

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

THE IMPACT OF SANITATION ON CUSTOMER RETENTION: A SURVEY OF
RESTAURANTS IN THE TAMALE METROPOLIS

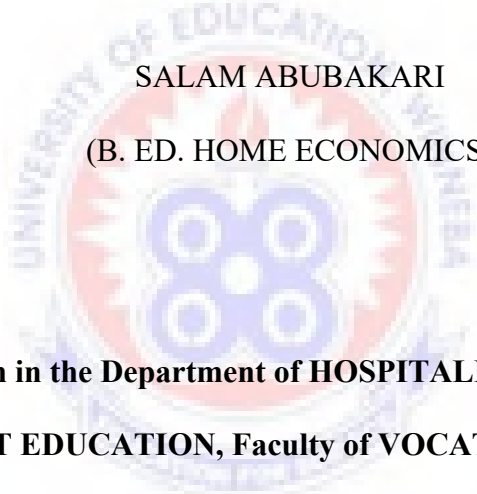


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THE IMPACT OF SANITATION TO CUSTOMER RETENTION: A SURVEY OF
RESTAURANTS IN THE TAMALE METROPOLIS

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(B. ED. HOME ECONOMICS)



**A Dissertation in the Department of HOSPITALITY AND TOURISM
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in Partial Fulfilment of the Requirements for the Award of the Master of
Technology (Catering And Hospitality) Degree.**

OCTOBER, 2014

DECLARATION

STUDENT'S DECLARATION

I, Salam Abubakari declare that this Dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation laid down by the University of Education, Winneba.

NAME: DOREEN DEDO ADI

SIGNATURE

DATE

ACKNOWLEDGEMENT

All praise is to the Almighty Allah. The Most Gracious and the Most Merciful for His gift of life and health, blessing divine protection, mercy, strength and wisdom granted me till this day.

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DEDICATION

The success of this work is dedicated to my parents Madam Fati Yahaya and Alhaji Abubakari Amadu for their support and care throughout my education. It is also to my lovely wife Sumaya Ibrahim for her love, care and support.



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ABSTRACT

In the hospitality industry customer perception and satisfaction are largely hooked upon quality of service in the quest to retaining customers in the restaurants. This study is aimed at examining the impact of sanitation to customer retention in restaurants in the Tamale Metropolis. Some of the key elements that were used to examine the study were customer perception and satisfaction on sanitation variables such as dining area cleanliness, employee hygiene, outside environment cleanliness and food contact surface cleanliness. Participants in this study included managers of restaurants, employees and customers. A Multi-stage sampling method was employed for this study. The total number of participants for the study was 684, which included 543 customers, 111 employees and 30 managers of restaurants. Customer perception on sanitation variables had significant effect on their return intention. Customers were also highly satisfied with the sanitation level in restaurants and that influenced on their retention. Training was also found to have positive impact on the performance of employees. It can therefore be concluded on the results in this study that good sanitation in the restaurants lead to positive perception and satisfaction and therefore panacea to customer retention. It is however imperative for all food service managers to uphold the issues of sanitation seriously in order to ensure customer retention. Employee training should also be organized by food service managers to ensure employee perfection in their schedules so as to instill customer confidence and satisfaction in the service rendered.

CHAPTER ONE

INTRODUCTION

1.0. Background to the Study

A large percentage of the inhabitants of urban areas depend on food service providers for at least one meal in a day according to personal observation. According to Jones (2002) eating out in the UK is now part of most consumers, with 62% stating they dine out during the evening while 51% claim they dine out in restaurants during the day. Jones also stated that some consider eating outside as a fun or a leisure activity and therefore see it as more than consumption of food. With the growing urbanization and economic activities in Ghana the situation is not different from that of the UK.

A number of Ghanaian entrepreneurs in the hospitality and food industry have taken advantage of the increasing demand for local and continental dishes to set up food selling spots. The increase in the number of these food joints have raised concerns among many Ghanaians and foreigners regarding the sanitary conditions under which they prepare and sell the food to customers. Food service is provided by restaurant operators, local food joints, and way side food sellers. Ghana Tourist Authority (2011) has defined a restaurant as any establishment well appointed and formally fitted for the preparation and serving of food and beverages for consumption on the premises. Sanitation in these premises is therefore a major concern to many. One may ask what actually sanitation is about. Marriot and Gravani (2006) defined sanitation as “an applied science that incorporates the principles of design, development, implementation, maintenance, restoration, and/or improvement of hygienic practices and conditions.”

According to Abidin (2007) more people are concerned about safety of food than they are about fat or sodium content of food. Specifically, food hygiene is the major food safety concern when consumers dine out. Several findings have reported that consumers commonly give negative perception toward the safety of food served at restaurant due to their concern about the level of food hygiene practices and will select restaurants that will meet their standard for quality and value (Yoo, 2012, Abidin, 2007). In the findings of Abidin, she stated that "... Consumers' food safety perceptions towards the restaurant industry are inconsistent with their purchase behaviour".

It is generally viewed that good sanitation practices in preparation and service of food leads to healthy eating while bad sanitation practices will lead to food contamination and subsequently food-borne diseases. According to Water and Sanitation Programme report (2012) approximately 19,000 Ghanaians die each year from diarrhoea, 90% of which is directly attributed to poor sanitation. Ministry of Agriculture (2012) reported that an estimation of one in forty Ghanaians is suffering from serious food-borne disease. These are mostly as a result of eating food prepared or served under poor sanitary conditions. Researchers in the field of service management argue that service managers should adopt holistic management approach in order to deliver quality service, encourage integration between operational units and satisfy both employees and customers (Abidin, 2007). Sanitation within and around food joints will indicate whether customers will return to food joints or not. General views from individuals have shown that sanitation within and around food joints is an important topic for food service managers. Some customers may complain about a sanitation problem encountered while others may chose to be silent.

Kotler, Bowen and Makens (1996) stated that resolving customer complaint is a critical component in customer retention. They went further to give two factors in customer complaint resolution as “first, if you resolve a complaint, do it quickly; the longer it takes to resolve the higher the defection rate. Second, seek out customer complaint”. Seeking complaints from customers is a good option to cater for customers who may not complain openly of a misfit situation and this can be done by encouraging word-of-mouth report or the use of the suggestion box. Wright (2006) stated that customer expectation must be exceeded if loyalty is to be obtained and maintained. A high level sanitation practices coupled with other factors lead to repeat patronage, customer loyalty and recruiting new customers by enhancing the reputation of restaurants (Abidin, 2007). Kotler *et al* (1996) stated that it takes four to six times as much to create a customer as it does to maintain an existing one. This suggests that it is much important to adhere to maintaining sanitation and quality service delivery than to allow customers to be dissatisfied with conditions of the premises. Other than sanitation most research also show that the most important factors influencing customer decision when choosing an eating spot are food quality, service quality and the value for money (Nee, 2005). Several findings have reported that consumers commonly give negative perception towards the safety of food served at restaurant due to their concern about the level of food hygiene practices (Abidin, 2007).

The findings of Sulek and Hensley (2004) proved that atmosphere of the dining area was significant predictor of satisfaction and retention in the overall dining experience. Customer satisfaction about sanitation in restaurants is always used as an indicator to determine whether they will return. Wright (2006) stated that customers’ decision should

be based on physical evidence such as the look and credibility of the sales persons or by word-of-mouth of an existing satisfied customer.

1.1. Statement of the Problem

Cleanliness and sanitation may be one of the most important factors in attracting new customers and in keeping the ones you have already got. The Tamale Metropolis has grown tremendously in terms of businesses and human traffic within a span of about five years. This growth has also called for the demand for food with local entrepreneurs “flooding” the whole Metropolis with food joints such as restaurants, fast food spots, chop bars and way side food sellers. As a result of the rush for food most food service providers do not seek permission before setting up their premises. Some of these are sited at unhygienic environments posing danger to the safety of consumers. Customers normally buy and eat the food at the dining areas of these establishments or take it away. In some of these establishments, food is not served under hygienic conditions; tables are not promptly cleared leaving particles of food on the tables as well as on the floor. Waiters also sometimes do not appear professionally and neatly. Some food servers in these places also sometimes use their hands to handle money given to them by customers and also use the same bare hands to serve food. All these practices May lead to the customer making a decision on repurchase of food at a perceived spot.

1.2. Objective of the study

The main objective of this study was to assess at the extent to which sanitation in restaurants within the Tamale Metropolis will lead to customer retention.

1.3. Specific Objectives

The specific objectives of the study were to:

- Evaluate the perception of customers on sanitation in the restaurant and its impact on their retention.
- Evaluate the impact of sanitation on customer satisfaction and retention in the restaurant.
- Evaluate the impact of training on employee performance

1.4. Research Questions

In order to achieve the aims of this study the following questions will be looked at

- Will customer perception on sanitation practices bring about their retention?
- Will customer satisfaction about sanitation in food joints bring about their retention?
- Will training have an impact on employee performance?

1.5. Significance of the study

Sanitation plays a major role, in the health and productivity of a nation. Since majority of the population eat at least one meal of the day outside home, it is very important that sanitation and hygiene in the places people eat are at their best. This signifies that food

service providers have to put in their best to ensuring that they maintain good sanitation in order to be able to retain their customers.

This study involves the collection of data about the sanitation and hygienic conditions of food restaurants within the Tamale Metropolis. It is significant to the performance of restaurants since data collected can serve as a source of reference by these units to shape their performance regarding sanitation and its role in customer retention. It is also a relevant source on which the government can base to strengthen its policies regarding sanitation and hygiene training for food handlers and operators of restaurants. It will also be useful to the Foods and Drugs Board, Ghana Standard Board and the district, Municipal and Metropolitan assemblies regarding certification and licensing of the restaurants.

1.6. Limitation

The main issue regarding this study was based on the responses of the manager, employee and most especially the customer. The study initially was aimed at reaching out to 810 people but finally dealt with 684 respondents. The study first suggested three food servers and three waiters in each restaurant but unfortunately on the part of the researcher not all the restaurants had up to the required number of the two categories. This therefore reduced the original employee sample size from 180 to 111. With regards to the customers, the initial number of respondent number of 600 could not be achieved as a result of the fact that some of the respondents did not have adequate time and therefore some of them have to terminate the process half way. In another situation some restaurants did not have swift flow of customers to enable the researcher achieve the

targeted number of respondents per a restaurant. This therefore compelled the researcher to make call back to most restaurants in order to meet the target and at certain time have to stop due to un-cooperating nature of some attendants. These experiences regarding the customer also reduced the initial customer target of 600 to 543.

1.7. Delimitation

The study sought to gather data concerning food joints within the Tamale Metropolitan area. The study area comprises restaurants, fast food spots, local food service providers (chop bars) and others. The study area is huge considering the way they are spread round the metropolis. The researcher therefore focused on restaurants instead of the whole population of food service providers. Again, most of the restaurants targeted are not duly registered with the Ghana Tourist Authority. The researcher therefore chose to seek data on those restaurants that are registered. The scope of this research was narrowed because of time frame to cover the wide number of food service providers as well as the financial constrain that would have been involved if all were to be involved in the data collection process.

1.8. Organisation of the Study

This study consists of six chapters. Chapter one deals with the background to the study, problem statement, purpose of the study, research questions. Other areas this chapter covers are the significance of the study, limitation and delimitation of the study. Chapter Two focuses on the review of related literature. The methodology in Chapter three provides information on participants, sampling techniques, procedures and equipment used in both data collection and analysis. It also deals with the research design,

description and distribution of instrument. Chapter four basically presents and explains the outcome of the study and interpretation as well as discussions of the findings. The findings are presented in tables with frequencies and percentages. Chapter five also has to do with the summary of findings, conclusions and recommendation. It also includes suggestion for future research work.



CHAPTER TWO

LITERATURE REVIEW

2.0. Review of Related Literature

This chapter deals specifically with the review of the related literature on the topic under discussion. It highlights the theoretical framework, conceptual framework, concept of food, concept of sanitation, relationship between satisfaction and customer retention, employee appearance and customer satisfaction, appearance of dining environment and customer satisfaction, relationship between perception, satisfaction and customer retention, and employee training. In this study, the dining environment and customer satisfaction and all the other variables above are the areas exploited. This study therefore seeks to fill the gaps in these areas so as to add more literature to the existing knowledge in the area.

2.1. Theoretical framework

Zeithaml and Bitner (2003) defined service quality as the consumer's evaluation or judgment about the overall services provided. The theoretical framework of this study is based on SERVQUAL, a model developed by Parasuraman, Zeithaml and Berry (1985) that is sought to measure service quality.

The aspects of the model adopted are tangibles, responsiveness, communication and competence. Tangibles in this study as proposed by Parasuraman, *et al* (1985) refer to the physical environments of restaurants and physical appearance of employees as well as equipment. They are those cues that can be seen and assessed by customers, based on the

quality of these the customer forms an impression or measures with expectation which can lead to making a decision. Competence is also about the ability of employee to perform their expected tasks. It is also related to a DINECAPE a scale proposed by Ryu (2005) aimed at measuring the perception on physical dining environment and how they influence behavioural intentions.

2.2. Concept of Food

Food as defined by Tull (1996) is any solid or liquid substance which, when taken by the body, provides it with the necessary materials to enable it to grow, to replace worn-out and damaged parts, and to function normally. Food plays a fundamental role in the lives of human beings. The significance of foodstuff cannot be overstated from the physiological viewpoint; food gives us sustenance; while on the other hand from a psychological point of view food is classified as a basic need. Food being a basic need signifies that it is to be eaten more than once every day, for this reason people attaches importance to eating food. This food would have to be prepared, served and eaten under good sanitary conditions in order to safeguard the health of the consumer. The health of the consumer is safeguarded when food is prevented from contamination. Contamination of food may be the resultant factor from a variety of practices in the restaurant.

According to Annor and Baiden (2011) there is strong statistical evidence that 70% of all bacterial food poisoning is caused by caterers whereas the remaining thirty percent are as a result of cross contamination. Kassa, Silverman and Baroudi (2010) also had the view that most commonly reported contributory factors for food borne disease outbreaks are poor personal hygiene of food workers.

2.3. Concept of Sanitation

Schmidt (2011) gave a three-word definition to sanitation as “Protection from contamination”. With this in mind all functions and operations must be included in a sanitation programme. All food products must be protected from contamination from receiving through to the dining table. Sanitation is a dynamic and ongoing function and cannot be sporadic or something that can be turned on once a day, once a week, etc. These therefore could not elude yet another definition to sanitation as “Sanitation is a way of life” (Schmidt, 2011). Marriott and Gravani (2006) also defined sanitation as the creation and maintenance of hygienic and healthful conditions. They also added that sanitation is an applied science that incorporates the principles of design, development, implementation, maintenance, restoration, and or improvement of hygienic practices and conditions. This suggests that the general appearance including interior decoration forms part of the sanitation programme of a restaurant premises. Sanitation is considered to be an applied science because of its importance to the protection of human health and its relationship with environmental factors that relate to health.

Sanitation in food joints can be looked at in several ways some of which include: sanitation at the place of preparation of the food, hygiene within the persons preparing and serving the food and sanitation at dining area for the food as well sanitation of the outside environment of the premises.

2.4. Relationship between Satisfaction and Customer Retention

Customer satisfaction is a business philosophy which tends to relate to the creation of value for customers, anticipating and managing their expectations, and demonstrating

ability and responsibility to satisfy their needs (Dominici and Guzzo, 2010). Yoo and Park (2007) defined customer satisfaction as the extent to which customers perceive that their needs are being met by the firm's services.

Customer satisfaction has become one of the most critical marketing priorities because it is generally assumed to be a significant determinant of repeat sales, positive word-of-mouth, and customer loyalty (Ryu and Han, 2009). In marketing concept it is believed that reaching to organizational objects depends on definition and determination of needs and wants of target markets and fulfilling customer's satisfaction in a more appropriate and more effective way than competitors (Hanzaee and Khonsari, 2011).

Customer needs and expectation is constantly increasing as standards of living and quality is ever-changing. Andaleeb and Conway (2006) stated that if restaurants want to deliver high levels of customer satisfaction, they could periodically track staff performance. This will ensure that they meet the ever-changing needs of customers. Quality is the most important element that triggers satisfaction in any service or product. To this, Bagram and Khan (2012) revealed that quality has a direct influence on customer satisfaction which leads a customer towards loyalty. This confirms the finding of McDougall and Levesque (2000) that "customer satisfaction" was a strong predictor of customer loyalty intentions in their study. McDougall and Levesque again stated that, numerous studies have found out that customer satisfaction and customer retention leads to improved profits, positive word-of-mouth, and lower marketing expenditures. This means that when customers are retained any expenditure made by the restaurant will yield positive results leading to increased profits.

Harrington, Ottenbacher, Staggs and Powel (2011) stated that literature provides three general parts of the restaurant experience as the greatest potential determiners of customer satisfaction. These general categories are food (taste and quality), physical environment (décor/atmosphere), and service quality. In the study of Choi, Lee and Zhao (2010) taste was the highest attribute that determined customer satisfaction in choosing a restaurant followed by cleanliness. Customer satisfaction, which translates into the more practical consideration of whether or not customers will return to a company or recommend it to others, is essential to the success of business (Namkung and Jang, 2007).

Researchers have also found a strong relationship between satisfaction and loyalty or behavioural intentions (Andaleeb and Conway 2006; Ryu and Han, 2009). According to Kangogo, Musiega and Manyasi (2013) customers are more connected and knowledgeable than ever before. The statement above suggests that, the savvy nature of customers will need more efforts from service providers in order to meet their demands.

Providing high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performances (Dominici and Guzzo, 2010). They also observed that in order to achieve customer satisfaction, it is important to recognize and to anticipate customers' needs and to be able to satisfy them. According to Pantelidis (2010) as cited by Zhang, Zhang and Law (2012) the top three factors explaining customer satisfaction are food quality, service, and atmosphere.

Zhang *et al* (2012) observed that food quality is perhaps the most important of all the components in a full-service restaurant in terms of satisfying customers. Customer satisfaction is often used by managers to predict repeat patronage, which leads to brand

loyalty and new customers (Yuksel and Yuksel, 2002). Kay and Martha (1998) stated that, a large body of literature reports on relationships among service quality, customer satisfaction, and purchase behaviour. It is believed that customers should be satisfied with sanitation in a restaurant premises to promote loyalty. To this Dominici and Guzzo (2010) opined that unsatisfied customer may represent a danger for the enterprise. The danger of an un-satisfied customer lies in the power of word-of-mouth. This means the un-satisfied customer may not make a repeat patronage and may also influence yet-to-visit customers to change their minds to visit the premises. Mansouri and Ebrahimi (2013) also stated that, the study of Naik *et al* 2010 found out that customer satisfaction has an effect on the profitability of organization. For example, when customers perceive good service, each will typically tell nine to ten people, in return, customers who receive poor service will typically express their dissatisfaction to between fifteen and twenty others. Their findings also revealed that service quality had a positive effect on customer satisfaction.

The study of Yoo and Park (2007) found out that customer satisfaction mediate between perceived service quality and financial performance. This therefore suggests that financial performance emanates when there is customer retention. Liu and Cheng (2000) also noted that the satisfaction of customer preferences, in effect, constitutes the image of the particular fast-food restaurant and plays an important role in the business industry. (Gronoos, 1990; Parasuraman *et al*, 1988) stated as cited in Dominici and Guzzo (2010) that quality of service and customer satisfaction are critical factors for success of any business Guzzo and Dominici are also of the view that customer satisfaction is one of the key factors in the battle to obtain competitive advantage and customer retention.

Customer satisfaction has an indirect bearing on service quality but has a direct bearing on customer loyalty or return intentions of customers (Akbar, Som, Wadood and Alzaidiyeen, 2010). Researchers recognized that customer satisfaction has a meaningful and positive effect on the repurchasing behaviour of a customer in a special classification of services (Danesh, Nasab and Ling, 2012). Kotler (1994), Kim and Ok (2010) also found out that customer satisfaction is a significant factor to customer retention. The study of Danesh *et al* (2012) confirmed the assertions of (Cronin and Taylor 1992, Patterson *et al* 1997, Day *et al* 1988 and Kotler 1994) that customer satisfaction is positively related to customer retention. Namkung and Jang (2007) found temperature of food as one of the determinants of customer satisfaction.

2.5. Employee Appearance and Customer Satisfaction

Restaurants have been implicated as one of the most frequent settings for food borne illness outbreaks. Unlike food prepared at home, one food safety mistake by a foodservice worker can affect many people (Knight, Worosz and Todd, 2007). Food servers are people who have a direct contact with food. Having this in mind, many customers to restaurants attach a great importance to the activities and appearance of food service employees. These people need to be well groomed in their uniform or acceptable attire.

Ryu and Jang (2007) identified employees as one of the variables that can be used to measure customers perception about the physical environments in a restaurant. They refer to employees here as employees' appearance (professional appearance and attractiveness). Hygiene is an important factor that can enhance customer service

satisfaction and if it is not evident to the customer, it may cause dissatisfaction (Barber and Scarcelli, 2010).

Customer satisfaction has been seen to have great impacts on customer loyalty, future purchase as well as customer retention (Kangogo, Musiega and Manyasi, 2013). Some customers enjoy seeing food servers in nice outfits. Beside the assertion that customer satisfaction leads to customer retention, Roland and Anthony (1993) are also of the view that Customer satisfaction has no direct impact on new entrants. Naumann and Jackson (1999) are also of the view that restaurants with low food server hygiene factor leads to customer dissatisfaction and higher customer turnover. They further stated that such restaurants need to quickly improve if not, their customer base will erode. Furthermore, they also believe that the satisfaction and retention of customers regarding all hygiene related issues in restaurants depend on the competition these restaurants engage in with others. This statement became consistent with that of Dominici and Guzzo when they said “Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention”. This became evident when Steven *et al* (1995) as cited in Shaikh and Khan (2011) that restaurateur who provides great service and value has a competitive advantage over those operators who do not. High satisfaction levels can only be achieved when hygiene factors meet customer expectations (Naumann, Jackson & Mark, 2001).

For restaurant owners to satisfy customers, they should pay attention to the operation of the physical environment such as professional appearance of employees (Ryu and Han, 2009)

2.6. Appearance of dining area and customer satisfaction

Dining environment in the restaurant is an area where customers seat to enjoy their meals. For customers to enjoy their meals the environment of the dining area needs to be conducive to accommodate diners. Some restaurants serve good food but have a bland atmosphere and competent but uninspiring waiters or waitresses. The survival of these businesses depends largely on the intensity of competition they face (Nuamann and Jackson, 1999).

The consequences of improper sanitation are severe and include loss of sales, reduced profits, damaged product acceptability, loss of trust and consumer confidence, adverse publicity (Marriott and Gravani, 2006). Lack of good dining environment is therefore perceived to be a threat to erode customer base of the restaurant. Forozia, Zadeh and Hemmati (2013) stated that results, repurchase and customer loyalty might be increased by customer satisfaction.

According to Kotler (2000) as cited by Forozia *et al* (2013) some factors such as security, cleanliness and courtesy of staff might be controlled by customer satisfaction. They also concluded that service quality can significantly influence the willingness of customers. Customer satisfaction as stated by numerous researchers is a major determinant to retention of customers in the hospitality industry. In a research conducted by Min and Min (2011), cleanliness was rated the second most important attribute after taste that can retain customers in dining at a restaurant. When a restaurant takes the issue of cleanliness to be important, customers who consider cleanliness to be their priority in choosing a restaurant will always choose it as their destination for meals. For instance, Subway fast

food restaurant in the USA was judged the best in terms of cleanliness among other attributes when service quality was researched into (Min and Min, 2011). According to their study this made Subway one of the most popular restaurants in terms of frequency of visits. They again stated that neatly cleaned tables, chairs, and floors in the fast-food restaurant can play a significant role in improving its customers' impressions of service quality and thereby retaining its customers.

Duberg (2012) maintained that, cleanliness of a restaurant, including the dining area is an integral part of a customer's dining experience and ultimately, their loyalty to a food service establishment. To this statement, dining area is considered an important part that can influence a choice of restaurant to some customers. Reynolds and Hwang (2006) also stated that customers expect food to be attractive in appearance with nice place presentation. This statement becomes consistent with Min and Min (2011) findings. In another situation customers are seen not to look at issue of cleanliness as a motivator in their return intention. This became evident in the study of Roberto and Roberto (2005) where restaurants were rated zero in terms of cleanliness and comfort but yet customers showed the interest of making return purchase. To this scenario, Abidin (2007) affirmed that consumers' food safety perception towards restaurants is inconsistent.

Zhang *et al* (2012) contended from Morgeson *et al* (2011) that, variation in customer satisfaction and a higher literacy rate within a nation leads to greater satisfaction among consumers. They affirmed that consumers with greater literacy will have more access to information and hence should be able to conduct more effective research; this will lead to them making better decisions about which goods to consume, and thus greater

satisfaction with their final consumption decisions. Again, Zhang *et al* (2012) deduced from the statement of Ogikubo *et al* (2009) that, customer satisfaction can be influenced via customers' expectations and perceived quality at the aggregate level.

The atmosphere of a dining establishment may also affect customer satisfaction and repeat patronage. Atmosphere includes many aspects such as cleanliness, odour, lighting, temperature (Sulek and Hensley, 2004). Ryu (2005) also enumerated variables in dining environment in his proposed model (DINECAPE) to include facility aesthetics, lighting, ambience, layout, dining equipment, and employees. This model according to Ryu (2005) deals exclusively with the internal physical environment of the restaurant and not external environment. To these variables of the model, Ryu believes that they appeal to emotions of customers which may lead to them making decisions in choosing a restaurant.

Ryu and Jang (2007) also adopted the DINECAPE scale of Ryu (2005) and stated that, lighting can be one of the salient physical stimuli in restaurants. They also refer to ambience as intangible background characteristics that tend to affect the non-visual senses and may have a subconscious effect on customers. These background conditions according to them usually include music, scent, and temperature. They again stated about layout to mean the way things such as furniture, equipment or furnishing are arranged in the restaurant and how they will have a positive effects on the pleasure of customers. The last item in the DINECAPE scale is dining equipment which Ryu and Jang (2007) stated that they should be of high-quality flatware, china, glassware, and table linen which can be used to influence customers' quality perceptions in a restaurant.

Kincaid, Baloglu, Mao and Busser (2009) also captioned food service, staff, ambience, cleanliness and accessibility as “Tangibles” which were found out in their study to have direct and indirect impact on re-patronage intentions with the indirect component being more than the direct component.

Ryu and Jang (2007) stated that restaurant owners need to pay more attention to the dining environment because it affects significantly extent to which customers may come back or customers may want to stay longer than intended. Ryu and Han (2009) noted that, for restaurant owners to satisfy customers, they should pay attention to the operation of the physical environment such as comfortable seats, high quality furniture, lighting and colour. They again stated that customers may seek a dining experience totally different from that they may obtain at home, and the atmosphere may do more to attract them than the food itself. Therefore it is important to enhance on the appearance of the dining area in the restaurant in order satisfy and retain ordinary and sophisticated customers.

For customers to have a good dining experience the ventilation, ambience, spacing and hand washing units must be critically examined. On the other hand, the study of Han and Ryu (2009) however found that, spatial arrangement and ambient conditions in the dining area had no significant direct effects on customer satisfaction. Kivelä and Chu (2001) as cited in Finkelstein (1989) individuals perceive dining activities as potentially producing satisfaction or potentially producing dissatisfaction for two major reasons: First, dining provides certain intrinsic rewards, such as feelings of well-being, comfort, contentedness, happiness, and security. Second, dining enables customers to escape

briefly from their daily routine. A dining which does not provide the satisfactions mentioned may experience a decline in customers purchase intentions.

2.7. Relationship between Customer Perception, Satisfaction and Retention

Cognitive psychology theory defines perception as “the cognitive event by which a person gives meaning to each situation/stimulus accordingly to his/her values, beliefs and attitudes” (Klimoski & Donahue, 2001). Bagram & Khan (2012) noted that customer perception about a service or product is an important dimension which is under consideration now days in eyes of consumers. This means that consumers will consider the sanitation in the restaurant as an important factor. Perceived expectations go hand-in-hand with perceived quality (Namkung and Jang, 2007).

Forozia *et al* (2013) stated that, customer satisfaction is due to changes in perceived value, customer expectation and service quality. This therefore suggests that satisfaction by customers will lead to their retention. Forozia and the team also found out that there is high relationship between customers’ perceive value and customer satisfaction. Zhang *et al* (2012) are also of the view that customer perceptions of service are subject to the characteristics of service providers. Steven *et al* (1995) as cited in Shaikh and Khan (2011) also added that the greater the perception of service quality, the greater the intention to return and to recommend. This matches with the finding of McDougall and Levesque (2000) that, customer perception impacted on customer satisfaction which, in turn, impacted on loyalty.

Bagram and Khan (2012) cited from the study of Gummesson (1998) that improvement in customer perceived quality will increase customer satisfaction, loyalty, and

profitability of a service provider. Ryu, Lee and Kim (2011) believe that, perception of restaurant service quality directly influences the perception of restaurant image. Numerous researchers have stated that, to survive and prosper in restaurant environment, perceived service quality and customer satisfaction are critical indicators and affirms effectiveness because they are closely related to financial performance (Yoo and Park 2007).

The study of Iglesias and Guillén (2004) suggest that customer perception has a direct relationship with customer satisfaction and this will subsequently lead to retention of customers. This confirms the view of McDougall and Levesque (2000) that a causal relationship exists between service quality and satisfaction, and that perceptions of service quality affect feelings of satisfaction which, in turn, influence future purchase behaviour.

The study of Ryu and Han (2009) revealed that perceived quality of physical environment was an important factor affecting customer satisfaction. Min and Min (2011) wrote that restaurant enhance its competitiveness when it relies on the customer perception of its overall service quality in comparison to other competitors. This falls in line with the assertion of Reynolds and Hwang (2006) that there are too many restaurants available to customers in the USA and therefore they will not patronise food from restaurant of a poor service. The two statements above suggest that customers will not make a return purchase from a restaurant with poor service if there are several alternative restaurants to choose from. However, some customers may make a return purchase from a restaurant with poor sanitary conditions. This can be revealed when Kivelä and Chu

(2001) stated that certain level of service may be more important to some customers but not to all customers. Therefore customers who may not attach importance to certain conditions in restaurants will make re-peat purchase.

Customers are forming an opinion and taking in their surroundings the minute they walk into an establishment (Duberg, 2012). This means that perception is created as soon as a customer gets into the restaurant premises and this could either be negative or positive. However, positive perception could be created if cleanliness and many other variables exceed customer expectation.

Studies show that food-service customers begin to formulate opinions about a food-service operation long before they sample the food and beverage items. While they are still outside the physical confines of the operation, opinions are being formulated about the exterior architecture and landscaping. These initial opinions are carried inside once the customer has entered. They are either dispelled or reinforced by the interior design and lighting. All internal and external factors combine to provide the customer with a “total experience”. If any part of this experience is not up to the expectations of the customer, the customer may not return (Liu & Cheng, 2000; National Restaurant Association, 1994). However, Kivelä and Chu (2001) found out that favourable service encountered greatly encourages repeat customers.

The study of Zhang *et al* (2012) realised that customer perceptions of the restaurant environment are easily affected by the prosperity and population. Higher population will lead to high patronage in restaurants. This high patronage also will come with its accompanying factors such improper cleaning due to pressure on the facilities of

restaurants and that may affect customer satisfaction. The study of Ryu and Jang (2009) states of how customers perceive physical environments and how perception directly influences customer emotions and indirectly affects their behavioural intentions. Majority of the findings of many researchers have found relationship between customer perception of service quality and satisfaction. For this reason there is a strong belief that customer perception is positively related to customer satisfaction which in turn leads to loyalty or return intention.

2.8. Customer Complaint and Service Provider's Response

Favourable and unfavourable service encounters in restaurants, often result in customer satisfaction or dissatisfaction (Kivelä and Chu, 2001). Customer dissatisfaction when occurs, many customers may choose the option to complain the existing service failure to management or employees while others may choose to keep it to themselves and never to return. The later may be the action of unforgiving customers. Researchers have found out that when a consumer experiences a service failure, the particular service failure will influence the enactment of a complaint schema and will determine whether or not a complaint will be lodged in that instance (Susskind, 2004). These service failures may be due to uninformed employee or inability to respond swiftly to customers' complaints. Responding to customers' complaints is important to maintaining customer base of the restaurant. This is particularly important because when customers complain, they most likely have a remedy in mind.

Mishandling customer complaints not only has an impact on the affected customer's behaviour but also the behaviour of their friends and family via word-of-mouth

communications (Hoffman and Chung, 1999). They also believe that the impact of negative word-of-mouth communications on hospitality firms can be devastating.

Finally, they enumerated responses to customer complaints as:

- Managerial response (managerial intervention)
- Compensatory response (discounts, gratis etc.)
- Corrective response (correction, relocation etc.)
- Empathetic response (apologies)
- No response (no action taken)

Hoffman and Chung's study found managerial intervention to customers' complaint to be an effective recovery strategy. In adoption of any of these response strategies, except for taking no action 'forgiving customers' may find it acceptable and may change their mind in diverting to other alternative service providers. However, complex customers may still make their mind to switch upon any measure being taken by the service staff

2.9. Employee Training

Human resource (HR) practices can play an important role in helping employees achieve high quality service. These practices, on the one hand, provide employees with the skills, resources, and discretion they need to meet customer demands, making them able to deliver high quality service (Liao and Chuang, 2004). The result of these practices can best be enhanced through making sure that employees are trained for the jobs designated to them. The lack of training for non-management personnel can pose a tremendous detriment to a catering group since these individuals come into direct contact with the food presented to the consumer (Bajzik, *et al* 2012).

According to Sahinidis and Bouris (2007), Chiaburu and Tekleab (2005) defined training as “as the planned intervention that is designed to enhance the determinants of individual job performance”

Training employees is the responsibility of the owner or manager and it must be an ongoing process. In order to increase levels of service and maintain return customers, restaurant owners must regularly train, and retrain, their employees to deliver consistent, excellent service. Employees must also look clean and well groomed at all times. Kim and Ok (2010) stated that for customer retention to be achieved in a restaurant, employee training should be an ongoing phenomenon.

It is essential for employees to receive training (Yoo and Park, 2007). The study of Namasivayam, Guchait and Lei (2013) suggested that owners of restaurants should organize training for their employees to improve on practices that will bring about customer satisfaction. Kassa *et al* (2010) found out that, restaurants with trained food handlers had less violation of food safety regulation compared to food handlers without training or certification. They again maintained that, trained employees rip the benefit of the training in both short and long run but will only need periodic retraining.

Employee training addresses more than the immediate goals of improving skill sets (Roehl and Swerdlow, 1999). The study of Liao and Chuang (2004) did not find a significant difference between experience as an element of personality and employee service performance. Lin and Sneed (2003) found that food safety attitudes and training had a significant positive influence on food safety practices. However, Roehl and Swerdlow (1999) realised that, the experiences that employees have at work directly

affect their commitment, which in turn may likely affect their job performance. They went further to state that the value of training is positive and significant regardless of the tenure of employees in the organizations. Namkung and Jang (2007) noted that, if perceived performance exceeds consumer expectations (a positive disconfirmation), then the consumer is satisfied. On the other hand, if perceived performance fall short of his or her expectations (a negative disconfirmation), then the consumer is dissatisfied. This therefore suggests the need for training of employees in order to improve their performance so as to affect the customer's intention to make a return purchase. Namasivayam *et al* (2013) found out that, there is a relationship between employee training, performance, customer satisfaction and retention of customers.

Yoo and Pak (2007) affirmed that, Training enables employees to better understand their responsibility, monitor their work performance, and adapt work routines in response to a variety of circumstances. The training given to employees enables management to offer service in a manner that will bring about customer satisfaction leading to loyalty and retention.

In employee training there is two way affairs that exist; one aspect is the training process and the other is being able to implement what has been learnt in job area. To this Rodríguez and Gregory (2005) revealed that effective training programs assess whether the participants acquire new skills during the training and whether they transferred their newly acquired skills to their job setting. Researchers have found out that training positively impacts productivity, which results in higher level of customer and employee satisfaction thus increasing brand value (Latif, 2012).

The hospitality industry is a dynamic industry where the needs and satisfaction level of consumers keep on changing. This statement is in line with the findings of Buckley and Caple (2004) as cited in Latif (2012) that, to survive and prosper in times of change; organisations would need to respond in a timely and flexible way, thus survival and growth would depend on its ability to cope with the change, implying the need for staff to be equipped with new knowledge, skills and attitudes.

Daniels (2003) stated that training should not be regarded as luxury to be undertaken when time and budget allow, nor to think that training is a remedial that is used in shoring up weak employees or fixing problems. Training should rather be seen as an agent of change. Every organization has a direction for which they want the knowledge base of their employees to be directed towards for them to meet the satisfaction of their customers. Training in the organization should however be undertaken towards the improvement of employee skills and the attainment of customer desire and satisfaction.

According to Roberts, Barrett, Howells, Shanklin, Pilling and Brannon (2008) little research has been conducted exploring actual behaviour of foodservice employees before and after food safety training. They went further to state that research has found that foodservice managers and employees receiving training on proper food handling practices and obtaining adequate food safety knowledge does not always translate into improved behaviours.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This part of the study will look at the methodological frame work that will be used to solve the research problem and answer the research questions. This part started with the chosen research design, population, sample and sampling procedures, data collection techniques, instruments to be used and the statistical procedures to be used.

3.1. Research Design

This study was conducted to find out the impact of sanitation to restaurants in the Tamale Metropolis. In order to obtain facts concerning this topic, the researcher adopted the descriptive research design. Agedu, Donkor and Obeng (2011) contended that descriptive study seeks to gather information so that description of what is going on can be made. They again stated that it may be designed to discover whether there is any relationship between two variables. Fraenkel and Wallen (2000) also observed that the purpose of descriptive research is to observe, describe and document aspects of phenomenon as it naturally occurs.

3.2. Study Location

This study was conducted in Tamale, the capital of the northern region of Ghana. It was conducted in the central business area as well as the surrounding suburbs. These suburbs included Kanvilli, Jisonaayilli, Education Ridge, Kuku, Sabonjida, Kalpohin Estates, Zogbeli, Gumani, Nyohini, Aboabo and Lamashegu.

3.3. Population of the Study

The targeted population on which this study has been conducted included the middle class restaurants within the Tamale Metropolis. There are over two hundred (200) table service food providers within the metropolis (Tourist Authority, 2011). These include restaurants and other food service providers, of this number, forty nine (49) of them are duly registered with the Ghana Tourist Authority. The study therefore took into consideration those forty nine restaurants that are registered with the Authority. Respondents for this study comprise of managers, food servers, waiters and customers in these restaurants.

3.4. Sample and Sampling Techniques

Food service providers in Tamale Metropolis are dotted round the suburbs of Tamale and the central business district of the town. The sample size for the study is as follows: thirty (30) premises were selected for the study. The Manager of each premise was selected, this brought the number of managers to thirty (30). Three (3) food servers were also selected; this implies that their number will also be ninety (90). Also three (3) waiters each were selected bringing their number to ninety (90). However, twenty (20) customers were selected from each premises for the study, the number of the customers is expected to sum up to six hundred (600) customers. This means the study had eight hundred and ten (810) respondents that were dealt with. In order to get a fair sample for the study, the multi-stage sampling method was employed. According to Agyedu *et al* (2011), this is a variation of the cluster sampling technique where samples are selected in stages. This was done by zoning the town into 12 clusters. These clusters were selected randomly using

the lottery sampling method where names of the suburbs were written on pieces of paper folded, mixed and picked one after the other up to eight clusters (first stage). Restaurants were also selected using the purposive random sampling technique for restaurants that were noted to be middle class restaurants (second stage). Within these establishments, purposive sampling was used to select the managers since there is no more than one manager in a restaurant (third stage). Lottery simple random sampling was again used to choose waiters and food servers (fourth stage) while the convenience sampling was adapted to select customers (fifth stage). The convenience sampling was used for the selection of customers because; it is not all the time that there may be customers in these premises. For this reason customers were selected based on the number in the premises at a time and as and when they come into the premises.

3.5. Instruments for Data Collection

To obtain the data and assess it, the researcher designed a close ended questionnaire that covered managers, employees and customers of restaurants. The close ended questionnaire was used because they were more convenient for the participants to answer and for the researcher to interpret the respondent's results. The questionnaire sought to get the responses of the participants on areas such as personal hygiene of food employees; cleanliness of dining areas, food service areas, the overall area within the premises as well as the surroundings; and managers' responsibilities. The questionnaire for the customers had 42 items. Out of these 5 items were on demographic information of the customer, twenty seven were based on the experience of the customer on some sanitation variables in relation to the restaurant in which they were interviewed and other

restaurants visited in the past. Ten were likert-type questions, five of the likert-type items were aimed at finding out how important variables such as dining area cleanliness, employee hygiene, outside environment, food service area and food contact surfaces were in determining their return intentions. All these variables were to be rated on a scale from 'important' to 'not important'. The other five likert items were to determine whether customers were satisfied with the variables mentioned above or not. The scale on which they were also measured included 'satisfactory' to 'not satisfactory' and they were assigned values of 5, 4, 3, 2 and 1 respectively.

The researcher also used a questionnaire of 20 items for the employee. Of these 20, three were demographic information and the rest ranged from their knowledge in sanitation issues, how often some service failures occur, their reactions when these failures occur, whether they have ever been trained on sanitation and food service management as well as the impact of training or lack of training on their performance. The last set of questionnaire was meant for the manager. It contained 19 items with the first three items relating to their demographic information and the rest ranged from managerial skills, how often they receive reports of service failures and their actions afterwards and whether they organise training sessions for their employees. The researcher therefore used the results from these to find out the relationship between the various variables mentioned above.

3.6. Pretesting of Instrument

For the validity of the instrument the researcher employed content validity evidence. This was to ensure the representativeness and relevance of tasks or items on the instrument.

The drafted samples of the questionnaires for customers, employees and managers were given to my supervisor and my head of department as well as other two colleagues at E. P. College of Education, Bimbilla for review. Comments and suggestions were made especially by my supervisor. Corrections were effected on the items identified and additions made to ensure item fall in line with the objectives of the study. Reliability of the instrument was achieved in this study by a pilot test.

Twenty five (25) samples of the customers' questionnaire were administered in the selected restaurants; ten (10) and five (5) samples were also administered for the employees and managers respectively to test the reliability of the instruments. However, the Test-Retest-Reliability was used. The reliability was established through the coefficient alpha. This was to assess the consistency of the questionnaire designed. The outcome of the instrument yielded a total reliability of 0.67.

3.7. Data Collection Procedures

In order to obtain an accurate data that will aid the achievement of the objectives of this study, structured questionnaire were being administered to the respondents. Face-to-face interview was used to administer the questionnaire for the study. The use of the face-to-face interview came as a result of the fact that some of the customers may be wayfarers that may make them difficult to be traced to collect the questionnaire.

Customers were approached for interview session when they were waiting for their orders or when they had finished eating and at certain times when they were in the process of eating. The questions were at times read out for respondents to choose the options and at times when they were in hurry to leave they read and choose the options themselves. The

managers were also given face-to-face interview. Questions were often read out for them to choose the appropriate options. Employees were also interviewed using the face-to-face session

3.8. Methods of Data Analysis

The research design partially being descriptive statistics was employed to analyze the data. This employed the use of Frequency, percentages, to analyze the responses given by the various respondents regarding the impact of hygiene of food servers, hygiene of waiters, unclean serving area, unclean outside environment, customer perception of restaurant cleanliness and many other variables and the way they influence or relate to customer retention or repurchase intentions. The impact of sanitation on customer retention and other facts were revealed by analysing and interpreting the scores for each of the variables of sanitation. The analysis of the above data was made possible by the use of the Statistical Package for the Social Sciences (SPSS) Windows Programme version 20 to draft tables with frequencies and percentages.

Finally mean ranking for the likert-questions that were to measure customer satisfaction and perceptions was made possible by summing up the accumulated percentages for each of the variables.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0. Introduction

The primary objective of the study was to determine the impact of sanitation in food joints to customer retention in the Tamale metropolis. This chapter presents the demographic characteristics of respondents who participated in the research work, in terms of age, sex, level of education, marital status, as well as other relevant socio-cultural data pertinent to the study. This information is very important for the interpretation of results emanating from the analysis made regarding how the knowledge of customers, employees and managers on sanitation in food joints in the Tamale metropolis.



Table 4.1: Demographic Data: Age, Sex, Educational Level, Marital Status, and Occupation of Respondents.

	Customers		Employees		Managers	
Age	Freq.%		Freq. %		Freq. %	
18-25	99	18.2	54	48.6	-	-
26-35	222	40.9	57	51.4	-	-
36-45	177	32.6	-	-	12	40
46+	45	8.3	-	-	18	60
Total	543	100	111	100.0	30	100
Sex						
Male	368	67.8	75	67.6	-	-
Female	175	32.2	36	32.4	30	30
Total	543	100	111	100	30	100
Level of Education						
Basic	7	1.3	10	9.0	-	-
Secondary	66	12.2	101	91.0	-	-
Tertiary	465	85.6	-	-	27	90
Uneducated	5	0.9	-	-	3	10
Total	543	100	111	100	30	100
Marital Status						
Married	233	42.9				
Single	272	50.1				
Divorced	26	4.8				
Widowed	12	2.2				
Total	543	100				
Occupation						
Unemployed	37	6.8				
Self employed	91	16.8				
Civ. / Pub. Service	272	50.1				
Private.	143	26.3				
Total	543	100				
Employee Schedule						
Waiter			69	62.2		
Food server			42	37.8		
Total			111	100		
Duration of Employment						
1-5			40	36.0		
6-11Months			34	30.6		
1- 4 Years			31	28.0		
5 years and above			6	5.4		
Total			111	100		

(Field survey, 2014)

4.1. Demographic Characteristics of Respondents

Table 4.1 presents the demographic information of respondents which include customers, employees and managers of restaurants. From the study, data on age distribution revealed that nearly forty one percent (40.9%) of the customers were between the ages 26 and 35 years, about fifty one percent (51.4%) of the employees were between the ages of 26 and 35 years, it further reveals that sixty percent (60.0%) of the managers were aged 46 and above. The age distributions showed that majority of the customers were in their early years in their working life. The age distribution of the managers also revealed that they had the experience to manage as majority of them were older.

Education plays a vital role in creating the awareness of people in terms of the type of food they eat and their choice of place to eat, which also has to do with sanitary condition of the place they choose to eat. The literacy level of respondents was categorized into four group's namely tertiary level, secondary level, basic level, and uneducated. From the study it revealed that among the customers about eighty six percent (85.6%) of them had their education up to tertiary level.

Among the employees, ninety one percent (91.0%) of them had their education up to Secondary level while ninety percent (90.0%) of the managers had their education up to tertiary. This statistics implies that the customers and managers were highly educated. On the part of customers it helped for them to be well informed regarding sanitation and choice of restaurants. In line with this, Zhang *et al* (2012) contended from Morgeson *et al* (2011) that, consumers with greater literacy have more access to information and hence conduct more effective research; this will lead to them making better decisions about

which goods to consume, and thus greater satisfaction with their final consumption decisions. However, Zhang *et al* (2012) found out that the educational level of consumers do not have a direct influence on customer satisfaction. The managers on the other hand could also use their level of education to make informed decisions and manage their outfits effectively.

From the findings it shows that about sixty eight percent (67.8%) of the customers were males and thirty two percent (32.2%) were females. It further reveals that about sixty eight percent (67.6%) of the employees were males and thirty two percent (32.4%) were females while all the managers (100%) were females.

Occupation is also another factor that determines the purchasing power of the customer. In the findings, the occupation of the respondents was determined. This was categorized into unemployed, self employed, civil and public service and private. From the study fifty percent (50.1%) of the customers were employed in the category of civil and public service, it also revealed that 26% worked in the private sector while 16.3% were self employed. This suggests that majority of the customers were in the public sector and this might have called for them to eat away from home during working hours.

Marital status of customers was not left out. This was categorized as married, widowed, divorced, and single. From the study it was revealed that fifty percent (50.1%) were single, about forty three percent (42.9%) were married while 4.8% were divorced. Being single is also another factor that leads to eating outside home and this can be realised as single formed majority in the marital status of respondents. It can also be observed from table 4.1 that, majority (62.2%) of the employees were waiters, while 37.8% of the

employees were food servers within the restaurants in the Tamale metropolis. This shows that there was a large waiter encounter than food servers.

The duration for which employees have been working was also assessed. It was realised that, 36.0% of them have been working in the restaurant between 1-5 months, 30.6% of the employees have been working between 6-11 months, 27.9% have been working between 1-4 years, and 5.4% have worked for 5 years and above. It can be realised that 33.3% of the employees have been working for more than one year. This group may acquire experience on the job than those worked for less than one year. Table 4.1 above embodies the above data discussed.



Table 4.2: Percentage Distribution of Sanitation Problem encountered by Customers

Ever Encountered sanitation problem?	Frequency	Percentage
Yes	397	73.1
No	146	26.9
Total	543	100
Frequency of Encounter		
Most of the time	61	15.4
Some times	251	63.2
Seldom	75	18.9
Always	10	2.5
Total	397	100
Missing in the system	146	26.9
Total	543	100.0
Nature of sanitation problem Encountered		
Dining area sanitation	181	45.6
Food servers' personal hygiene	85	21.0
Waiters' personal hygiene	122	30.7
Others	9	2.3
Total	397	100
Missing System	146	26.9
Total	543	100
Reaction of Customers the Problem		
Complain to management	359	66.1
Complain to employees	129	23.8
Keep to myself	52	9.6
Others	3	.6
Total	543	100.0
What Customers most Concerned		
Taste of food	65	12.0
Quality of reception	43	7.9
Safety of food	136	25.0
Price of food	16	2.9
Sanitation in the premises	252	46.4
Personal hygiene of employees	31	5.7
Total	543	100.0

(Field Survey, 2014)

4.2. Sanitation Problems encountered by Customers

Customers in restaurants often encounter problems related to sanitation in restaurants.

However some may not care about what happens in the restaurant. Table 4.2 presents

data on the question whether respondents (customers) have ever encountered sanitation problems in the restaurants they eat from. To this question, 73.1% of the respondents affirmed that they have ever encountered sanitation problem in the restaurants they eat while 26.9% stated they have never encountered sanitation problem in the restaurants they eat. This is an indication that service failure regarding sanitation is taking place in restaurants and customers are aware of these and can therefore lead to customer making a decision.

4.2.1. How often Customers encounter Sanitation Problems

Customers were asked how often they encounter sanitation problems in the various food joints they eat. Table 4.2 revealed that 63.2% of the customers who have ever encountered sanitation problems said they sometimes encounter sanitation problem in the food joints, while 18.9% of them seldom encountered sanitation problems, 15.4% said most of the time they encounter sanitation problems in the restaurants they eat. However 26.9% of the customers who did not answer the question are those who stated they have never encountered any sanitation related problem in restaurants. The finding in this study is an indication that the rate of encounter of sanitation problems is high since more than half do encounter sanitation problems and it therefore suggests that restaurant managers need to pay attention to sanitation related issues in their outfits since it can have a repercussion on their customer turnover.

4.2.2. Nature of Sanitation Problem Customers do Encounter

The nature of sanitation related issue customers do encounter in restaurants was also looked at. The findings in table 4.2 shows that, 45.6% of the customers who have ever

encountered sanitation problem indicated that dining area sanitation is a nature of sanitation problem they do encounter in restaurants. Almost forty percent (30.7%) of the customers also indicated that waiters' personal hygiene is nature of sanitation problem they also do encounter in the restaurants, while 21.0% of them said food servers' personal hygiene is a nature of sanitation problem they do encounter in restaurants. This therefore suggests that dining area sanitation is the most encountered problem in the restaurants. This may have the highest negative impact on customer return rate as it is the problem mostly encountered by most customers and also an area the customer in the restaurant cannot do without.

4.2.3. Customer Complaints on Sanitation

Customer complaints management are other factors that can lead to satisfaction and subsequent retention. However, the forthcoming of the complaint is left to the customer whether to speak up or keep mute. The study also sought to find out the reaction of respondents (customers) when sanitation problem is found, table 4.2 reveals the following findings: more than half (66.1%) of the customers complain to managers concerning sanitation problem in the food joints, 23.8% of the customers complain to employees towards sanitation problem of food joints and 9.6% of the customers keep to themselves problems regarding sanitation. In a whole majority of customers are ready to report any service failure to either the managers or employees for redress. The findings fell in line with the statement of Kivelä and Chu (2001) that, “many customers may choose the option to complain the existing service failure to management or employees while others may choose to keep it to themselves”. This assertion becomes true as this

study revealed in table 4.2 that majority will report to managers or employees while few will keep to themselves any service failure.

Susskind (2004) also stated that researchers have found out that when a consumer experiences a service failure, the particular service failure will influence the enactment of a complaint schema and will determine whether or not a complaint will be lodged in that instance. Managers therefore need to take action on the complaints customers may have on sanitation issues in order to safeguard their image.

4.2.4. Sanitation Issue Customers are most concerned about

In this study, customers were asked to state what they are most concerned about in the restaurant. The variables that were used for this question were taste of food, quality of reception, price of food, safety of food, sanitation in the premises, and personal hygiene of employees. From table 4.2, majority (46.4%) responded they were most concerned about sanitation in the restaurant premises than any other variable, 25% mentioned safety of food as the variable they are most concerned and 12% stated they are most concerned about taste of food. This is an indication that customers considered sanitation within the restaurant as the variable they are most concerned about. This finding differs from the findings of Choi *et al* (2010) which found taste as what most customers were concerned about followed by cleanliness. Zhang *et al* (2012) also observed that food quality is perhaps the most important of all the components in a full-service restaurant in terms of satisfying customers. In a research conducted by Min and Min (2011), cleanliness was rated the second most important attribute after taste that can retain customers in dining at a restaurant. On the contrary to Min and Min, this study found sanitation as the first

followed by safety of food and taste of food coming as the third most concerned attribute that can bring about retention. This also suggests that cleanliness in the restaurant is of much concern to customers and therefore the need for restaurateurs to place emphasis in maintaining cleanliness in their restaurants so as to boost satisfaction and retention rates. To this scenario, Dominicci and Guzzo (2010) stated that “it is important to recognize and to anticipate customers' needs and to be able to satisfy them”. When this happens there will be an assurance of customer retention.



Table 4.3: Employee and Managers Responses on Customer Complaints

Ever Received Complaints from Customers?	Frequency	Percentage
I have ever received	76	68.5
I have never received	35	31.5
Total	111	100.0
Measures Employee takes to resolve Complaint		
Take action to resolve complaint immediately	38	52.6
Take action later	12	15.8
Report to manager/supervisor	24	31.6
Total	76	100
Total	111	100.0
Nature of Complaint ever received from Customers		
Dining area sanitation	46	62.2
Employee personal hygiene	4	5.4
Sanitation of the surrounding	24	32.4
Total	74	100
Whether manager ever received complaint about sanitation		
Yes	29	96.7
No	1	3.3
Total	30	100
Category of Complaint Managers ever received		
Dining area sanitation	16	55.2
Employee hygiene	7	24.1
Outside environment cleanliness	6	20.7
Total	29	100
Action Managers take when there is a Complaint		
I authorise employee to attend immediately	29	100
Total	29	100
Total	29	100

(Field Survey, 2014)

4.3. Employee and Managers Responses on Customer Complaints

Employees and managers were asked to state the kind of sanitation related issue received from customers. To this question 60.2% of them said they receive dining area sanitation issues from customers, 29.1% stated they receive complaints regarding the nature of the

outside environment of the restaurant while 10.7% said they receive complaints regarding employee hygiene. This reveals that dining area sanitation was the most occurred sanitation problem that has been reported to managers or employees it is therefore necessary for restaurateurs to pay much attention to the dining area in their outfits. The general sanitation and hygiene issues in the restaurants need to be managed effectively so as to win the loyalty of customers. This is presented in table 4.3.

Employees were asked to state whether they have ever received complaint on sanitation from customers, majority (68.5%) of them indicated that they have ever received complains on sanitation from customers, while 31.5% of them indicated that they never received complains on sanitation from customers in restaurant. This therefore suggests that customers do complain on any service failure.

Table 4.3 reveals that 52.6% of the employees who receive complaints take action to resolve complaints immediately, 31.6% of them report to managers/supervisor, 15.8% of the employees take action later. This shows how swift employees are regarding response to customer complaint on service failure. The responsiveness of employees is high and that can restore confidence in customers concerning the image of the restaurants. Table 4.3 again presents data on the managers' response to a question whether they have ever received complaint from customers or not. To this question, 96.7% responded they have been receiving complaints from customers while 3.3% said they have never received complaints from customers. This means almost all the manager do receive complain from customer and that is a sign that customers do complain of any service failure in the restaurants they eat.

Table 4.3 also presents data on the action managers take when complaint is laid to them. To this question, all the managers who responded they receive complaints (100%) said they authorise their employees to attend to the problem encountered by the customer immediately. This suggests that managers of restaurants under study are proactive in attending to customer needs and complaints. This is what Hoffman and Chung (1999) described as managerial intervention or response. They found managerial intervention to customers' complaint to be an effective recovery strategy. The results in this study means that managers act swiftly to address service failure encountered by customers therefore a sign of high responsiveness to customer complaint. This will therefore lead to regaining of customer confidence as it may be accompanied with empathic response (apologies) as stated by Hoffman and Chung.

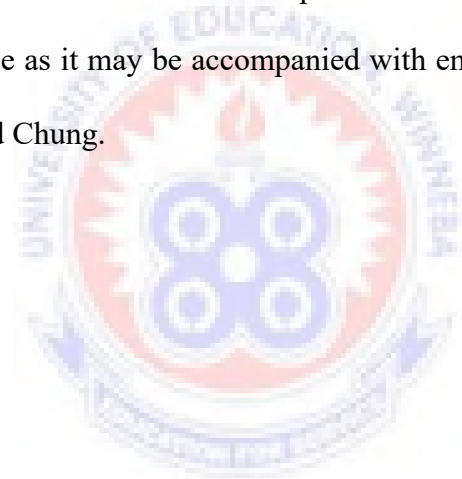


Table 4.4: Percentage Distribution of Customer Perceptions about Sanitation Variables.

	Dining area Cleanliness	Employee Hygiene	Outside Environment Cleanliness	Food contact surface
	%	%	%	%
Not Important	-	-	-	-
Fairly not important	0.7	0.9	0.6	0.6
Neutral	1.1	1.7	2.8	0.6
fairly Important	9.8	20.6	21.2	5.0
Much Important	88.4	76.8	75.5	93.9
Total	100	100	100	100
Rank	4.86	4.73	4.71	4.92

(Field survey, 2014)

Research Question One: Will customer perception on sanitation and hygiene practices bring about their retention?

4.4. Customer Perception and Retention

In this section, the discussion is made on the perception of customers on sanitation and hygiene in the restaurant. The variables this section is based on are dining area cleanliness, employee hygiene, outside environment cleanliness and food contact surface cleanliness. These variables were ranked on how important each of them can affect customer retention on a scale of 1 to 5 with 1 being the less significant and 5 a very high significant value.

Regarding customer perception on sanitation and retention, the study in table 4.4 revealed that, majority of the customers (98.2%) perceived dining area cleanliness to be an

important factor that can influence their retention in the restaurants they eat. An insignificant percentage (0.7%) of the customers did not perceive dining area cleanliness as an important factor that can influence their retention while 1.1% of the customers stayed neutral. Among the variables under this section, an average ranking of 4.86 was recorded for dining areas cleanliness which makes it an important factor that can influence positively on their retention. This implies that dining area cleanliness is a determinant in customer retention. This finding confirms the study of Duberg (2012) that, cleanliness of a restaurant, including the dining area is an integral part of a customer's dining experience and ultimately, their loyalty to a food service establishment. To this, McDougall and Levesque (2000) stated that a causal relationship exists between service quality and satisfaction, and that perceptions of service quality affect feelings of satisfaction which, in turn, influence future purchase behaviour. Dining area is one of the customers' points of contact; its cleanliness is therefore an important factor in determining customer retention and must be maintained.

Also, 97.6% of the customers perceive employee hygiene as an important factor that can influence their return intention. Less than one percent (0.9%) of the customers did not perceive employee hygiene as an important factor that can influence their return intention while 1.7% stayed neutral. An average ranking of 4.73 was attained for perception on employee hygiene and that it can influence positively on their retention. This outcome suggests that perception on employee hygiene also has a greater influence on customer intention to return to a restaurant and it confirms the findings of Shaikh and Khan, (2011) that, "the greater the perception of service quality, the greater the intention to return and to recommend". Zhang *et al* (2012) are also of the view that customer perceptions of

service are subject to the characteristics of service providers. Characteristics of employees have a greater impact on customer perception about a restaurant. This also confirms the statement of Ryu, Lee and Kim (2011) that, perception of restaurant service quality directly influences the perception on restaurant image. This therefore suggests that poor employee hygiene lead to poor restaurant image, customer turnover and reduced profitability. From the table, it can also be realised that 96.7% of the customers perceive outside environment of the restaurant to be an important factor that can influence their return intention. An insignificant percentage of 0.6% did not perceive outside environment of the restaurant to be an important factor that can influence their return intention while 2.7% stayed neutral. The findings had an average ranking of 4.7 on the perception about the outside environment of the restaurants and that it can influence positively on their return intention. This is a clear cut proof that outside environment of the restaurant has an influence on customers' return intentions. This outcome conforms to the study of Ryu and Han, (2009) that "perceived quality of physical environment was an important factor affecting customer satisfaction and retention". The study of Ryu and Jang (2009) states of how customers perceive physical environments and how perception directly influences customer emotions and indirectly affects their behavioural intentions.

A good percentage (98.9%) of customers also perceived food contact surface as an important factor that can affect their return intention, 0.5% did not perceive food contact surface as an important factor that can influence their return intention while 0.6% stayed neutral. This variable was however ranked the highest (4.92) on the scale of 1 to 5 in terms of customers' perceptions as an important factor that can influence their retention. Per this study, customers' perception about food contact surface cleanliness was the

highly ranked variable that can influence customer retention followed by dining area cleanliness and employee hygiene and outside environment respectively. The outcome of the finding in this study is an indication that customers perceive all the sanitation variables to be important in selecting a place to dine and therefore positive perception leads to positive outcome.

Table 4.5: Percentage Distribution of Customer Satisfaction on Sanitation

Variables.

	Dining area cleanliness	Employee Hygiene	Outside environment cleanliness	Food contact surface
	%	%	%	%
Not Important	2.0	0.6	1.7	0.6
Fairly not important	7.4	13.4	7.9	3.7
Neutral	7.0	7.7	5.5	3.7
fairly Important	31.3	41.6	40.5	20.6
Much Important	52.3	36.6	44.5	71.5
Total	100	100	100	100
Rank	4.24	4.00	4.00	4.92

(Field survey, 2014)

Research question two: Will customer satisfaction about sanitation in food joints bring about their retention?

4.5. Customer Satisfaction on Sanitation Variables in Restaurants

Customer's satisfaction plays a major role in the retention of customers in various food ventures. It is the satisfaction that appeals to other customers who originally were not visiting a particular food venture to patronize food. Table 4.5 presents customer

satisfaction concerning the sanitation variables. These variables were ranked on a scale of 1 to 5 ranging from not satisfactory, not satisfactory, neutral, satisfactory and much satisfactory.

Dining area cleanliness is one of the most important sanitary issues that people consider when patronizing food at any food joint. The dining area gives more freshness to the surrounding and makes clients feel comfortable when eating. From Table 4.5, it is indicative that majority (83.6%) of customers were satisfied with the dining area cleanliness leading to positive return intention, 9.4% of the customers were not satisfied with the level of cleanliness of the restaurants leading to negative return intention while 7% stayed neutral.

The variable (dining area cleanliness) had a significant average ranking of 4.24. This means that dining area sanitation is of great influence to customer retention. This therefore suggest that majority of the customers would be retained in terms of patronage since they were satisfied with the dining area sanitation. This outcome confirms the finding of McDougall and Levesque (2000) that, customer satisfaction in dining area was the predictor of retention in their study. Again, the statement of Ryu and Han (2009) also add that “customer satisfaction in dining area is a determinant of repeat patronage, positive word of mouth and customer loyalty”. In addition, the study of Yoo and Park (2007) found out that customer satisfaction mediates between perceived service quality and financial performance. Duberg (2012) also added his voice by maintaining that, cleanliness of a restaurant, including the dining area is an integral part of a customer’s dining experience and ultimately, their loyalty to a food service establishment. These

therefore are confirmation in this study that customer satisfaction on sanitation in the dining area is of a greater impact on retention.

The data also indicated that 77.2% of the customers were satisfied with the level of sanitation on employee personal hygiene within the restaurants, while 14% of the customers were not satisfied with the employee personal hygiene. However, 7.7% stayed neutral. This had a significant average ranking of 4.0 on the scale of 1 to 5. This is therefore a sign of retention since majority were satisfied with the employee hygiene. Customers therefore confirmed their commitment to stay loyal to the restaurants since they found no serious sanitation defects in the employees that can influence them negatively. This finding confirms the statement of Naumann and Jackson (1999) that restaurants with low food server hygiene factor leads to customer dissatisfaction and higher customer turnover. Marriott and Gravani (2006) also stated that, the consequence of improper sanitation are severe and include loss of sales, reduced profits, damaged product acceptability, loss of trust and consumer confidence as well as adverse publicity. Based on the above findings restaurateurs should pay attention to employee hygiene to ensure customer retention. To buttress the above statement, the statement of Ryu and Han (2009) had it that, for restaurant owners to satisfy customers, they should pay attention to the operation of the physical environment such as professional appearance of employees.

Respondents' level of satisfaction on outside environment cleanliness was also sought. Eighty five percent (85%) of customers indicated that they were satisfied with the level of cleanliness of the outside environment of the restaurants; nearly ten percent (9.6%) of them were not satisfied with the level of cleanliness of the outside environment of the

food joint they while 5.5% remained neutral concerning this variable. The outside environment of restaurants therefore had a significant average ranking of 4.18 on the scale from 1 to 5. This therefore greatly made customer to form positive opinions about the restaurants leading to their retention. To this scenario, Duberg (2012) found out that customers are forming an opinion on the surroundings the minute they walk into an establishment. This opinion could be positive or negative depending on the sanitation level of the environment.

With reference to the table, about ninety two percent (92.1%) of the customers indicated that they were satisfied with the level of cleanliness of food contact surface in food joints and that showed their commitment to remain loyal to the restaurants, 4.3% of the customers were not satisfied with the level of cleanliness of the food contact surface in the food joints. Almost four percent (3.7%) of the respondents also stayed neutral. The food contact surfaces variable had an average ranking of 4.9 on the scale of 1 to 5 which is an indication that customers hold high to this variable and it had a great influence on their return intentions in the restaurants. In a whole, customers placed much importance to all the variables under this category and that showed that there is a high retention rate since retention rate is highly associated to satisfaction.

Table 4.6: Influence of poor Ventilation, poor Enclosure, poor Lighting, poor Cleaned tables, on Customers' Return Intentions

	To a greater extent	Somehow	Not at all	Total
	%	%	%	%
Poor Ventilation	47.9	42.5	9.6	100
Poor Enclosure	33.5	37.8	28.7	100
Poor Lighting	36.1	46.8	17.1	100
Poorly Cleaned Tables and Chairs	68.0	30.3	1.7	100
Poor Spacing of Tables and Chairs	54.7	37.4	7.9	100
Inappropriate Temperature of	68.0	25.0	7.0	100
Use of hands to dish out food	53.2	37.9	8.8	100
Poor Food Display	62.4	32.6	5.0	100

(Field Survey, 2014)

4.6. How Sanitation Variables can Influence the Return Intention of Customers

Table 4.6 presents a data on sanitation variables and how they can influence customers' return intention. On the question on how the level of ventilation can affect respondents return intention in a restaurant, the study reveals that 47.9% of the customers feel that poor level of ventilation can to a greater extent affect their return intention in restaurant, 42.5% of the customers feel that poor level of ventilation can somehow affect their return intention into the restaurant while 9.6% of the customers feel that poor ventilation cannot

at all affect their return intention to a restaurant. This implies that ventilation is an important factor in terms of customers' comfort and therefore their retention since majority of the respondents stated that its bad state can affect their return. This finding falls in line with the findings of Harrington *et al* (2011) that, the nature of the atmosphere in the dining area of the restaurant has a greater influence on customer satisfaction and retention. Also, Zhang *et al* (2012) stated that, Pantelidis (2010) found atmosphere as one of the factors having great impact on customer satisfaction and retention. These are clear confirmations that the dining atmosphere or ambience has an impact on customer retention. Ryu and Jang (2007) also refer to ambience as intangible background characteristics that tend to affect the non-visual senses and may have a subconscious effect on customers. All these findings indicated that ventilation or ambience in the restaurant is of a degree of impact on customer return intention.

The impact of enclosure of the premises was also sought into. Almost thirty eight percent (37.8%) of the customers indicated that poorly enclosed premises can somehow influence negatively on their return intention in restaurant, 33.5% of the customers indicated that poorly enclosed premises can to a greater extent influence their return intention, while 28.7% of the customers belief that poorly enclosed premises can not at all influence their return intention to restaurants. This finding indicates that enclosure of a restaurant is not a strong factor that can affect negatively on customers return.

Effect of poor lighting of the restaurant premises was also enquired on. The finding revealed 46.8% of the customers purporting that poor lighting and ambience can somehow influence their return intention. Thirty six percent (36.1%) of the customers

show that poor lighting and ambience can to a greater extent influence their return intention, while 17.1% of the customers belief that poor lighting and ambience can not at all influence their return intention to restaurant. The result of this analysis suggests that lighting is not a factor that can seriously affect negatively on customers' return intentions. This is therefore different from Ryu and Jang (2007) that lighting can be one of salient stimuli in the restaurants. Ryu and Han (2009) noted that, for restaurant owners to satisfy customers, they should pay attention to the operation of the physical environment such as comfortable seats, high quality furniture, lighting and colour.

Table 4.6 again reveals that more than half of the customers (68.0%) indicated that poorly cleaned tables and chairs to a greater extent can affect negatively on their return intention to a restaurant, 30.3% of the customers belief that poorly cleaned tables and chairs can somehow affect their return intention to restaurants while 1.7% of the customers belief that poorly cleaned tables and chairs can not at all affect their return intention to a restaurant. This finding suggests that cleanliness of tables and chairs can serious impact negatively on customers' return intention and therefore a condition food service manager should be mindful of. This coincided with the finding of Min and Min (2011) that cleaned Tables and chairs can play a significant role in improving customers' impression and thereby retaining them.

From table 4.6 it can again be observed that 68.0% of the customers indicated that cold temperature of food can to a greater extent affect their return intention, 25.0% of the customers indicated that the cold temperature of food can somehow influence their return intention to restaurants, while 7.0% of the customers indicated that cold temperature of

food can not at all influence their return intention in a restaurant. This is an indication that temperature of food is a force to reckon with regarding customer return intention since majority indicated it can affect negatively on their return intentions.

Respondents were asked to state the influence of the use of hands to dish out food on their return intention. The data in table 4.6 revealed that 53.2% of the customers stated that the use of hands to dish out food can to a greater extent influence negatively on their return intention, 37.9% of the customers believe that the use of hands to dish out food can somehow influence negatively on their return intention, while 8.8% of the customers believe that the use of hands to dish out food cannot influence negatively on their return intention at all. The finding in this study means that the use of hands in serving food may not be tolerated by many and therefore a decline in repatronage. However, during the data collection session some customers explained that at certain times the use of hands cannot be avoided if local food such as fufu is served and therefore this phenomenon cannot influence negatively on their return intention.

On the question of poor display of food on return intention, 62.4% of the customers believe that poor display of food can to greater extent influence negatively on their return intention to restaurants, 32.6% of the customers indicated that poor display of food can somehow influence negatively on their return intention, while 5.0% of the customers believe that poorly displayed food can not at all influence negatively on their return intention. This is an indication that the display of food for sale is very important in dealing with customers as majority of them will not tolerate poorly displayed food. In a whole all the sanitation variables are very important regarding customer return intention

except enclosure of the restaurant premises and lighting which customers seem not to place much importance on.

Table 4.7: Employee Training

Have ever been trained?	Frequency	Percentage
Yes	24	21.6
No	87	78.4
Total	111	100
Would be glad to be trained?		
Yes	87	78.4
Missing in the system	24	21.6
Total	111	100
Organization that Organizes Training for Employees		
Ghana Tourist Authority	24	21.6
Missing in the system	87	78.4
Total	111	100
Whether Employees have ever Received Food Handlers' Certificate		
Yes	24	21.6
No	78	78.4
Total	111	100

(Field Survey, 2014)

4.7. Employee Training

Table 4.7 presents a data on the training of employees. Employees were asked whether they have ever been trained, 78.4% of them stated they had never been trained while 21.6% confirmed they had received training. This is an indication that majority of the employees have no formal training on food safety and handling practices. On the other hand, those employees who never had training were asked whether they would be glad to be trained and all of them responded they would be glad to be trained if they get the opportunity to participate. This means that those who were not trained see the training to be important to their performance and therefore the need to be trained.

From table 4.7, employees who received training were asked the agency that organised the training for them and they all mentioned Ghana Tourists Authority.

Employees were asked to state whether they have ever received food handlers' certificate. The results indicated that 78.4% of them have never received food handlers certificate, while 21.6% of the employees indicated that they have ever received food handler's certificate. This means that majority of the employee workforce within the metropolis do not have certificates.

Research Question three: Will training have an impact on employee performance?

4.8. Impact of Training on Employee Performance

Table 4.8 presents results of the impact of training and lack of training on the performance of employees. Majority of the total number of employees who have received training (18) representing 75% said the training had positive impact on their performance while 6 representing 25% said the training somehow has a positive impact on their performance. It can be seen that none of them categorically stated the training did not have a positive impact on their performance. In all, it suggests that the training had a positive impact on the performance of employees. This finding therefore confirms the study of Lin and Sneed (2003) that training had significant positive impact on food safety practices. On the other hand, Roberts *et al* (2008) stated that research has found that foodservice managers and employees receiving training on proper food handling practices and obtaining adequate food safety knowledge does not always translate into improved behaviours. In contrary to the statement of Roberts and the group, Liao and Chuang (2004) also found out that training of employees make employees to deliver high

quality service. In relation to this scenario, Bajzik, *et al* (2012) found out that the lack of training for non-management personnel can pose a tremendous detriment to a catering group since these individuals come into direct contact with the food presented to the consumer. Kassa *et al* (2010) also confirm this by stating from their study that, restaurants with trained food handlers had less violation of food safety regulation compared to food handlers without training or certification. These together with the finding in this study suggest that training is necessary for employees. Yoo and Park (2007) also emphasised that, it is essential for employees to receive training. They stated this because their study found training as an essential tool to employee performance. This therefore suggests that managers of restaurants need to take the issue of employee training as one of their core mandates in order to impact greatly on their employee's performance.

The finding also shows the impact of lack of training on the performance of employees. On the total number of employees who have never received training, forty five of them (51.7%) said the lack of training do not have negative impact on their performance. Thirty six of them (41.4%) said the lack of training somehow has a negative impact on their performance while 6.9% said the lack of training to a greater extent has a negative impact on their performance. In a nutshell, 48.3% acknowledge some negative impact of the lack of training on their performance. This still cannot rule out the fact that employee training has a positive impact on the performance employees.

4.9. Effect of Employee Dressing on Customer Return

It can be observed from the finding that, 37.8% of the employees are of the opinion that the poor way employees dressing can to a greater extent influence the return of customers, 35.1% of them are of the opinion that the poor way employees dresses can somehow influence the return of customers to a restaurant, while 27.0% of the employees are of the opinion that the way employees dresses can not at all influence the return of customers to a restaurant. This finding implies that dressing is not a strong determinant retention of customers.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

The growth and development of the food and beverage sector of the hospitality industry depend largely on the efficiency of both management employees of each unit. One of the driving forces in the success of restaurants across the globe is maintenance of sanitation within and outside of these units. The maintenance of the sanitation in the restaurants is expected to satisfy customers and subsequently lead to repeat patronage. This study is aimed at finding the impact of sanitation to customer retention in the Tamale metropolis. For the objectives of this topic to be achieved, research questions were posed and were meant to finding solutions to the problem. The research questions on which this study is built are:

Research question one was meant to find out whether customer perception on sanitation and hygiene practices can influence their retention? The findings in this study therefore had it that, customers perceived all the sanitation variables to be important and they all indicated high retention rates for the respondents. This conforms to the statement of Bagram & Khan (2012) that, customer perception about a service or product is an important dimension which is under consideration now days in eyes of consumers. The findings of Stevens et al (1995) as cited by Shaikh and Khan (2011) also added that the greater the perception of service quality, the greater the intention to return and to recommend.

Research question two sought to find out whether customer satisfaction about sanitation in food joints can bring about their retention? To answer this question, customers' return intentions were put to test. Their satisfaction levels about various sanitation variables were sought and whether those satisfactions about the variables will influence positively or negatively on their return intentions. In the affirmative, majority were satisfied with the various sanitation variables and therefore their return intentions were positive. This therefore answered the question whether customer satisfaction about sanitation in restaurants will bring about their retention..

Research question three sought to find out whether training had a positive impact on employee performance? The findings in this study therefore revealed that majority of the respondents (employees) stated that training had a positive impact on their performance. The question is therefore answered that, training had a positive impact on the performance of employees. Some of the employees who did not have training also affirmed that the lack of training did not have much negative impact on their performance. However, this cannot rule out the fact that training has a positive impact on the performance of employees since most of them stated the lack of training did have some effect on them.

Response of both restaurant managers and their employees was sought to find out their action whenever a complaint on sanitation issue was laid to them by customers. All managers responded they immediately ask their employees to take action on complaints customers laid to them while majority of employees take action to resolve customer complaints as soon as they are laid to them and few report to managers before taking

action. The response for each category showed a positive reaction to resolving customer complaint.

5.2. Conclusions

Sanitation in restaurants is a major factor to guarantee customer retention which is very important for repeat businesses. The quick response to address customer complaint by employees and managers of restaurants is also factor that has the ability of restoring customer confidence on restaurants thereby leading to their retention. The performance of employees in their schedules in the restaurant is a reflection of their capabilities and this can be made possible through training in customer care services and food safety and hygiene issues.

5.3. Recommendations

The findings in this study suggest that the restaurateurs need to pay particular attention to all issues that has to do with the customer. As been mentioned by numerous authors that, the customer is the soul of the organisation and that without the customer the restaurant ceases to exist. The following should therefore be adhered to in order to keep customers coming.

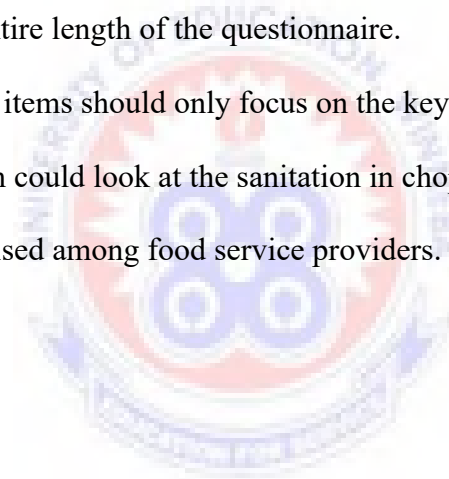
1. Managers and employees need to do whatever they can to ensure satisfaction of customers' regarding services rendered since customer satisfaction is a one of the determinants of customer retention.

2. Managers and employees should also listen and act swiftly to address customer complaints and concerns. As mentioned by several writers that, unaddressed customer complaint can lead to negative word-of-mouth.
3. Since sanitation and hygiene are key factors in determining customer retention, managers need to ensure that all the tangibles in their restaurants are at acceptable level in terms of cleanliness. These include cleanliness of the dining areas, food contact surfaces, outside environment, employee hygiene as well as ambience. All these when exclusively complied with will go a long way to instil confidence in customers in terms of the safety and quality of their dining experience.
4. Performance of employees in terms of their work schedules is a key component in customer service delivery. From the findings in this study, employees perform better when they are trained. For this reason, managers of restaurants should allow their employees to participate in training sessions so as to improve on their performance in their schedules.
5. The government and agencies that control the food and beverage industry should also enact laws that will ensure that all food handlers receives food safety training in order the safeguard the health of consumers.
6. Periodic or unannounced inspection visits should be carried out in restaurants to ensure that all food service providers comply with the laws governing the industry.

5.4. Suggestions for Future improvement

In every situation there is always room for improvement. This study is not different from any other research work and therefore, there is a room for improvement. The suggestions the researcher would like to put on record are:

1. The number of questionnaire items to put out should be minimal due to the fact that the customers in restaurant do not have enough time to answer large questionnaire items. Due to the extensive coverage of the questionnaire it made the whole process difficult since most customers did not have adequate time to go through the entire length of the questionnaire.
2. Questionnaire items should only focus on the key areas of the research.
3. Future research could look at the sanitation in chop bars since that area is the most widely patronised among food service providers.



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APPENDICES

APPENDIX 1

QUESTIONNAIRE

(CUSTOMER)

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY–KUMASI

DEPARTMENT OF VOCATIONAL EDUCATION

This research is set out to find out the impact of sanitation to customer retention in food joints in the Tamale Metropolis.

Please help answer the questions below by ticking [✓] the required response. You are assured that this is for research purposes and your responses will be treated confidentially.

SECTION A

Demographic information

1. Gender: i. Male [] ii. Female []
2. Age: i. 18 – 25 [] ii. 26 – 35 [] iii. 36 – 45 [] iv. 46 and
above []
4. Level of education: i. uneducated [] ii. Basic [] iii. Secondary [] iv.
Tertiary [] iv. Others (Specify)
5. Marital status: i. Married [] ii. Divorced [] iii. Single [] iv. Widowed []
6. Occupation

- i. Unemployed [] ii. Self employed [] iii. Civil and public service [] iv. Private []
v. Others, please (specify)

SECTION B

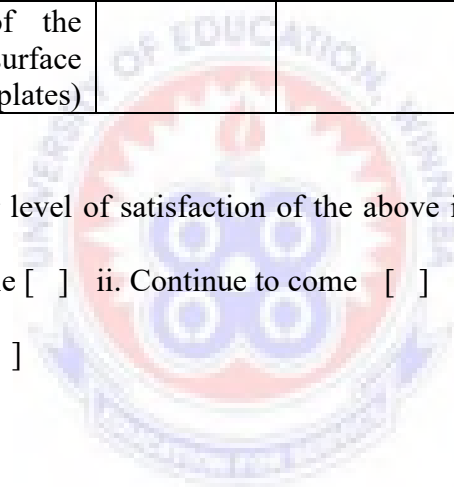
7. How long have you been eating from this particular restaurant? i. less than a month [] ii. 1 month – 6 months [] iii. 7-11 months []
iv. 1-2 years [] v. 3-4years [] vi. 5 years and more []
8. Do you hear sanitation in restaurants been talked about? i. I do hear [] ii. I do not hear [] If you hear which medium, if not skip to Q11
9. i. Radio [] ii. Television [] iii. News papers [] iv. Word of mouth [] v. others, specify.....
10. Which of the following sanitation related diseases are you aware of?
i. Diarrhoea [] ii. Cholera [] iii. Typhoid fever [] iv. Stomach pains []
v. Others, specify.....
11. Have you by chance or encountered any sanitation problem in the restaurants you eat? i. Yes [] ii. No [] If Yes answer Q12. If No skip to Q14
12. How often have you encountered the problem as mentioned in 11 above. i. Most of the time [] ii. Sometimes [] iii. Seldomly [] iv. Always []
13. What is the nature of sanitation problem you always encounter?
i. Dining area sanitation [] ii. Food servers' personal hygiene []
iii. Waiters personal hygiene [] iv. Others, specify.....

Please indicate your level of satisfaction in the restaurant regarding the following sanitation issues:

No.		Not satisfactory 1	Barely not satisfactory 2	Neutral 3	Barely satisfactory 4	Much satisfactory 5
14	Dining area cleanliness					
15	Employee Personal hygiene					
16	Cleanliness of the outside environment					
17	Cleanliness of the Food contact surface (glass ware & plates)					

18. How will your level of satisfaction of the above influence your return intention?

- i. return once in a while [] ii. Continue to come [] iii. Will not return again []
]iv. Stop for a while []



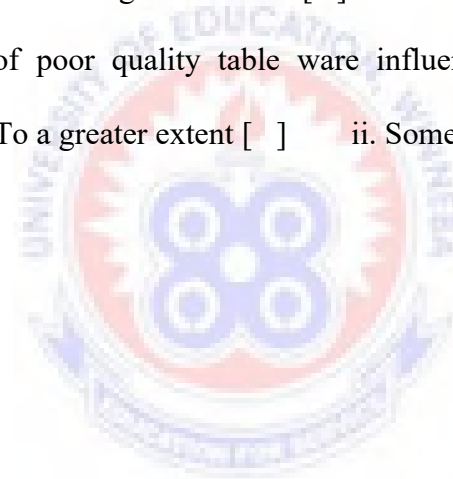
Please rate how you perceive these sanitation problems according to how they would influence your choice of restaurant on the scale of 1 to 5.

No		Not important 1	Fairly not important 2	Neutral 3	Fairly important 4	Very important 5
19	Dining area Cleanliness					
20	Employee Personal hygiene					
21	Outside environment Cleanliness					
22	Food contact surface (glass ware & plates)					

23. What will be your reaction when you find a sanitation problem in a food restaurant you have been eating?
- i. Complain to management [] ii. Complain to employee []
- ii. Keep to myself [] iv. Others, please specify.....
24. What are you most concerned about in restaurants?
- i. Taste of food [] ii. Quality of reception [] iii. Safety of food [] iv. Price of food [] v. Sanitation in the premises [] vi. Appearance of the food [] vii. Personal hygiene of employees []
25. Can poor level of ventilation affect your return intention?
- i. To a greater extent [] ii. Somehow [] iii. Not at all []
26. How will poor level of sanitation in the hand washing area affect your return intention? i. To a greater [] ii. Somehow [] iii. Not at all []

27. What is your observation of the enclosure of the premises?
i. Well enclosed [] ii Somewhat enclosed [] iii. Not enclosed []
28. Can poorly enclosed premises influence your return intention?
i. To a greater extent [] ii. Somehow [] iii. Not at all [].
29. What is the level of the lighting and ambience?
i. Adequate [] ii. Somewhat adequate [] iii. Not adequate []
30. Can poor lighting and ambience influence your return intention?
i. To a greater extent []ii. Somehow [] iii. Not at all [].
31. What is the nature of the tables and chairs?
i. Well cleaned [] ii. Somewhat cleaned [] iii. Not clean []
32. Can poor cleanliness of the tables and chairs affect your return intention? i. To a greater extent [] ii. Somehow [] iii. Not at all [].
33. What do you make of the spacing between tables and chairs and the gangway for service?
i. Adequate [] ii. Fairly adequate [] iii. Not adequate []
34. Can poor spacing between tables and chairs as well as gangway for service affect your return intention? i. To a greater extent []ii. Somehow [] iii. Not at all [].
35. What is the level of temperature of the food sold in the restaurant?
i. Hot [] ii. Somewhat hot [] iii. Cold []
36. Can cold temperature of food sold in the restaurant influence your return intention? i. To a greater extent [] ii. Somehow [] iii. Not at all [].

37. How is food dished out to customers?
- i. Use of serving ladles []
 - ii. Use of bare hands []
 - iii. Use of tongs []
 - iv. Others, please specify
38. Can the use of bare hands in serving food in the restaurant influence your return intention? i. To a greater extent [] ii. Somehow [] iii. Not at all [].
39. What is your observation of the display of food?
- i. Well covered []
 - ii. Somewhat covered []
 - iii. Not covered []
40. Can poor display of food for sale in the restaurant influence negatively on your return intention? i. To a greater extent [] ii. Somehow [] iii. Not at all []
41. Can the use of poor quality table ware influence negatively on your return intention? i. To a greater extent [] ii. Somehow [] iii. Not at all []



APPENDIX 2

QUESTIONNAIRE

(MANAGER)

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY-KUMASI

DEPARTMENT OF VOCATIONAL EDUCATION

This research is set out to find out the impact of sanitation to customer retention in food joints in the Tamale Metropolis.

Please help answer the questions below by ticking [] the appropriate response. You are assured that this is for research purposes and your responses will be treated confidentially.

Section A

Demographic Information

1. **Gender:** i. Male [] ii. Female []
2. **Age:** i. 18 – 25 [] ii. 26 – 35 [] iii. 36 – 45 [] iv. 46 and above []
3. **Level of education:**
i. Basic [] ii. Secondary [] iii. Tertiary [] iv. Uneducated []

Section B

4. Do you normally receive complaints from customers in this premise concerning sanitation? Yes [] No []
5. If yes to item 4, what category of complaints do you normally receive? Select as many as applicable.
i. Dining area sanitation [] ii. Employee personal hygiene []
iii. Sanitation of the surrounding [] iv. Taste of the food [] v. Price of the food []
vi. Appearance of the food [] vii. Others (specify)
6. What action do you take when a complaint gets to you regarding sanitation? i. immediately find solution to it myself [] ii. I authorise employees to attend to it

immediately [] iii. I authorise employees to attend to it when customer leaves [] iv. Other (specify)

Please rate the following according to how you think they can influence the customers in your restaurant on the scale of 1 to 5.

No.		Not important 1	Fairly not important 2	Neutral 3	Fairly important 4	Very important 5
7	Dining area Cleanliness					
8	Employee Personal hygiene					
9	Cleanliness of the outside environment					
10	Quality of reception					
11	Taste of food					
12	Cost of food					

13. Do you allow your employees to participate in training sessions?
i. Yes [] ii. No []. If no answer question 1 and skip to question 21.If yes proceed to 16
14. What type of training do you allow them to participate in? i. Personal hygiene/health training [] ii. Customer service training [] iii. Skill related training [] Others (specify)
15. Does the training you allow them to participate have a positive impact on their performance? i. To a greater extent [] ii. Somehow [] iii. Not at all []
16. In your opinion, has the training any positive impact on the performance of the employees? i. To a greater extent [] ii. Somehow [] iii. Not at all []
17. How is cleaning done in this premises? i. Rota basis [] ii. Specifically by somebody [] iii. As and when necessary [] iv. Others (specify).....

18. In your opinion, will poor appearance of your employees affect the return intentions of your customers? i. To a greater extent [] ii. Somewhat []
iii. Not at all []
19. How is food dished out to customers?
i. Use of serving ladles [] ii. Use of bare hands [] iii. Use of tongs []
iv. Others, please specify



APPENDIX 3

QUESTIONNAIRE

(EMPLOYEE)

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY–KUMASI

DEPARTMENT OF VOCATIONAL EDUCATION

This research is set out to find out the impact of sanitation to customer retention in food joints in the Tamale Metropolis. Please help answer the questions below by ticking [✓] the appropriate response. You are assured that this is for research purposes and your responses will be treated confidentially.

Section A

1. **Gender:** i. Male [] ii. Female []
2. **Age:** i. 18 – 25 [] ii. 26 – 35 [] iii. 36 – 45 [] iv. 46 and above []
3. **Level of education:** i. Uneducated [] ii. Basic [] iii. Secondary [] iv. Tertiary []
iv. Others, please specify

Section B

4. What is your work schedule? i. Waiting table [] ii. Serving food [] iii. Others, please specify.....
5. How long have you been working in this schedule?
i. 1 to 5 months [] ii. 6 to 11 months []
iii. 1 to 4 years [] iv. 5 years and above []
6. How many people do cleaning in this premises i. 1 [] ii. 2 [] iii. 3 [] iv. 4 []
7. Which way is the cleaning done? i. Rotabas is [] ii. Specifically by somebody []
iii. As and when necessary [] iv. Others, please specify

8. Have you ever received a complaint from customers concerning sanitation? i. I have ever received [] ii. I have never received []
- If no to the above, skip to the option 12. If yes, what corrective measures do you take after the complaints?
9. i. Take action to resolve the complaint immediately [] ii. Take action later []
iii. Report to the Manager [] iv. Others, please specify
10. What is the nature of sanitation complaints you have ever receive from customers? i. Dining area sanitation [] ii. Employee personal hygiene []
iii Sanitation of the surrounding [] iii. Appearance of food []
iv. Others, please specify
11. In your opinion, can the above complaint have a negative influence over the return intention of customers?
i. To a greater extent [] ii. Somehow [] iii. Not at all []
12. In your opinion, can your way of dressing or personal hygiene have a negative influence over customers' return intentions?
i. To a greater extent [] ii. Somehow [] Not at all []
13. Which of these represents your awareness of training for food handlers?
i. Aware [] ii. Not aware []
14. Have you ever been trained on sanitation or hygiene practices or any other area? i. Yes [] ii. No [] if no answer question 19 and 20 and move to question 26 and if yes move to question 21
15. Would you be glad to be trained on sanitation and hygiene? Yes [] No []
16. Does the inability to be trained have a negative impact on your performance in your job specification? i. Not at all [] ii. Somewhat [] iii. To a greater extent []

17. Which organization conducts the training sections for you? i. Ghana Standards Authority [] ii. Ghana Tourist Authority [] iii. Ghana Foods and Drugs Authority [] iv. Others, please specify
18. Does the training have any positive impact on your performance in your job specification? i. To a greater extent [] ii. Somehow [] iii. Not at all []
19. What are the benefits you derive from the training sections? i. Skill related benefit [] ii. Service related benefit [] iii. Hygiene related benefit [] iv. Others, please specify
20. Have you ever received food handlers' certificate? i. Yes [] ii. No []

