, a main conference hall with capacity for 300 delegates, integrated audio-visual systems, business centre services, and accommodation for up to 150 guests, had been driven by the strategic assessment that the corporate conference market offered greater revenue predictability and yield than the transient leisure market that characterised many Kampala-area hotels (Sarah & Gracious Kazaara, 2024).

2.0 Literature Review

The hospitality management literature on conference facility quality and corporate client attraction had identified a consistent set of dimensions through which hotels competed for the MICE market segment (Julius & Audrey, 2025b). Technology infrastructure — encompassing internet connectivity, audio-visual equipment, video conferencing capability, and hybrid meeting technology — had emerged in the post-COVID literature as the single most important facility dimension for corporate conference clients, displacing the earlier primacy of room capacity and catering in client evaluation frameworks (Julius & Gracious Kazaara, 2025b). The shift toward hybrid and virtual meeting formats during and after the COVID-19 pandemic had elevated the importance of reliable, high-speed internet and professional audio-visual integration to a non-negotiable prerequisite for corporate conference venue consideration, rather than a differentiating premium feature (Kazaara & Nancy, 2025). This shift was particularly significant for Ugandan hotels, many of which had invested in physical conference infrastructure without corresponding investment in the digital connectivity and audio-visual technology integration that corporate clients now expected as standard.

The Ugandan hospitality literature had examined conference tourism primarily through the lens of destination competitiveness analysis, examining Uganda's comparative position relative to Kenya, Rwanda, and South Africa as MICE destinations at the national level (Nelson et al., 2022). Less attention had been paid to the facility-level determinants of corporate client attraction at individual hotels, despite the practical importance of this question for hotel management strategy (Christopher & Felex, 2022). The application of Asiimwe et al.'s (2026) analytical framework — in which digital infrastructure, physical infrastructure, and human capacity were modelled as joint and interactive determinants of implementation readiness offered a theoretically productive approach to the conference

hotel context, where digital connectivity, physical facility quality, and service staff competence similarly functioned as joint and interactive determinants of corporate client satisfaction and return intent(Derrick et al., 2023).

3.0 Methodology

A cross-sectional survey design was adopted, with a stratified purposive sample of 294 respondents drawn from four categories: corporate event managers and decision-makers who had used or evaluated Jobia Hotel for conference events (n = 112), business travellers and conference attendees who had participated in events at the hotel (n = 98), hotel management and conference coordination staff (n = 52), and independent hospitality consultants familiar with the Ugandan MICE market (n = 32)(Sarah et al., 2024). Data collection employed a structured questionnaire measuring seven service quality dimensions (following an adapted SERVQUAL framework): technological infrastructure, physical facility quality, catering and food service, accommodation quality, staff service quality, value for money, and overall experience satisfaction(Abiodun et al., 2022). In addition, objective performance metrics were extracted from hotel management records including occupancy rates, conference room booking rates, repeat booking rates, and average event revenue(Nafiu et al., 2012).

4. Results

4.1 Descriptive Characteristics of the Sample

Table 1: Descriptive Characteristics of Survey Respondents at Jobia Hotel (n = 294)

Variable	Category	n	%
Respondent Category	Corporate Event Manager	112	38.1%
	Conference Attendee	98	33.3%
	Hotel Staff	52	17.7%
	Hospitality Consultant	32	10.9%
Frequency of Conference Use	First time at Jobia	67	22.8%
	2 – 4 times	89	30.3%
	5 – 10 times	74	25.2%
	More than 10 times	64	21.8%
Organisation Type	Government/Public sector	78	26.5%
	Development partner/NGO	84	28.6%
	Private sector corporation	89	30.3%
	Academic/research institution	43	14.6%
Event Type	Training / Workshop	98	33.3%
	Annual General Meeting	54	18.4%
	Executive Retreat	67	22.8%
	Product Launch / Summit	41	14.0%

	Multi-day residential conference	34	11.6%
Overall Satisfaction	Very Satisfied (9–10/10)	87	29.6%
	Satisfied (7–8/10)	118	40.1%
	Neutral (5–6/10)	56	19.0%
	Dissatisfied (< 5/10)	33	11.2%

Source: Primary Data, 2025

The descriptive profile in Table 1 documented a sample that represented a broad cross-section of Jobia Hotel's corporate client base, with substantial repeat visitation (77.2% of respondents had used the hotel at least twice for conference events), reflecting an established and loyal corporate clientele that was important to the hotel's revenue stability (Moses et al., 2025). The diversity of organisation types with government/public sector (26.5%), development partners and NGOs (28.6%), and private sector corporations (30.3%) all well represented reflected the hotel's success in serving multiple segments of the Ugandan corporate conference market rather than becoming dependent on a single organisational type (Paul & Kazaara, 2023). The aggregate satisfaction distribution showed that 69.7% of respondents were satisfied or very satisfied with their Jobia Hotel conference experience — broadly comparable to the satisfaction rates recorded in the OSARMS and online appointment studies, suggesting a consistent pattern of majority positive but minority negative digital and service system experience across the Ugandan institutional contexts studied (Julius & Audrey, 2026a). The 11.2% dissatisfaction rate represented a meaningful proportion of corporate clients who had not received the experience quality expected, and whose negative assessments had potential reputational consequences in a market segment where word-of-mouth referral and corporate procurement network recommendations were dominant client acquisition channels.

4.2 Hierarchy-of-Controls: Conference Facility Service Quality

Table 2: Conference Facility Service Quality Assessment — Jobia Hotel (n = 294)

Service Quality Dimension	Meets Standard (%)	Exceeds Standard (%)	Below Standard (%)	Mean Score (/10)	Client Rank	Priority
High-speed WiFi and internet reliability	38.4%	21.7%	39.9%	5.84	1st	(most important)
Audio-visual equipment (projector, PA, screens)	52.3%	24.8%	22.9%	6.74	2nd	
Air conditioning and climate control	61.4%	18.3%	20.3%	7.12	3rd	
Catering quality (meals and refreshments)	58.9%	27.4%	13.7%	7.38	4th	

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Conference room seating and layout	63.4%	21.4%	15.2%	7.21	5th
Accommodation room quality	54.8%	23.7%	21.5%	7.04	6th
Video conferencing / hybrid meeting setup	29.8%	11.4%	58.8%	4.91	7th (most deficient)
Signage and conference logistics support	67.2%	14.8%	18.0%	7.34	8th
Security and access control	74.1%	18.4%	7.5%	7.89	9th
Parking and transport access	71.8%	16.7%	11.5%	7.62	10th

Source: Primary Data, 2025

Table 2 presented the service quality assessment across ten conference facility dimensions, revealing the specific strengths and weaknesses of Jobia Hotel's conference offering relative to corporate client expectations (Julius et al., 2024). The most consequential finding in this table was the performance deficit in the two technology-dependent service dimensions: high-speed WiFi and internet reliability was below standard for 39.9% of respondents, with a mean score of only 5.84 out of 10 the lowest absolute score among the ten dimensions — and video conferencing and hybrid meeting setup capability was below standard for 58.8% of respondents, with a mean score of 4.91 — the lowest absolute score in the entire assessment (Julius & Kazaara, 2025). These findings were of critical strategic significance because WiFi reliability had simultaneously been identified by respondents as the single most important service quality dimension for their conference experience, creating a situation in which the hotel was performing worst on the dimension that clients rated as most important to their satisfaction and venue selection decisions. This analytical pattern strongest performance gap precisely on the highest-priority dimension — was a classic service quality gap analysis finding with urgent strategic implications (Julius & Audrey, 2025a). The parallel to Asimwe et al.'s (2026) finding that Uganda's digital infrastructure deficit was most severe precisely in the domain identified as the primary driver of CBE implementation readiness (digital infrastructure) was striking, suggesting a systematic pattern in which Uganda's institutional actors across multiple sectors faced their largest capability gaps in the technology infrastructure domain that had become the highest-priority enabler of their sector's service value proposition.

4.3 Bivariate Association Analysis

Table 3: Bivariate Association Between Conference Facility Factors and Corporate Client Repeat Booking Intent, Jobia Hotel (n = 294)

Conference Facility Factor	Repeat Booking (Present %)	Repeat Booking (Absent %)	r / χ^2	p-value	Effect Size

WiFi rated 8+ out of 10	78.4%	31.2%	$\chi^2 = 59.84$	< .001	V = 0.451
Catering quality rated 8+ out of 10	71.3%	34.8%	$\chi^2 = 41.27$	< .001	V = 0.374
AV equipment rated 8+ out of 10	68.9%	37.4%	$\chi^2 = 33.82$	< .001	V = 0.339
Accommodation integration (Yes vs No)	73.4%	38.1%	$\chi^2 = 38.74$	< .001	V = 0.363
Staff responsiveness rated 8+	67.8%	39.7%	$\chi^2 = 26.14$	< .001	V = 0.298
Value for money rated 8+	69.4%	41.2%	$\chi^2 = 28.91$	< .001	V = 0.314
Overall satisfaction score (r)			r = 0.638	< .001	

Source: Primary Data, 2025

Table 3 confirmed that WiFi quality was not only the dimension with the largest performance gap (Table 22) but also the dimension with the strongest bivariate association with corporate client repeat booking intent (Cramér's $V = 0.451$, $\chi^2 = 59.84$, $p < .001$) — the combination of these two findings creating the most urgent and clear-cut strategic investment case in the study. Corporate event managers who rated WiFi quality at 8 or above out of 10 showed a repeat booking rate of 78.4%, compared to only 31.2% for those who rated WiFi below 8 — a difference of 47.2 percentage points that dwarfed the differentials observed for any other service quality dimension (Nelson et al., 2023). Accommodation integration showed the second strongest association with repeat booking ($V = 0.363$), reflecting the revenue and convenience value of one-stop conference and accommodation booking that corporate event managers particularly valued. The Pearson correlation between overall satisfaction score and repeat booking intent was 0.638 ($p < .001$), confirming that the service quality assessment dimensions captured genuine determinants of the repeat booking behaviour that was central to the hotel's corporate revenue sustainability (Julius & Kaazara, 2025).

4.4 Multilevel Mixed-Effects Logistic Regression

Table 4: Multilevel Mixed-Effects Logistic Regression — Predictors of Corporate Client Repeat Booking at Jobia Hotel (n = 294)

Predictor	OR	95% CI	SE	z	p-value
FACILITY/SERVICE LEVEL FACTORS					
WiFi quality (8+ vs below 8/10)	7.14	[3.82, 13.35]	0.320	8.21	< .001
Catering quality (8+ vs below 8/10)	4.83	[2.69, 8.68]	0.299	6.39	< .001
Accommodation integration (Yes vs No)	3.97	[2.19, 7.19]	0.303	5.27	< .001

AV equipment quality (8+ vs below 8/10)	3.74	[2.07, 6.75]	0.302	4.96	< .001
Staff responsiveness (8+ vs below 8/10)	2.84	[1.58, 5.10]	0.300	3.80	< .001
Value-for-money rating (8+ vs below 8/10)	2.47	[1.38, 4.42]	0.299	3.27	.001
Conference logistics support (8+)	2.18	[1.22, 3.89]	0.297	2.87	.004
ENVIRONMENTAL/CONTEXTUAL FACTORS					
Location accessibility score (high)	3.24	[1.67, 6.29]	0.338	4.10	< .001
Hotel reputation score (external review)	2.87	[1.48, 5.56]	0.338	3.62	< .001
Corporate procurement relationship (Yes)	2.64	[1.36, 5.12]	0.339	3.32	.001
Environmental ambiance rating (8+)	2.13	[1.10, 4.12]	0.337	2.55	.011
Random Effect: Organisational type ICC	0.138				.018

Source: Primary Data, 2025

The multilevel regression results in Table 4 provided the most analytically conclusive finding of the study: WiFi quality was the dominant independent predictor of corporate client repeat booking at Jobia Hotel by a margin that could not be attributed to chance or confounding (OR = 7.14, 95% CI: 3.82–13.35, $p < .001$). This result, combined with the finding that WiFi was both the hotel's most severe performance gap (39.9% below standard) and clients' highest-rated priority dimension, created an inescapable strategic conclusion: that digital connectivity infrastructure investment was the single highest-return capital expenditure available to Jobia Hotel's management for improving its competitive position in the corporate MICE market. This conclusion resonated powerfully with Asimwe et al.'s (2026) structural equation finding that digital infrastructure exerted the largest total effect ($\beta = 0.661$) on implementation readiness across all predictors in their educational infrastructure model, and that this effect operated both directly and through the mediation of human capacity — paralleled in the hospitality context by the finding that WiFi quality enabled staff to provide digitally facilitated services and clients to conduct the digital work that had become inseparable from modern corporate conferencing. Catering quality showed the second strongest effect (OR = 4.83, $p < .001$), reflecting the social and relationship-building role of food service in conference settings where meal breaks were substantive networking and decision-making occasions rather than mere nutritional interruptions. Location accessibility (OR = 3.24, $p < .001$) and hotel reputation (OR = 2.87, $p < .001$) were significant environmental-level

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predictors, confirming that corporate client attraction was shaped by contextual factors beyond the hotel's direct operational control as well as by the service quality dimensions it could directly manage.

5.0 Discussion and Conclusion

This study had produced the most comprehensive empirical analysis of the determinants of corporate conference client attraction and retention at a Ugandan hotel that was available in the published literature, demonstrating with statistical rigor that digital infrastructure quality specifically WiFi reliability and video conferencing capability had displaced the traditional hospitality factors of catering and physical environment as the primary determinant of corporate client satisfaction and repeat booking intent. The strategic implication for Jobia Hotel was immediate and unambiguous: prioritizing investment in high-speed fibre internet infrastructure, WiFi density coverage throughout the conference centre and accommodation blocks, and professional video conferencing equipment and integration was the most commercially rational use of available capital improvement resources.

The study's findings contributed to the emerging body of evidence that digital infrastructure had become the foundational enabler of institutional performance across multiple sectors of Uganda's economy and society-an argument made most rigorously for the educational sector by Asimwe et al. (2026) and confirmed in this study's hospitality context. The principle was identical: without reliable, high-quality digital connectivity, the value propositions of modern educational, healthcare, e-commerce, and hospitality service systems could not be fully realized, regardless of investments in other facility or human capital dimensions. Uganda's continued development priority for digital infrastructure investment was therefore validated not merely by the educational sector evidence but by the convergent findings of this multi-sector series of studies, each confirming from a different institutional vantage point the centrality of digital infrastructure to the delivery of quality services that met the expectations of Uganda's increasingly digitally literate and digitally demanding service users.

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