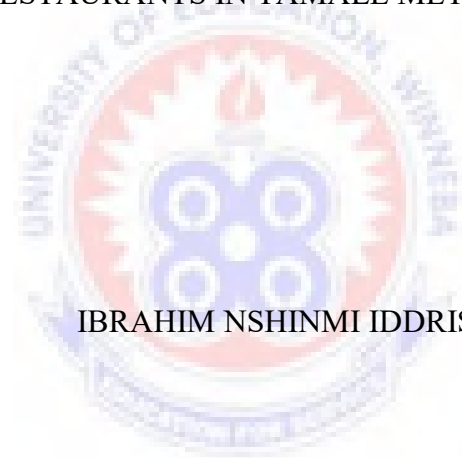UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

FACTORS THAT INFLUENCE THE LOCATION OF GHANAIAN LOCAL
RESTAURANTS IN TAMALE METROPOLIS

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JUNE, 2020

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A Thesis in the Department of HOSPITALITY AND TOURISM EDUCATION,

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Studies, University of Education, Winneba, in partial fulfilment of the requirements

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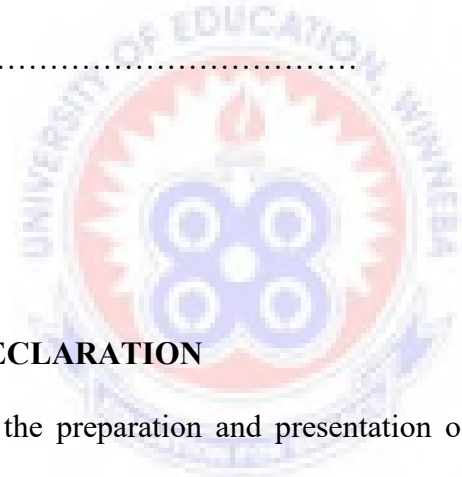
JUNE, 2020

DECLARATION

STUDENT'S DECLARATION

I, IBRAHIM NSHINMI IDDRISU, declare that this Thesis, 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 Thesis as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: DR. GILBERT OWIAH SAMPSON

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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I am also grateful to all the lectures in the Department and   May the Lord bless all of you greatly. -

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DEDICATION

The success of this work is dedicated to my Mother Hajia Ayishetu Iddrisu and my lovely

children Ibrahim Ismail Qatari, Ibrahim Fatima Saha and Ibrahim Shamima Suglo.

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ABSTRACT

A restaurant is an establishment which prepares and serves food and drinks to customers in exchange for money, either paid before the meal or after the meal or with an open account. Restaurants play a significant role in our lifestyles, and dining out is a favorite social activity.. The study looked at the factors that influence site selection of restaurant, factors that contribute to growth and expansion of restaurant in the Tamale Metropolis and factors contributing to the collapse of local restaurants. The research design adopted was the descriptive survey. A primary data was collected using a structured questionnaire with a sample of 320 respondents (Employers and Employees). Statistical package for social sciences (SPSS) was used for both descriptive, and correlation matrix. The study revealed that, proximity of restaurant to market, Environment and landscaping, availability of labor and nearness of restaurant to residence were key factors influencing site selection for restaurant in the Tamale Metropolis with high level of statistical significance. The results however, showed that, price of land, influence by friends played minor roles in site selection because they were not statistically significant. The quantity and quality of food, staff cooperation towards customers, sanitation of restaurants, type of meal served, waiting time by customers, special attention to selected customers, skill of staff, record keeping, noise, smell of food and type of meal service had an effect on the collapse of the restaurant. Based on the results, it was recommended that stakeholders and entrepreneurs in the restaurant industry need to pay attention to the predictors recognized in this study as significant in site selection of restaurant. It was also recommended that resources and time should be invested in staff training for quality meals and services, and the assembly and other supervisory agencies should collaborate for effective supervision as well as provide periodic training for employers and employees in the restaurants industry.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Restaurants play vital roles in the lifestyles of man. In recent times dining out has become a favourite social activity. Each person needs to eat. They need to enjoy good food with friends. Such places and meetings must be conducted at serene places. This is important to keep friends, family and the social surrounding active. Some families have adopted eating out occasionally. The need for convenience foods has made people to away from home now than ever. . Every business organization has a purpose for which it is established. Such business objectives are profitability, growth and expansion. A restaurant is an establishment which prepares and serves food and drinks to customers in exchange for money, either paid before the meal or after the meal or with an open account. Selection of sites for restaurants is key to their survival. This has therefore made restaurant owners to choose locations that can promote their business. Identifying and searching for the right location is a lot of work (Perlik, 2001). Time and hardwork are needed in searching for best location for restaurants (Rex and Walls, 2000). The choice of a restaurant location must be backed by set objectives. These objectives enable facts to be evaluated. Good judgement is required to make the right decisions. The objectives of searching for a location may be for sales. Profits must thus be made to offset the gains made by competitors.

Variety of locations for restaurants are available. These include freestanding units. These are located in shopping mall outlets. Food courts and multiple concept units can also be used. These are normally found within existing facilities designed for different purposes.

These can be gas stations or convenience stores. They can also be leased spaces, purchased building or structures which are built to specifications. The type of location has its own advantages and disadvantages (Powers, 1997: Hsu and Powers, 2002). The location of restaurant has an effect on the cost of land, lease expenses and type of building. Restaurant cost in cities are more expensive than those in the towns. The design and type of restaurant also affect their cost. Free standing restaurants are more expensive than the kiosk types (Khan, 1992; Khan, 1999).

The success of a restaurant also depends on the site. The selection of site must thus be done carefully. It is the objective of every restaurant to attract the highest possible patronage of services. One way of achieving the objectives of a higher patronage is by locating the restaurant at a place where it can easily be seen. This is because; the haphazard location of restaurants can affect its patronage. Selection of site involves both location and site. This is to say, identifying an area and identifying a specific site in the area (Makens and Roe, 1983; Powers, 1997). A general area within a city is referred to as location. The site on the other hand is a piece of property on the location (Powers, 1997). A check list is first needed to be developed in site evaluation. This is to ensure that all relevant factors are put in place (Applebaum, 1965). These essentially involves evaluation of factors that are likely to impact on sales and cost of the site. A judgement must be made on the desirability of the site. This must be based on the evaluation process (Ghosh and McLafferty, 1982).

Since the restaurants business forms part of the hospitality industry which seeks to provide accommodation, food and drinks for people away from home, the restaurant should be

made to serve as "home away from home" so that they will always remain attractive to the customers for a long time, if not forever.

Most restaurants are struggling. They think hard about how to expand (Steintrager, 2001). Few things are more challenging for restaurant owners today. Finding a location is key (Klara, 2001). The first factor to consider is location. This is important in making decisions in the real –estate industry. The success or failure of restaurants come with some key factors. These include the food quality, concept and service. It also depends on the customer base of the restaurant. If the customer base is bad, there will be low sales. It can also be affected in accessibility is poor. When there are no people or limited numbers too there will be poor sales. Ambiance is also needed. This is because no matter how good or quality a food is, ambiance can affect it (Silver, 2000).

1.1 Statement of the Problem

Refreshment markets are important to tourism. Developments made in catering services and tourism in a nation are linked. There lies a feedback loop between gastronomy and tourism. This has been made possible with the provision of modern forms of transportation. Economic development has also heightened this feat (Cullen, 2008). With development in tourism in Ghana and the number of tourists in Ghana, creation of new restaurants is on the rise. Tourists thus visit places with improved infrastructure. These are mainly seen in the large cities. In recent times towns also experience the same problem.

Proper site selection is critical in most ventures which rely on provision of services to customers (Cullen, 2008). In the extremely competitive retail environment, even slight

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differences in location can have a significant impact on the market share and profitability. Most importantly, since restaurant location is a long-term fixed investment, the disadvantages of a poor location are difficult to overcome. Basic to the success or failure of any retail firm are decisions about location. An outlet can have quality offerings, excellent personnel, and competitive prices but fail because it is not conveniently located. Restaurants in particular create employment and market for agricultural sector among other major contributions. Most studies indicate that most Restaurants experience poor growth, however, restaurants have not adequately addressed factors that influence the growth of restaurants in the Northern Region of Ghana.

Tamale metropolitan being the capital city of the northern region have a lot of business openings and hence people from all over the region meet and transact businesses in the town. In view of this the establishments of restaurants have become increasingly important and many people have ventured into it. One could see new restaurants doted all over town but usually they do not stay long in business and collapse and the exact cause of the collapse is never identified. The patronage of the food in some of the restaurant's changes negatively. Reasons for the changes in patronage are not easily determined. Some of the old ones collapse due to the customer patronage behavior. It is difficult to tell the behaviour of the customer without investigating to know the driving force for the shift in patronage. Some writers have carried out research on factors that influence customers in selecting restaurants while a number of writers have also conducted studies on motivation, performance and lifespan of restaurants. The most influential technique used in motivating employees was empathy and other techniques such as promotion and material rewards

(gifts) given to employees in the industry. This means that motivation and performance are positively correlated Iddrisu, I.N, Abubakari S and Mohammed K A, (2018). There is little work however on factors that contribute to selection of site for restaurants in Tamale. This study was therefore conducted to come out with the factors that local restaurant owners need to consider towards the siting of restaurants in the Tamale Metropolis to ensure their sustainability, growth and expansion.

1.2 Main Objective

The main objective of the study is to examine factors influencing site selection of local restaurants and its effects on the growth and development of restaurants in the Tamale Metropolis.

1.3 Specific Objectives

Specifically, the study seeks to:

1. Assess the major factors influencing the site selection of a local restaurant in the Tamale Metropolis.

2. Assess factors that will lead to growth and expansion of local restaurant in the Tamale Metropolis.

3. Examine the factors leading to local restaurants failures or collapsing in the metropolis.

4. Determine the correlation between site selection and growth of a local restaurant in the metropolis.

1.4 Research Questions

The following research questions were used to guide in the study:

1. What are the major factors influencing the site selection of a local restaurant in the Tamale Metropolis?

2. What factors will lead to growth and expansion of local restaurant in the Tamale Metropolis?

3. What are the factors leading to local restaurants failures or collapsing in the metropolis?

4. What is the correlation between site selection and growth of a local restaurant in the metropolis?

1.5 Significance of the Study

This study provides relevant information for selecting site that will guide new entrants in the restaurant business in locating their facilities. It also brings to light the possible causes of the failure and collapse of many local restaurants in the Tamale metropolis to enable restaurant operators to take steps to avoid them in order to sustain their businesses. The study again uncovered the factors contributing to the growth and expansion of restaurants that will help both existing and prospective restaurant owners to include such practices to become competitive, grow, expand and sustainable. Also, the outcome of this research will serve as a reference material for future researchers and add to the stock of knowledge already established by previous researchers.

1.6 Scope of the Study

This study is limited to the site selection factors, issues leading to growth and expansion, failures of local restaurants and the correlation between site selection and growth of the local restaurants in the Tamale metropolis. It is also limited to only the local restaurants (chop bars) in the Tamale Metropolis.

1.7 Limitation of the Study

The study was limited to local restaurants in the Tamale Metropolis due to time availability for the study. This limited the possibility of comparing the local restaurants and other restaurants as well as those in Tamale against nearby districts and municipalities. The study was also faced with problem of finances which affected the scope and area of coverage.

1.8 Delimitation of the Study

The study was limited to only local Restaurants (chop bars) in the Tamale Metropolis. Even though it was aimed at finding out the factors influencing the location of local restaurants in the whole metropolis, it did not include all the registered restaurants but rather a sample.

1.9 Organization of the Study

This study consists of five chapters. Chapter covers the introduction. This is made up of 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. Chapter three is on methodology, it provides information on participants, sampling techniques, sampling size and equipment used in both data collection and analysis. It also deals with the research design, description and distribution of instrument. Chapter four presents, interpret and discuss data and findings collected from the study into tables, percentage figures and graphs. Finally, chapter five comprises a summary of the findings, conclusions and recommendations made by the researcher. It also includes suggestion for future research work.

1.10 Definition of Terms

Restaurant: - It is an establishment which prepares and serves food and drinks to customers in exchange for money.

Customer: - It is a person who purchases or receives products or goods or service from a business or merchant.

Restaurateur: - A person who owns or runs a restaurant.

Franchising: - Franchising is a contract agreement either expressed or implied, whether oral or written, between two or more persons where a franchisee is granted the right to engage in the business offering, selling or distributing goods or services under a marketing plan or system prescribed by a franchisor.

Sole proprietorship: - This is where the business is owned and usually managed by one person. That is the most common form of small business ownership.

Partnership: - People who have been loyal members in a common deal.

Corporation: - A large company or a group of companies that is controlled together as a single organization.

Agglomeration: - A large group of many different things collected or brought together or the process or act of collecting in a mass. An agglomeration of various ethnic and religious groupings.

Correlation; - A connection or relationship between two or more facts, numbers, variables etc. eg There is a correlation between smoking and cancer or motivation and performance.

Consolidation; - To combine several things, especially businesses, so that they become more effective. The two firms consolidated to form a single company eg consolidated bank.

R is the percentage ratio of the cumulative agreement.
1-R is the cumulative ratio of disagreement

CHAPTER TWO

LITERATURE REVIEW

2.1 Restaurant location

Parsa et al., (2010) in their study mentioned that the choice of location of restaurants is vital to their success or failure. The success of restaurant locations according to the authors are revealed through the physical sites. The demographic surroundings also play a part. The following must be taken into consideration when choosing a good location. They are demographic, psychrographic and geographic factors. Changes in such influence the attractiveness of the location. It has been concluded by Melia (2010) that infrastructural quality of a location must be a bench mark for competitors. This is to help attain competitive advantage. This is also meant to enhance performance. A good location must provide essential services to customers. These must include parking lot, ease of access and closer to a city. The brand must also be built to help keep competition active.

The location of a business is key to its success. A restaurants ability to distinguish itself from competitors enables long term survival (Parsa et al., 2005). Restaurants can take advantage of competition. These are meant to attract customers. They operate as a restaurant row. When an operation finds itself within a group of restaurants, it faces intense competition. The selection of site then becomes important when the market is saturated. When restaurants over stress significance of location, it becomes risk in the industry. Size, site accessibility, population of the area, degree of competition and economic conditions are the key characteristics to look out in selecting a location.

If restaurants are to beat competition, location must be thought of first. Prime locations have positive impact on customer convenience. It also affect customer loyalty. There is also a faster payoff on capital invested (Chou et al., 2008; Prayag et al., 2012; Ramanathan and Ramanathan, 2011). Several criteria must be considered in selecting a location for a restaurant. These include cost, visibility, accessibility, customer traffic patterns and the amount of competition. Available infrastructure which also determines the access to transportation and parking are also important to be considered (Prayag et al., 2012). The choice of location has been concluded by Ausstin et al., (2005) as a major concern for customers in choosing a place to eat. The market share and profits of a company can also be affected as a result of the location (Tzeng et al., 2002). Tzeng et al., (2002) studied the restaurants in Taipei. The authors modelled and compared external factors which influence site selection. Their study concluded that two major factors affect restaurants. These included cost of transportation and rents. These were top on the list which included economic, transportation, competition, commercial area and environmental factors.

2.2 Price

Price plays an important role in the selection of a product. The value or reward which is provided in exchange for satisfaction to an organization is termed Price. Price and perceived wants of customers are compatible. Deciding pricing for a product is not an easy task. Core values of products are used in evaluation. This makes satisfying the customer crucial. This is because price is crucial to satisfy customers. Price also helps customers decide whether to purchase a product or not (Khan 2011). Price functions as an indicator for the customer on how to purchase a product. It acts as a customer experience for goods

(Mattila and O'Neill, 2003). Customers use any other parameter to make purchase (Khan, 2011). Different products come with varying price ranges. Price is one of the 'P' in marketing mix. This plays an active role in implementing the marketing strategy (Kottler and Amstrong, 2012). Pricing is a suiting element which goes through a quick improvement (Han, 2009). The costs which are linked to restaurant services are different from the style of restaurants (Andaleeb and Conway, 2006). Potential buyers of products always need a reference price to make their bargain. They use these to contrast exact prices in the market. The style of a restaurant also impacts on the cost. The service excellence and quality of merchandise helps customers appreciate the price associated with a restaurant (Andaleeb and Conway, 2006).

2.3 Service quality

Desire to provide and assist in quick service delivery is known as quality service or responsiveness (Armstrong, 2012). When a service is promptly met, clients are highly appreciative. This is very well understood as a customer service well done. In fast food restaurants, this can be achieved by offering help to customers promptly when it is needed. Once satisfied, customers will always refer other clients to the restaurant or firm. This thus relates responsiveness to customer satisfaction. Empathy is the degree of care and individualized consideration meted on a person (Armstrong, 2012). Some service is thought of when empathy in the restaurant are mentioned. These include convenient hours of operation, completely packaged foods, availability of utensils and convenient locations. Service providers are advised to put the customer first in making their decisions (Toosi and Kohanali, 2011). All situations are thus to be evaluated from the customer point of view.

This helps obtain clear understanding of whats going on in the industry. When this is done customers are assured of good service. Assurance is related to friendliness, well-mannered employees and knowledgeable staff. It also includes protection by customers when making payments. Others also include the design of the facility, appearance of workers, type of equipment. These are eye catchers for the customers. These help achieve improvements in performance (Narangajavana and Hu, 2008). Reliability is the degree to which a quaranteed service functions. This has also been defined as the ability to perform a promised service. This is done in the exact and dependable manner. It makes service providers perform their function (Safwan et al., 2010; Armstrong, 2012). When services are performed as are expected of them, reliability is achieved.

SERVQUAL instrument is the best approach to be used in measuring service quality. This approach was introduced in 1988 by Parasuraman, Valarie Zeithamk and Len Berry. The SERVQUAL instrument attempts to measure service performance of all products or services (Nyeck et al., 2002). The SERVQUAL initially had 10 dimensions. The number now stands at 5. It is acronymed RATER. They are translated as:

1. Reliability: this is the capacity to perform services accurately and dependably. These include record keeping and billing.
2. Assurance: This is associated with good manners and information for workers. It also includes skills and traits needed to provide confidence. It again entails trust to customers.

3. Tangibles: This is linked with communication materials employees and equipment. They also encompass the physical facilities of a company.

4. Empathy: This is linked to individualized attention. It also includes care and understanding given to clients by companies.

5. Responsiveness: This is the readiness to provide constant and prompt services. This is in a bid to help customers (Van et al., 2003).

2.4 Food quality

Food quality is tested in three ways. They include food quality, physical environment and service of employee (Dutta et al., 2014; Ryu et al., 2012). Employee service and physical environment were measured when SERVQUAL were used. These are considered the relevant aspects in considering service quality. The quality of food is also highlighted as a measure of consumer satisfaction in a restaurant setting (Ryu et al., 2012). Five dimensions of food quality have also been named. They include smell of food, variety of menu, nutritious food, delicious and fresh foods. The relationship between behavior intentions have been identified by Qin and Prybutok (2009). They also included customer satisfaction, value, quality of food and quality of service. Food presentation is a technique used to plate food. It also involves decorating the food to make it attractive and achieve an appealing attention of the customers. This is done to satisfy the customers perception of quality (Namkung and Jang, 2007). In the study by Ha and Jang (2010), they found a positive relationship between food quality and customer satisfaction.in another study, customer perception and performance were positively correlated to marketing (Shaharudin et al., 2011). These authors also name freshness as an important element in customer purchasing intentions. Customers today are interested in fresh products. They find the fresh served

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foods to be hygienic. Food must thus be served in a timely manner to ensure it is always fresh. Once consumers are satisfied with the freshness of the food they spread the good news to other customers. They will thus patronize that restaurant. This communicates into higher sales and profits. It is not always possible to satisfy all demands of customers. Ko and Su (2015) have studied the major factors of food service quality. They identified two major dimensions. The product category is linked to hygiene, safety, product character and culinary arts. Environment, promotion, marketing and service quality constitute the consumer aspect. The authors conclude that perceived values of customers are indicated by food quality. The perceived values also depend on the performance of the food. These variables are directly related.

2.5 Ambiance

The spatial layout of a restaurant is an important factor to consider. Arrangement of furniture must be considered. The distance of one furniture to the other must all be catered for. The size of the furniture is also important. These must all be catered for. The eating pattern of consumers have changed over the years. They prefer to eat out rather than at home. The quality of restaurants has thus come into the perspective of consumers (Raajpoot, 2002). Studies by Ryu et al., (2010) concluded that consumers spend lots of time eating out. They also prefer to eat at serene environments. This has been the pattern over the past decade. Consumers eating pattern has placed a burden on restaurant owners. They are now forced to place emphasis on the interior decoration of their firms. They thus create soothing environments for their clients. The restaurant concept has always been aimed at providing quality food to its customers. Consumers however look for more other than quality. This is as a result of the springing up of a large number of restaurants. In this

case the staff of the restaurant has failed to satisfy the emotional needs of the consumer. The psychological and cognitive needs of the consumer are all lost. They thus are compelled to create the best environment to retain their customers (Xu, 2007). There are three divisions for the environmental factors of a restaurant. These include ambient cues, social cue and design cue. The ambient cue has to do with the entire ambiance of the restaurant. The design cue is made up of the décor and interior decorations. The social cue is linked to the people present in the restaurant. These are the people who add more to the quality and status of the restaurant. Bohl (2012) studied the primary factors which make up ambient cue. He concluded that cleanliness and scent of a restaurant gives it a positive image to consumers.

Studies by Ha and Jang (2010) when consumers classify a restaurant as high quality, then they are satisfied with the customer service. The consumers therefore will always come back for another meal. When the physical structures of the restaurant were not up to the task, consumers will fail to patronize that area. The ambiance of a restaurant thus have direct connections with how consumers perceive the restaurant. Perceptions are either positive or negative. These can shape the level of consumer satisfaction (Lim, 2010).

2.6 Customer satisfaction

Customer service has been explained as the extent to which customer expectations are met. These are normally met through the provision of service performance (Santouridis and Trivellas, 2010). The perceived quality by the consumer results in an evaluative judgment of a transaction. This is known as satisfaction (Hui and Zheng, 2010). Customer

satisfaction is achieved when sellers are able to supply or meet the needs of the consumers. This is significant. The strength and weakness of businesses can be evaluated through this. It has also been known to improve on the performance of goods and services. This again urges competition which is normally based on the strengths and weaknesses. This also helps channel resources into more productive areas. It also influences decision of management. Management are able to channel resources to situations which need actual redress. Areas like promotion, satisfaction of consumers are all looked at (ICR, 2011). Customer satisfaction is an integral part of a business setup (Deng et al., 2009). The satisfaction of customers refers to their buying behavior. It also has to do with the utility obtained as a result of using the product. Customers compare products to that of competitors to establish its integrity. They use this to make a decision in purchasing. The evaluation of products and service by consumers is what is measured as a benchmark for customer satisfaction. They are measured to know if they meet the needs of a customer or not. Customer expectations are thus measured through customer satisfaction. They are measured to establish if the customer needs are met or not. They always want to know if the customers are satisfied with the service or products. When the service or products do not meet their expectations, customers are not satisfied (Kotler, 2012). Customer satisfaction is related to a perceived quality of the restaurant. Customers expect quality when they dine in a fast food restaurant. When good experiences are achieved, they are inclined to get highly satisfied. They always put in place measures to meet the customer needs. They thus ensured the satisfaction of the customers. They thus strived to make customer satisfaction part of their processes. Satisfying customers is a relative concept rather than an absolute one (MacDougall et al., 2003). Customers attach to a brand once

their needs are met (Hussain, 2013). Customer satisfaction is needed to retain longer customer relations. Satisfying customers help in the growth of businesses. This is because if a customer is not satisfied, he will move to a different firm (Husain, 2013). Some demographics and attributes of customers have impacted on satisfaction some of these are discussed:

2.6.1 Cleanliness and ambiance

Cleanliness is very important in the operation of a restaurant. Restaurant owners are therefore required to give rapt attention to it. Cleanliness determines the quality of the restaurant. It also creates a perception in the mind of the customer in regards to the quality of the restaurant. It can also create discomfort in the customers. This may not make the customers visit the restaurant again (Nguyen and Leblanc, 2002). Noise, lightening, scent, background music all make up the ambiance. These make the restaurant a perfect place to dine. When an appropriate is lacking in a restaurant, consumers fail to patronize it (Raajpoot, 2002). Studies by Ariffin et al., (2011) conclude that the availability of a pleasant smell can make or break customer experience. Other studies have also shown that the aroma of food cooked in restaurants can trigger customers emotional needs. It also enhances their dining experience (Ryu and Jang, 2007).

2.6.2 Age

The youth of today are more prone to bolder and exotic tastes (Amour, 2009). This is because of culture diversity and the revolutionalizing of ethnic cuisines. The older generation would however stick to their traditional choice. They would rather not experiment.

2.6.3 Cultural factors

Food preference is also determined by culture. People who live abroad are used to foods prepared in their localities. Seo (2012) conducted a study to know the food choices of Japanese, American and Chinese. The study concluded that culture had an impact on customer satisfaction. Hotels offered foods according to the culture of the hotel. It was also according to the country from which the hotel first started. Thus there was regional variations.

2.6.4 Professional background

The occupation of a consumer affect their perception for food in a restaurant. Their expectations are also affected (Wilson and Gilligan, 2005). This is because those who earn less are easily satisfied. Thus students and clerks who fall into this category are easily satisfied with the little they are offered. People who earn more are however pickier. They tend to request for more food choices and better services.

2.7 Locally-owned businesses in developing economies

Developing countries do not have vast number of large firms. They make up about 90% of all businesses. These are mainly found outside the agricultural sector. They contribute significant amount of GDP to the countries (Edinburgh Group, 2012). Promoting SMEs is a form of wealth creation. Large firms have failed to satisfy the needs of citizens. The livelihood of such persons are not met by these multinational companies (Oteh, 2010; Ogbor and Ogbor, 2009). This is largely because of a lack of financial and budgetary constraints. This challenge can be combated. The promotion of entrepreneurial

development is key in achieving this goal. This when done can support the public sector to achieve it's goal. This has however not met the light of day because of challenges. SMEs make large inputs to economic development. They create lots of wealth for the countries. Their output however is lower than that of the larger firms. This is as a result of labour intensity. It is also because most of the firms are service based industries. The high unemployment rate of developing countries also plays a part in this problem. SMEs have low capital. They are thus not able to employ more workers as compared to the large scale businesses (Edinburg Group, 2012).

2.8 Challenges of SMEs in Developing Economies

A number of challenges have been seen by the micro, small and medium scale businesses in Africa. This tends to affect their growth and expansion. It thus do not make them contribute to te growth of the local economy. It has been described that institutions are a major challenge for development in Africa (Kyaruzi, 2008). These institutions include the banks, government institutions, private agencies and foreign donors. A company's capabilities determine its ability to produce and export (Bank, 2013). These capabilities are made of technological know-how, skills and environmental factors. They also require availability of a quality public service. These should include education, infrastructure, education and health. The regulation of financial institutions must also be available. Human capital is also key in this sector. The poor capabilities possessed by developing economies has affected the growth of the SMEs (Oteh, 2010). The smaller size of markets is a major setback faced by businesses in developing nations (Bank, 2013). Some items have also been named as contributing factors to poor business development (Bank, 2013). These

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include electricity cost, and rent. Firms in developing nations are also not able to manage growth (Ogbor and Ogbor, 2009). Entrepreneurs and business owners are not willing to take risk. They thus do not want to introduce new products or be introduced into new markets. This is because the entrepreneurs are not able to manage leadership or managerial succession and growth. They fail to migrate from SMME into large organized entreprises. Ogbor and Ogbor (2009) further concludes that poor management and organizational skills has collapsed a number of businesses in Africa.

2.8.1 Business retention, growth and expansion

Successful businesses are challenged by two major issues (Ogbor and Ogbor, 2009). Every business needs growth and sustainability. It has been mentioned by Weinzimmer (2001) that growth is now a significant indicator of success. It is difficult to manage transformations in SMEs into large firms (Ogbor and Ogbor, 2009). New strategies are needed by companies which are willing to progress. This keeps them competitive. They must also create new products, adopt new production methods distribution and selling (Nonaka and Kenney, 1991). Two groups of factors affect the growth of all businesses. They include the individual and environmental factors. Success of small businesses lies in their ability to manage growth (Ogbor and Ogbor, 2009). The SMEs must also adopt the right transitional strategies. Businesses have the potential to grow. When entrepreneurs understand the concept of growth, this can be achieved. They also need to adopt the needed strategic plan in achieving this. Three major boosts have been suggested to boost growth of businesses. They include the market, capabilities of the organization and their strategies. These can be applied to all types of businesses.

The growth of businesses is driven by three major areas (Weinzimmer, 2001). They include the characteristics of the environment. External framing and ability to identify growth opportunities. These are embodied in the market catalyst for growth. The market in which a business operate determines the extent of growth. The way a company views its market impact on its growth (Weinzimmer, 2001). They are able to impact on the future of the company. The companies which want to grow must look beyond their boundaries. They must be willing to expand. They must thus not follow the classification systems that are imposed on industrial restrictions. This is achieved by exploring new frontiers. They can focus their growth on non traditional ways of doing business. The ability to identify growth opportunities catalysis a company into growth. Managers are expected to be extraordinary thinkers. They need to have different mind set from that of their surbodinates. They must apply simple common sense to recognize growth opportunities (Weinzimmer, 2001).

Three main aspects contribute to business growth under the organizational capability catalyst. One is effective resource management. Capabilities must also be managed to gain competitive advantage (Weinzimmer, 2001). They must also provide their business with means of accommodating change. This has to do with an increase in demand. They need to build a strong and solid corporate culture. This is needed for growth (Weinzimmer, 2001). The capabilities of a leader is essential in the organizational capability catalyst. Sustainable growth depends on the kind of leadership offered in a company. Companies can establish effective strategies for growth. It is the nature of leadership that can sustain the strategy. The strategy catalyst is made of a business strategic plan. These focus their attention on competitors, innovation and joint venture acquisition. These are needed to put

the action of growth into play (Weinzimmer, 2001). Some businesses focus on competitors for growth. This is done to keep abreast with competition in the business. Some companies also adopt the leap growth. These push the companies to create new desires and needs for its customers. They thus create new markets. They are also able to go beyond their set targets. They do all these with an aim of satisfying the needs of the consumers (Weinzimmer, 2001). Stronger relationships are also needed by companies which want to grow.

2.8.2 Benefits of business growth

Businesses improve the lives of people. They contribute to the development of the nation. A lot of benefits are gained from growing businesses successfully and sustainably. In Africa business are expected to grow and not remain small. The companies must provide reliable products. Their delivery must also be dependable and conform to all quality standards. The companies must be competitive on their price. Their performance must also be continually improved. Companies must also focus on cost effectiveness. The information technology, human resource and customer responsiveness must be effectively managed.

Businesses must either grow or die. This is the general assumption when entering a business. Business growth can also be negative for some businesses. This must be done at each stage of the business life cycle. These require strategic decision taken (Hess, 2011). Weinzimmer, (2001) concludes that the growth at all cost mentality must be looked at again. This can cause irreplaceable damage to the firm. This is because companies might

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lose sight of what is relevant in a business and focus on the non-essentials. The ultimate of creating a business is sustainable value creation. This can be lost by the companies. Questions have been asked on why it matters to own a business. The answers to these questions have been discussed by Weinzimmer, (2001). When businesses grow they increase their profits. When profits increase, revenue is increased. This is good for the government. This is because the government is able to receive taxes. This can be used to develop the nation. Growing businesses helps the companies to achieve economies of scale (Weinzimmer, 2001). Advantages from economies of scale saves cost. This is as a result of improved efficiency of work. Companies are thus able to purchase large quantities of raw materials at reduced prices.

When businesses grow the morale of the employee is boosted (Weinzimmer, 2001). The creation of new management positions and departments is a good ground for employees' self-development. They are promoted and get better salary. The company is also able to employ better qualified personnel (Weinzimmer, 2001). Employees ability to be promoted due to business growth is an added advantage. On the average large companies are able to recover quickly from shock as compared to larger smaller firms. Some smaller businesses never recover. When companies grow they are able to compete. They are also placed at a better position to employ qualified staff. The right caliber of employees can help in the growth agenda of a company. They serve as direct link between growth and improved morale of employees. Management thus looks for staff who have the future of the company at hand.

2.8.3 Challenges of business growth

The path to grow of a company can be done after weighing the pros and cons (Hess, 2010). This can be achieved when change is implemented. Change is also difficult and risky. A business which wants to grow must challenge its staff to grow with it. They do this by changing the way of life of their staff as well as changes to its internal systems (Hess, 2010).

Entrepreneurs must thus ask questions before embarking on any activity (Hess, 2010). They are thus unable to bounce back from a mistake in growth. Entrepeuneurs also risk losing their personal money. They thus endanger their financial securities and that of their family. In large firms, the CEO and top management may resign. In smaller firms however, the entrepreneurs invest their money. A mistake in growth could be detrimental to the company and his family (Hess, 2010).

CHAPTER THREE

METHODOLOGY

3.1 The Study Area

The Tamale Metropolitan Assembly has a total estimated land size of 646.90180sqkm which is about 0.9% of the total land area of the northern region (GSS-2010). Geographically, the Metropolis lies between latitude 9^0 16 and 9^0 34 North and longitudes 0^0 36 and 0^0 57 West. There are 115 communities in the Metropolis. Most of the rural communities have a large expanse of land for agricultural activities and serve as the food basket for the Metropolis. The metropolis has a total population of about 233,252 (GSS-2010). This covers 9.4% of the total population of the northern region.
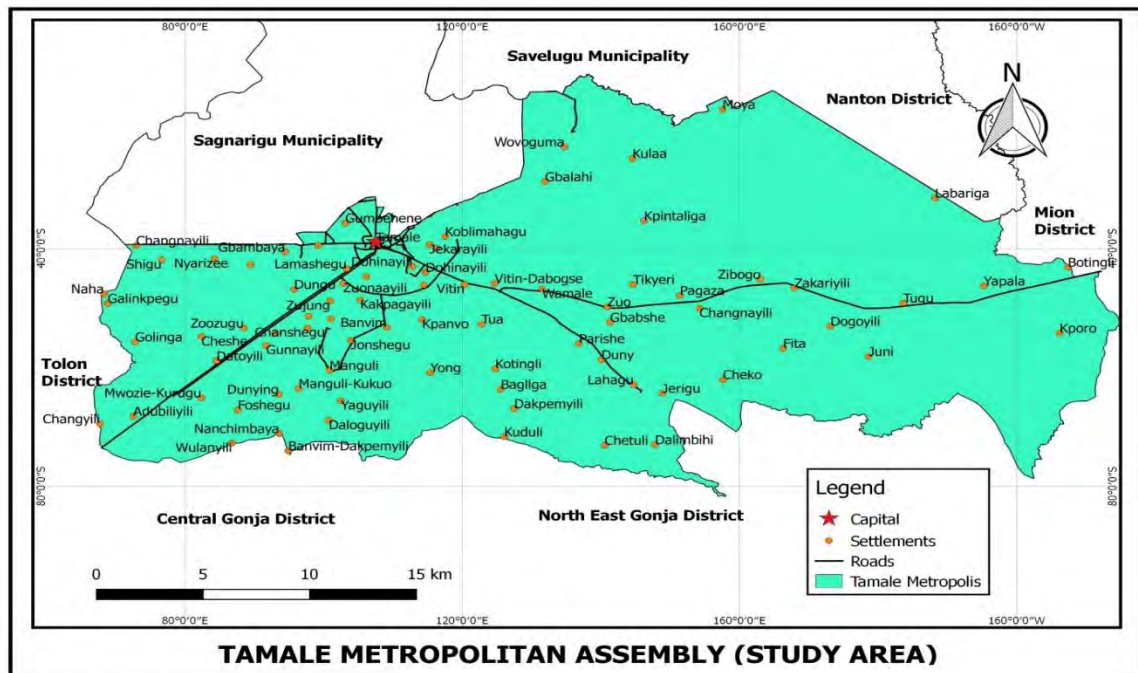
Figure 3.1: Map of Tamale Metropolitan Assembly

3.2   Research Design

This study adopted a quantitative design to help meet the general study requirement. The methodology is adopted due to the data type and analysis format that will be considered for the specified objectives and a means to obtaining a valid finding for the study. Measurement of data are largely categorical and results or findings will largely be descriptive which will be represented both in tabular and pictorial form for easy understanding.

This design will enable easy description of phenomenon by meeting with the various local restaurants to get their opinions for operation in such locations and also one can observe events in the local restaurants during a visit and documents. The descriptive survey design is suitable for the study because the variables will be quantified in frequency distribution tables and percentages, bar and pie charts for easy analysis.

3.3   Population of the Study

The targeted population for this study included all registered local restaurants within the Tamale Metropolis. The total number of registered restaurants is one hundred and eighteen (118) in the study area (Tamale Metropolitan Assembly, 2019).

3.4   Sampling Techniques and Sample Size

The involvement of every unit in the study area for observation in this study appeared very difficult if not impossible due to constrains beyond the control of the researcher. The need to obtaining a sample representative of the population therefore became necessary and important. In view of this, the decision to apply a non-probability

sampling where a quota sample of 80 restaurants was settled on where in four respondents (employers and employees) were selected purposively in each restaurant to obtain 320 respondents for the study as detailed in Table 3.1. The sample size per unit was based on the principle of proportionality. Each sample is proportional to the number of registered restaurants in area/unit (using percentages). Since there are a lot of local restaurants in the Tamale Metropolis and in order to ascertain an appropriate and representative sample for the study, the study area was clustered into four groups. These included the Tamale North, Tamale South, Tamale East and Tamale West.

Table 3.1: Sample Size Selection Tabulated

Zones	Restaurants	Selected restaurants	Percentage distribution of selected restaurants	Number of Respondents from each restaurant	Total number of respondents
North	45	30	38%	4	120
West	28	19	24%	4	76
South	25	17	21%	4	68
East	20	14	17%	4	56
Total	**118**	**80**	**100%**		**320**

3.5. Instruments for Data Collection

The research instruments adopted to solicit information from the respondents for the study was a questionnaire. The researcher employed the close-ended type of questionnaire where in respondents were allowed to make a choice by checking, ticking or circling the one they wish.

3.6 Data Collection Procedure

Prior to the data collection, restaurateurs were contacted for permission to take part in the study. Therefore, the questionnaires were administered only in those settings whose managers agreed to participate. The questionnaires were distributed to front line managers who were willing to participate in the research during the time of visit or after their daily activity in the restaurant. Participation was voluntary. Therefore, the data were collected using a convenience sampling approach. No incentives were provided to the respondents. Both literates' and illiterates' respondents were guided in the restaurant premises to complete the questionnaire and collected immediately. Also, a research assistant was trained to assist in the administering of the questionnaire since the numbers of restaurants were many.

3.7 Data Analysis

Descriptive statistics, using mainly frequencies and percentages were used to analyze the data. The descriptive statistics, such as frequency, percentage tables, bar and pie charts were used to examine demographic profile of the respondents. Frequency percentage tables were used to analyze factors influencing local restaurant site selection, determining the factors leading to local restaurant failures and what leads to the growth and expansion of some restaurants. The data were analyzed using the SPSS version 20.0 and Microsoft excel.

3.8   Ethical Considerations

To ensure that the research was ethical, the researcher saw to it that all contacts with managers regarding the distribution of questionnaire and administration took place within the restaurant premises and at the time the managers were willing to respond to the questions. The researcher obtained the consent of all subjects involved. He disclosed the essential nature of the research to the subjects. The researcher also upheld confidentiality and anonymity of respondents.

CHAPTER FOUR

RESULT AND DISCUSSIONS

4.1 Gender of Observed Respondents

The gender of both the employers and the employees for the study is represented in Figure 4.1 below. The gender of both employers and employees of the selected restaurants for the study shows that out of 320 respondents, 93% were females and 7% were males. This distribution of the gender was skewed towards the females giving the indication that the industry was mostly dominated by females. The fact that cooking related activities are perceived for women makes some men to shy away from the industries. This finding was in agreement with the study done by (Yelkur R, et al. 2006) on the topic, Gender Differences in Service Quality Expectations in the Fast Food Industry.

Figure 4.1: Gender of respondents
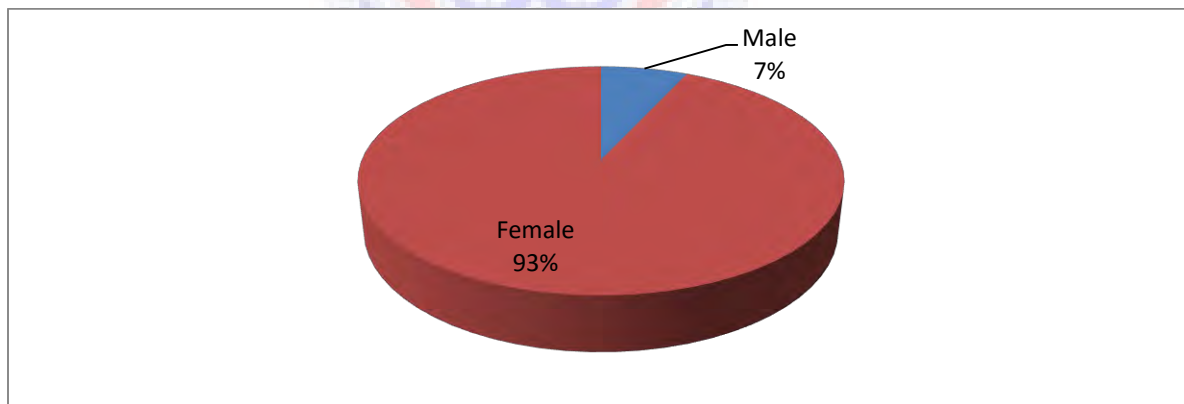
4.2 Age of respondents

The ages of the respondents were categorized into ranges to give the researcher a fair idea of the category of age groups that were mostly engaged in the industry. It was observed as

seen in Table 4.1, that, 51 of the respondents were between the age ranges 18-25 representing 15.9% of the total respondents. The range between 26-35 was 86 people representing 26.9%. The age range of 36-45 got the highest response of 157 representing 49.1%; almost half of the entire study population. The least represented were 26 respondents for the age range of 46 and above representing 8.1%. The distribution shows that most of the respondents were within 26-35 and 36-45 indicating an active working group. The impact of this finding is that, very mature and active minds are engaged in the industry which can easily promote and sustain the growth of the industry at any given time and space.

Table 4.1: Age Distribution of Respondents

Age (Years)	Frequency	Percentage (%)
18 – 25	51	15.9
26 – 35	86	26.9
36 – 45	157	49.1
46 and above	26	8.1
Total	**320**	**100**

4.3 Level of education of respondents

The level of education of the employers and employees was analyzed in the study. Figure 4.2 shows the educational background of the respondents. It was observed that 98 of the respondents were without formal education representing 30.6%. Those whose level of education was at the basic were the most responded with a total of 148 representing 46.3% of the total. The secondary level of education was next highest in the study with a total of 63 people representing 19.7%. The least represented in the category were the tertiary with

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11 people representing 3.4% of the total population under study. With these distributions, one could infer that more than three quarters of the respondents could not move beyond the basic school. The worrying picture in this analysis is that, most people who have gone higher in education tend not to involve themselves deeply in the activities of restaurant industry. The educational level of employees determines, to a large extent, the respondents' attitudes toward the job assigned to them. It has been documented that employee motivation is most of the time used as a key strategic factor for the motivation of workers in the hospitality industry (Casas-Arce, 2010). Furthermore, it has been established that empowerment of staff through education and on the job training is particularly correlated to motivation level of employees in the hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers in the hospitality organizations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors every time (Boudrias *et al.,* 2009). Also, the ability of workers to combine different methods especially modern technology to improve their performance at work depends on their level of educational exposure. According to Keillor, Amico, & Horton, (2001), higher education levels expose individuals to different cultural perspectives, make them less likely to follow local behavioral norms and prospectively influence the region or city through gentrification or abandonment. This is why the need to study about the respondent's educational background.
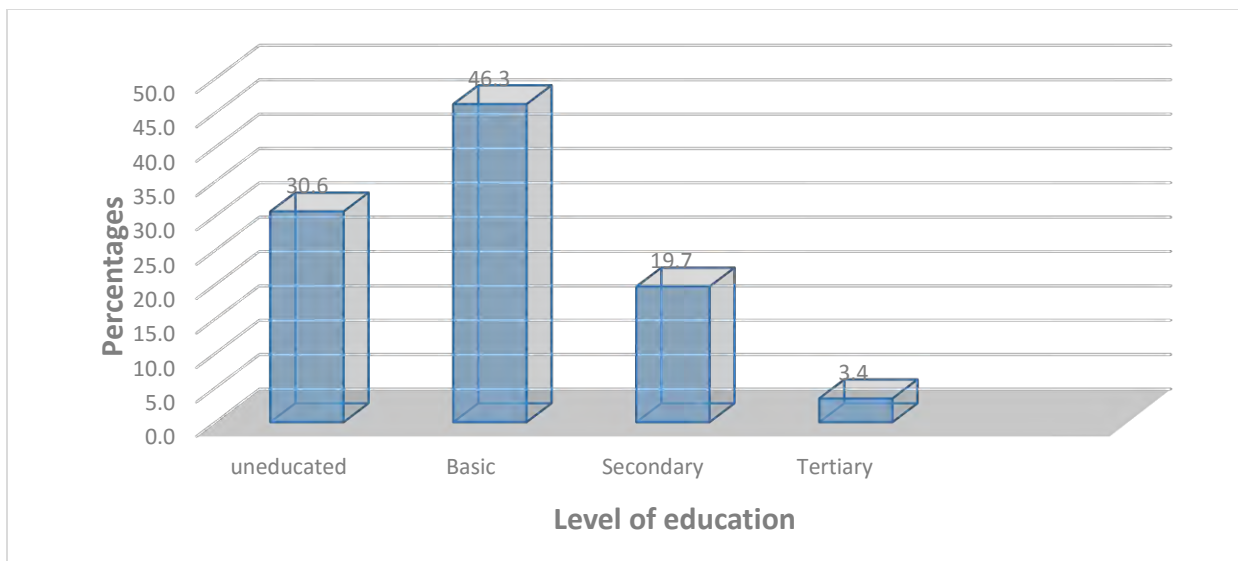
Figure 4.2 Level of Education of respondents

4.4 Factors influencing site selection of local restaurants

Every entrepreneur will be interested in where to establish their business in order to have a good customer base. Having good customer base can lead to good business thereby making profit. For this reason, several factors will come to play in order to influence the choice of site for establishing a restaurant.

4.5 Proximity of Restaurant to residence

The pie chart in Fig. 4.3 below is the distribution of respondents' response to the influence of proximity of restaurant to residence on site selection. From the chart, it is observed that 37% of the respondents agreed that in choosing a site for restaurant, one must consider the site relative to the distance of their residence for easy movement and attention to the place. 33% strongly agreed that restaurant site must be closer to their home for the same reason given by those who agreed to the study. Respondents who were neutral were 36 people representing 11.3%. According to them they had no considerations in site selection of restaurant. The same number of people representing 11.3%. disagreed that there must not

be any considerations when thinking of choosing a site for a restaurant. Those who strongly disagree to the consideration of home being closer to site selection were 24 people representing 7.5% of the total study population. One can conclude from the distribution that 70% of the respondents agreed that there must be considerations in site selection when establishing restaurant relative to one's residence. This finding implies that, time travel to work will not be wasted. Little money or no cost of travel which will eventually help save more since it won't be use for transportation and other related cost. There is also accessibility since it will be easier to visit restaurant for any emergencies at all times without so much cost and time.
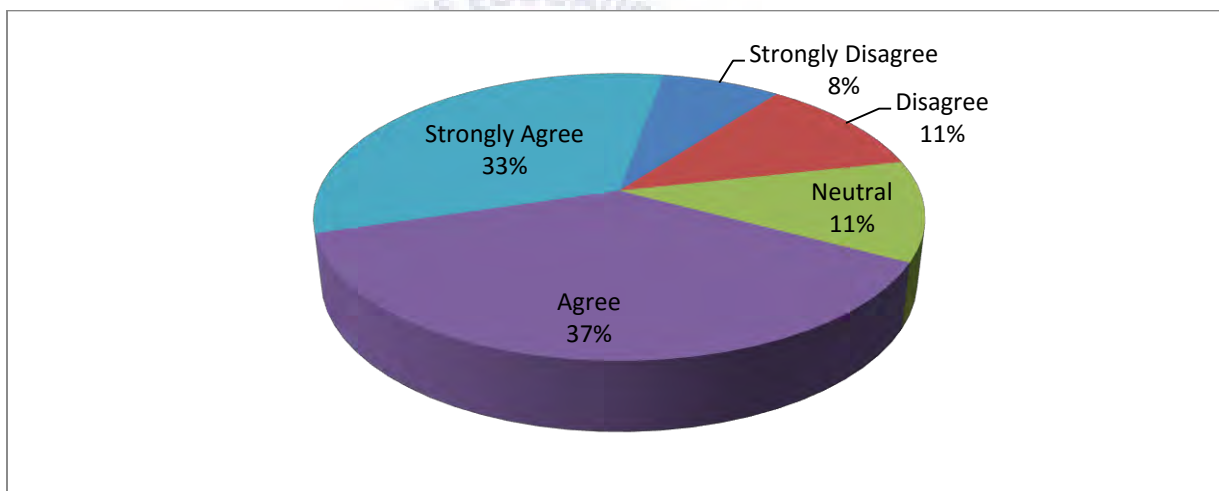
Fig. 4.3 Proximity of restaurant to residence of respondents

4.6 Environment and landscaping

The environment and nature of land is one of the key determinants in site selection when establishing a restaurant or any hospitality facility. The serenity of the environment is a key determinant in restaurant site selection. The nature and landscape of the environment mostly invites people to the restaurant. Once it is decent, it gives assurance to customers

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that meals served will be decent and healthy for consumption. It was noted from the current study as shown in table 4.2 that 132 respondents representing 41.3% strongly agree that landscape and nature of environment should be highly considered when selecting site for restaurant establishment since it gives consumers hope and assurance of quality services. Those who also agree to the consideration were 128 people representing 40% of the total population of the study. 24 people representing 7.5% were not sure whether to consider environment and landscaping when selecting a site for restaurant. Those who strongly disagree to the consideration were 15 people representing 4.7% while 6.6% of the total population also disagrees. It was established from the results that, over 81% were in agreement that one must consider the nature and landscape of the environment before establishing a restaurant since it will help in the drive of costumers.

Table 4.2 Percentage of responses on Environment and landscaping

Decision	Frequency	Percent (%)
Strongly Disagree	15	4.7
Disagree	21	6.6
Neutral	24	7.5
Agree	128	40.0
Strongly agree	132	41.3
Total	**320**	**100**

4.7 Responses on Availability of Labor

Effective and efficient labor in work place is a key factor in the growth or progress of every organization. As a result, an entrepreneur must consider the availability of labor when establishing a restaurant. The study considered availability of labor as one of its variables in setting up a viable restaurant. From fig 4.3, it is observed that 125 of the respondents

representing 39% of the population strongly agree that one must consider the availability of labor when establishing a restaurant. Those in agreement were 119 representing 37% of the population. Those who responded neutral were 23 representing 7% of the population. For those who were in disagreement was 53 representing 17% of the population under study (Disagree and Strongly Disagree). It was clear that those who agree and strongly agree covered almost the entire chart.
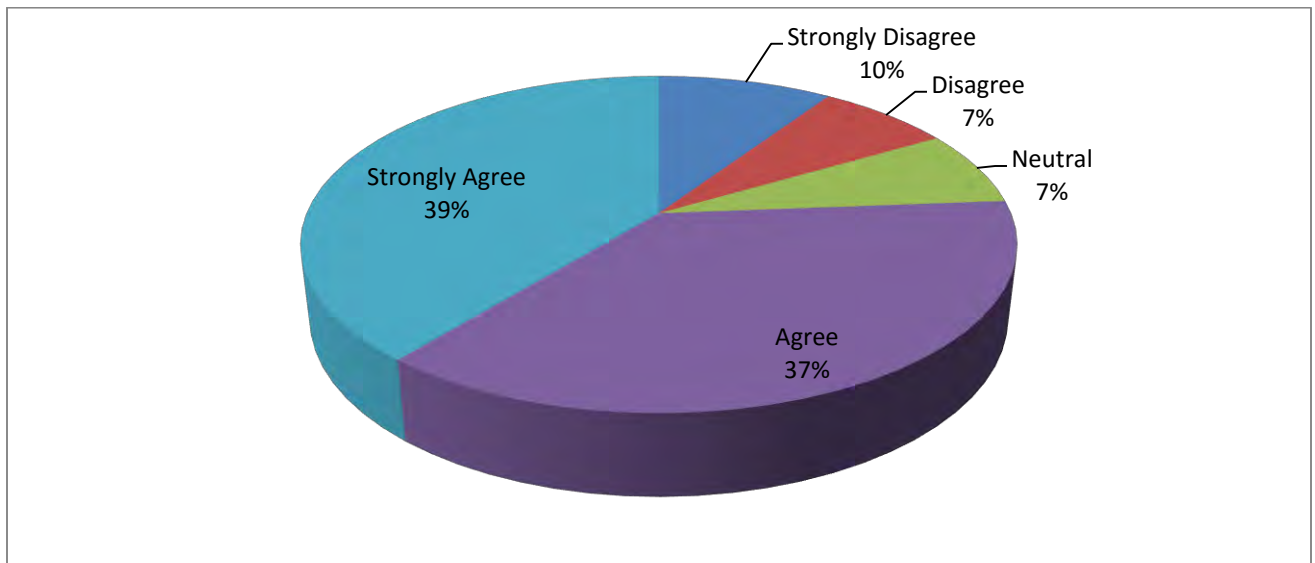
Figure 4.3: Pie chart showing responses on availability of labor

4.8 Factors were not considered

One of the variables in the questionnaire was intended to find out whether some of the respondents have no considerations when selecting site for restaurant establishment. It was revealed that most people take into consideration some factors before establishing a restaurant. From fig. 4.4, it was observed that 40.3% strongly disagree with the fact that no factors were considered. 30% also disagree to same. Some of the respondents (7.8%) were neutral in their decision. According to them, they were not sure of their decision. Respondents who agree to the fact that no considerations were made when selecting site

for restaurant were 10.6% of the total population. The finding implies that, several considerations will be made before selecting site for restaurant which is seen to be a positive sign in establishing a restaurant.
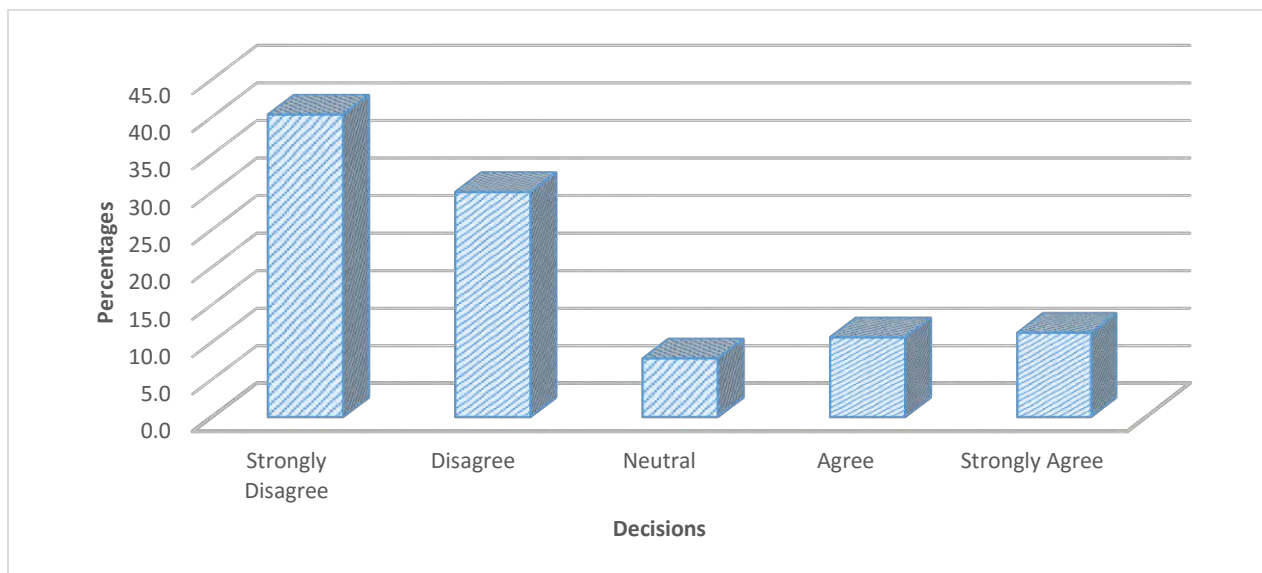
Fig. 4.4 Response of factors not considered

4.9 Nearness of restaurant to market

Market places are the most viable avenues for selling and buying. Establishing eatery closer to market places is considered one of the most productive ideas to envisage. Those who buy and sell seize the opportunity due to the proximity of the eatery to patronize from there. It is with this consideration that the researcher carved out a questionnaire to find out the extent to which they agree or otherwise. After the analysis, it was observed from Table 4.3 that 218 of the respondents representing 69.1% strongly agree that choosing a site closer to a market was very appropriate in order to attract more customers for better returns. Those who agree were 76 people representing 23.8% while 19 people representing 6% strongly disagree/disagree to the selection of site closer to a market. 7 respondents representing 2.2% were neutral in their stands. Certain location models have given credence to the above

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assertions e.g. 'Agglomeration Effect'. This is locating a retail outlet near other retail stores (Fox, Postrel & McLaughlin, 2007). Liu (2011) opine that close proximity of multiple stores as in a shopping mall, can lead to an increase in purchase incidence because of an agglomeration effect. This supports the above claim.

Table 4.3 Nearness of restaurant to market

Decision	Frequency	Percent (%)
Strongly Disagree	7	2.2
Disagree	12	3.8
Neutral	7	2.2
Agree	76	23.8
Strongly agree	218	68.1
Total	**320**	**100**

4.10 Price of land for establishing restaurant in Tamale Metropolis

Land acquisition for both residential and business is a difficult thing in this part of te world of which Tamale Metro is not an exception. Land owners sell land at exorbitant prices especially to entrepreneurs. Therefore, to establish a restaurant, one must consider the cost of land in order to make a good decision. It is against this background that the researcher considered price of land as a key determinant in selecting a site for establishing a restaurant.

Table 4.4 Percentage distribution of land prices for establishing restaurant

Decision	Frequency	Percent (%)
Strongly Disagree	20	6.3
Disagree	59	18.4
Neutral	36	11.3
Agree	112	35.0
Strongly agree	93	29.0
Total	**320**	**100**

Table 4.4 shows the distribution of the decision on price of land for the purpose of establishing a restaurant. It was noted that 205 of the respondents representing 64% (strongly agree and agree) were in agreement that cost of land for establishing a restaurant must be one of the key factors to consider in selecting site for restaurant establishment. The finding is in line with the study of Austin et al., (2005); Park & Khan, (2006); and Prayag et al., (2012). They indicated that site selection or a restaurant location is a decision that includes consideration of several criteria including cost. Out of 320 respondents, 79 0f them representing 24.7% strongly disagree/disagree that cost of land for site selection was not a considerable factor in site selection for restaurant. Those who played neutrality were 36 representing 11.3% of the total respondents. The impact of this findings can be adduced to the fact that, high cost of land for restaurant establishment can influence the type of services to render since the cost tell the prime nature of the area on which the land is found. When the area on which land is found is prime, could influence the caliber of customers to expect thereby promoting growth and expansion.

4.11 Influence of friends for site selection

Figure 4.8 is a bar chart showing the decision taken by respondents. It can be seen from the graph that the decision that has the lower frequency is the decision of those who strongly disagree to the fact that they were influenced by others for site selection in restaurant establishment. This was followed by those who were neutral in their decisions. This was marginally followed by those who disagree as well as those who strongly agree by 19.4%. The decision that saw higher frequency was those who agree that they were influenced by others.
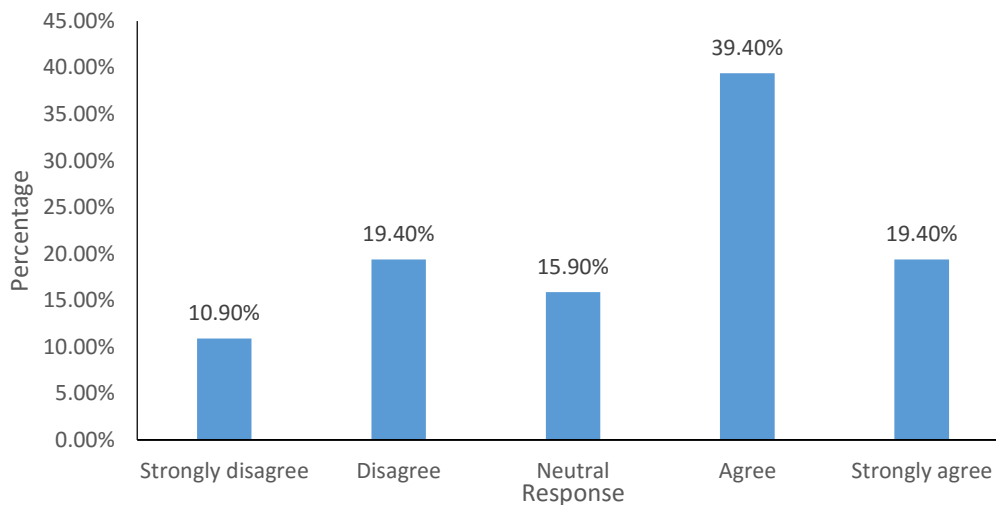
Fig. 4.5 Responses of friend's influence for site selection

The graph suggest that, the role played by friends in influence in selecting sites for the establishment of a restaurant is very strong and cannot be underestimated.

4.21 Factors influencing site selection for restaurant in the Tamale Metropolis

This study investigated factors that may influence site selection of restaurants in the Tamale Metropolis. Table 4.5 shows respondents' decisions on some of the factors that may influence their choices for site selection of restaurant in the Tamale Metropolis. Their decisions were ranked according to the extent to which they agree or disagree. The highest value in percentage was ranked first and followed in that order with their respective significance values

Table 4.5 Ranks for factors influencing site selection of restaurant

Factors Influencing site selection	Response			Ration for sig.			
Variables	Agree	S/Agree	Total	R	(1-R)	Sig.	Rank
Residence	23.8	68.1	91.9	0.919	0.081	**0.012**	1st
Landscape	40.0	41.3	81.3	0.813	0.187	**0.027**	2nd
Labor	37.0	39.0	76.0	0.76	0.24	**0.034**	3rd
Prox. to market	37.0	33.0	70.0	0.70	0.30	**0.043**	4th
Price of land	35.0	29.0	64.0	0.64	0.36	**0.051**	5th
Influence by others	39.4	19.4	58.8	0.588	0.412	**0.059**	6th
No Consideration	10.6	11.3	21.9	0.219	0.781	**0.112**	7th

Sig. (p value<0.05)

The study revealed that choosing a site closer to one's residence for a restaurant must be one of the first factors to look out for. It was realized that, 91% of the respondents agree while 6% disagree. Among the rankings, choosing a site closer to residence was ranked first with a significant value of 0.012. The reason that could be attributed to this decision is to allow readily attention to the restaurant so as to attend to urgent issues when need be as well as less travelling time. This finding was in line with the study by (Akekue-Alex, N. & Kalu, S. E. 2016).

The study also revealed that 81.3% agreed that environment/landscaping and nature of land influence them in their site selection. 11.3% disagree that landscaping was of little consideration. These decisions resulted to a significance value of 0.027 with a rank position of 2nd. The possible reason to this choice was the fact that beautiful environment attracts and assures customers of quality meals. The agreement of landscaping and environmental attractiveness was in line with the study by Parsa, Gregory & Terry (2010).

Availability of labor was one of the considerations in restaurant site selection. From the ranked table above, it was observed that, those who were in agreement to labor considerations were 76% while 17% were in disagreement. The research decision shows that, over 76% of employers and employees will take labor into considerations when choosing site for restaurant establishment which gives a significance value of 0.034. This finding is in agreement to the study conducted by (Amanda Mcnamara, 2019). According to her the restaurant industry today, good people are hard to find and harder to keep. Recruitment and retention have long been major pain points for restaurant owners and

operators, but nowadays the cards seem especially stacked against restaurateurs as the industry finds itself in the middle of a labor shortage. Restaurant owners, operators, and managers are feeling the heat. According to Toast's annual restaurant success report 51% of respondents cite hiring, training, and retaining staff as their number one operational challenge in 2019.

The study by Rewards tester (2017) in their findings on labor shortage noticed that, the U.S. economy slowly improves but labor remains a number one problem for the restaurant industry. According to him, economic indicators look great on paper, and the consumer wallet might even feel a little heavier than it did just a few years ago. Some of the conditions driving improvement for workers, however, are having an inverse effect on management needs within the restaurant industry.

Consideration before restaurant establishment is a key element in the restaurant industry. A reverse question was asked whether considerations were not made when selecting site for restaurant establishment. It was realized that 70.3% disagree to the statement. While 21% agree to it given a significance value of 0.112 an indication that, it was not a significant contributing factor to site selection for restaurant establishment. According to them, quite a lot has been said about location of a restaurant, location of the restaurant is crucial to its success. Much thought and planning need to go into deciding the location, and many factors need to be considered before selecting the site. Therefore, a complete restaurant site selection checklist needs to be in place before finalizing the place for your restaurant. They found out seven things to be considered. This included; market research, front location, upper floor, size of the place, access and parking, building amenities and budget allocated to it.

Proximity to market was one factor considered in the research, it was observed that, 19% of the respondents disagree with establishing restaurant nearer market while 70% agree that it will be productive to consider the site closer to the market which resulted to a significant value of 0.043. Very little literature is seen in this regard. What most articles did was to look at general strategies of consideration when establishing a restaurant which included the need to establish it at a venue where people live most of the time for which market is such avenue.

4.22 Factors leading to growth or expansion of restaurant

The study looked at factors that are likely to influence growth or expansion of restaurant in the Tamale Metropolis. Table 4.6 shows the decisions made by the respondents on some of the factors that may influence growth or expansion of restaurant in the Metropolis. Their decisions were ranked according to the extent to which they agree or disagree. The highest value in percentage was ranked first and followed in that order.

Table 4.6 Ranks for factors leading to growth of restaurant in Tamale Metropolis

Factors Influencing site selection	Response			Ration for sig.			
Variables	Agree	S/Agree	Total	R	(1-R)	Sig.	Rank
Staff training	42.5	45.0	87.5	0.875	0.125	**0.0179**	1st
Quality of meal	16.6	68.8	85.4	0.854	0.146	**0.0209**	2nd
Staff promotion	37.2	47.8	85.0	0.850	0.15	**0.0214**	3rd
Staff cooperation	32.8	51.6	84.4	0.844	0.156	**0.0223**	4th
Sanitation of res	27.5	50.0	77.5	0.775	0.225	**0.0321**	5th
Operational time	36.9	36.3	73.2	0.732	0.268	**0.0383**	6th

Sig. (p value<0.05)

It was observed from fig. 4.6 that, routine training of staff was the highest ranked. According to employers and employees, a well-trained staff has a higher tendency of putting up their best since they will be on top of their job in terms of knowledge acquired. Out of the total respondents, 87.5% feels training of staff should be number one factor to restaurant growth which resulted to a significant value of 0.0179. This finding agrees with the study by Casas-Arce, (2010). The satisfaction level of customers for hospitality organizations can be improved by empowering workers to deal with the requests of customers. They can also resolve their issues instantly devoid of supervision (Boudrias *et al.,* 2009). Robbins and Judge, (2009) also identified job enrichment as a tool for motivation in the industry.

Quality of meals served was second ranked in the analysis. It was seen that 85.4% of the respondents were of the view that, the taste and quality of meals served in the restaurant can help motivate customers thereby promoting growth. This decision resulted to a significance value of 0.0209 an indication that, it was a major contributing factor to restaurant growth. A research carried out by Ehmayar, (2011) was in line with the research finding. To them one way an organization can improve its image thereby maintaining and attracting new customers. This can be done through superior quality offerings. They can also maintain the reliability of the services.

Staff promotion and motivation was ranked 3rd among the predictors under study. It was noted that, 85% of them were of the view that staff motivation and promotion were key in the progress of the hospitality industry. This gives a significant value of 0.0214 a confirmation of the significant level of the variable. According to the respondents, the

feeling was that, motivation of staff is a form of recognition and therefore must be encouraged in the industry. Also, promotion of staff is a form of growth to the individual staff. According to them, a higher rank or position goes with a commensurate salary. They therefore consider it as one of the key determinants for growth of the restaurant industry. This supports Aryeetey (2011) observation made in Ghana Airport Authority, according to her, intrinsic and extrinsic motivators do lead to job satisfaction irrespective of the status of employees in the organizations. Also, according to Keller (2006), when you expect the best from your employees, they will give you their best. On the other hand, when you expect little from employees, they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel demotivated.

Cooperation and behavior of staff was one consideration made in the study. It was observed that, 84.4% of both the employers and employees agree that the behavior and cooperation of staff are areas to look at in the growth of the industry. According to them the behavior of staff towards customers have positive implications for the wellbeing of the industry with a significant value of 0.0223. This was in line with the study by Khan & Afsheen, (2012). Qualities of brand characteristics that are offered by company determine the level of customer satisfaction.

Good sanitation of restaurant was ranked 5th in the table above. Over 77.5% of the respondents with the significant value of 0.0321 were of the view that, the environmental neatness should be highly considered in promoting the growth of the industry. The beautiful and serene nature of the restaurant highly speaks well of the kind of meal to be

expected. The research finding was in line with Kotler (1973). They suggested that besides product and service, there is more to a customer's experience.

Price has a significant role in selecting a product. For company point of view price is reward or value given in return of need fulfillment to company. Perceived customer expectations and price should be in accordance with each other. That is why the study took into consideration the price sensitivity as a variable to find out how customers could possibly react to it. It was observed from table that, 73.1% of the respondents with a significant value of 0.0384 agreed that, price of meal should be considered when expecting a high customer drive. This was in agreement with the study outcome by Kottler & Armstrong (2012). According to them, Price is one of the four P's of Marketing Mix that has significant role in implementation of marketing strategy. Han (2009) claim that one of the most adaptable factors which improved quickly is the pricing (Andaleeb & Conway, 2006) the costs associated with restaurant merchandise furthermore vary according to style of restaurant. If your price is large, clients may very well expect premium quality. Also, in the event the price is minimal, clients may perhaps believe that restaurant is poor in terms of merchandise and also program excellent.

Time of operation by restaurants is one other factor that calls for high patronage of customers. A clearer favorable lock in and out time puts customers in an awareness situation on when to patronize it. It was noticed from the ranking that, 73.2% were in agreement that, time of lock in and out should clearly be considered when looking at customer drive. This agreement resulted to a significant value of 0.0383 an indication of significance in contributing to the growth of the industry. The web restaurant store (2020)

came out with some strategies to improving customer drive. One of such strategies is to keep serving staff on schedule. According to them, restaurant owners must make sure they have enough employees to cover all the guests so that, they could deliver their orders in a timely manner.

4.13 Factors leading to growth or expansion of local restaurants in Tamale metropolis

Every organization established will require certain factors to be present in order to grow or expand. Food business will equally require such attention especially the environment, food preparation stage as well as employees' behaviors. The beauty and sanitary condition of the restaurant could help attract customers to the place. The time and care given to the preparation of food is key consideration for customer derive. The behavior and cooperation of waiters/waitresses and how they relate and pay attention to customer details are key in determining the growth of the business. It is on this ground that the researcher looked at the same factors leading to growth or expansion of a restaurant.

4.14 Quality of meals serves at restaurant in the Metropolis

Quality of food served in a restaurant can be a motivating factor to attract customers to a restaurant. The taste/quality of meals can bring a transformational growth since customers will always be willing to eat from the restaurant. It is on this ground that the study looked at the extent to which employers and employees assess the impact of meals served in a restaurant. Table 4.5 shows the distribution of respondents on quality of meal. It was observed that 220 respondents out of 320 representing 68.8% strongly believed that the

quality of food could be a driving factor in the growth of a restaurant. It was also observed that 53 respondents out of 320 agree that food served must be of good quality in order to attract customers thereby enhancing the growth of the business. Those who played neutrality were 13 respondents representing 4.6% of the total. Cumulative disagreement were 34 respondents representing 10.7% of the total. In effect, it implies that, good meals can give customer satisfaction thereby leading to growth of the industry. This outcome of the study will also help employers to ensure that, meals serve are off high quality.

Table 4.6 Response distributions of Quality of meals

Decision	Frequency	Percent (%)
Strongly Disagree	22	6.9
Disagree	12	3.8
Neutral	13	4.6
Agree	53	16.6
Strongly agree	220	68.8
Total	**320**	**100**

4.15 Sanitation of Restaurant in the metropolis

Good sanitation is key in the establishment of a restaurant. Observing personal and environmental hygiene is the surest way of assuring customers of their safety. It is on this reason that the researcher included in his questionnaire the sanitation of a restaurant to find out how employers and employees adhere to this key factor in the growth of a restaurant.

Table 4.7 Response distributions of good sanitation

Decision	Frequency	Percent (%)
Strongly Disagree	40	12.5
Disagree	13	4.1
Neutral	19	5.9
Agree	18	27.5
Strongly agree	160	50.0
Total	**320**	**100**

From Table 4.7, it is observed that half of the respondents strongly agree that good environmental sanitation can attract new and existing customers to a well-organized restaurant. Out of 320 respondents, 160 of them representing 50% strongly agree to good sanitation of restaurant. It was also seen that 27.5% were in agreement that good sanitation could be one of the driving factors to a growth of a restaurant. From the distribution, it was clear that overwhelming majority (77.5%) of the respondents were of the view that good sanitation should be enhanced in our restaurants so as to give assurance to customers on their safety and healthy meals.

4.16 Price sensitivity of meals in the metropolis

Affordability in living standard is a major concern worldwide and more especially in the developing countries. The ability to afford three square meals is a great concern to African leaders. Therefore, the price of food is a concern to those whose income is below the average minimum wage. It is against this reason that the researcher tried to find out whether cost of food can be a factor to how customers patronize a restaurant. Figure 4.6 gives the

distributions of price of meals. It can be seen that, 96 of respondents representing 30% strongly agree that price of meal can help in the growth of the restaurant since affordable prices could call for more demand. It was also seen that 138 of the respondents representing 43.1% agree that prices of meals can help improve the growth of the restaurant. Only 17% of the respondents believed prices of meals cannot be a contributory factor to the growth of the restaurant. Those who were indecisive are 29 respondents representing 9.1%. it will therefore be reasonable to infer that, prices of meals should be considerable looked at so as to derive in more patronage.
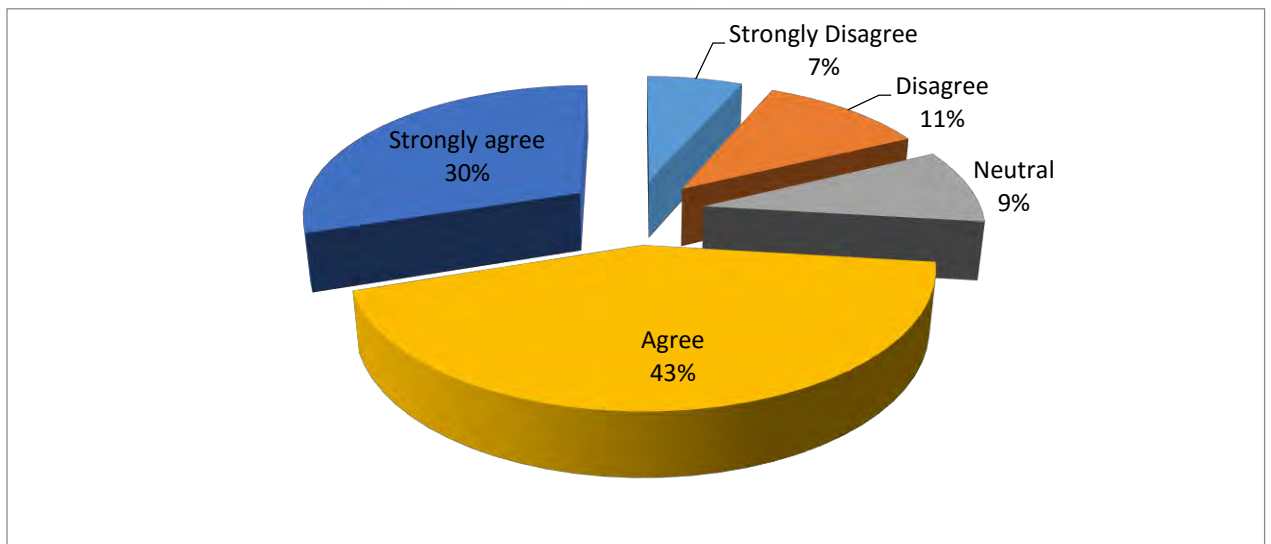
Fig. 4.6 Price sensitivity of meals at restaurant in the metropolis

4.17 Time of operations of restaurant in the metropolis

Time of operations of business organization is an essential component in the day to day running of the business. Businesses that operate within a certain critical time in the day and night could be a reason for positive customer drive or otherwise. Food which is an essential commodity cannot be an exception. For this reason, the researcher brought in time

management to find out whether employers and employees pay critical attention in that regard.

Table 4.8 Response distributions of time of operation

Decision	Frequency	Percent (%)
Strongly Disagree	22	6.9
Disagree	37	11.6
Neutral	27	8.4
Agree	118	36.9
Strongly agree	96	36.3
Total	**320**	**100**

Table 4.8 shows the distribution of how operational time of restaurant can help grow the industry. It was seen that 116 out of total of 320 respondents representing 36.3% strongly agree that time of operation of restaurant could help improve the fortune of business since customers may get their request of meal at an allowable time of operation. It was also observed that 118 of the respondents representing 36.9% agree that there was the need for conducive time of operations of restaurant in order to drive in more customers. Those who disagree to this were 59 respondents representing 18.5% and 8.4% were neutral in that regard. Clearly, greater numbers of respondents were of the view that time management should be a great concern in order to derive in and maintain more customers since more customers could have a proportionate increase in returns.

4.18 Staff cooperation and behavior towards customers

Customer care person is found in most organizations to handle concerns of customers. Satisfactory resolution of customers' issues brings contentment to customers thereby giving them reason to always return. Food services are one area that requires well trained personnel to treat and handle customers well. It is for this reason that the study looked at how the cooperation and behavior of staff of restaurants in the Tamale Metropolis promote the growth of the industry.

Table 4.9 Staff cooperation and behavior towards customers

Decision	Frequency	Percent (%)
Strongly Disagree	18	5.6
Disagree	18	5.6
Neutral	14	4.4
Agree	105	32.8
Strongly agree	165	51.6
Total	**320**	**100**

Table 4.9 represents a distribution of respondents on staff cooperation. It is seen that 165 of the respondents representing 51.6% of the total strongly feel that cooperation and good behavior towards customers should be of high consideration to promoting growth of the industry. Those who were in agreement were 105 respondents representing 32.8%. Respondents who were neutral were 14 representing 4.4% of the population under study. 18 of the respondents representing 5.6% disagreed. Same number of 18 representing 5.6% also strongly disagrees that no consideration should be put on customer care. It was

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generally observed that the combined response for those who agree and strongly agree were over 84% of the total population. An indication that positive employee's relationship towards customers could help influence growth and expansion of the restaurant industry.

4.19 Responses of staff promotion and motivation in the restaurant industry.

Progression in levels in every work place is the desire of every employee. Moving from a lower grade to a higher grade mostly goes with an enhanced salary. For this reason, most workers always look forward to being promoted. The existence of these motivational packages could uplift the personal growth of working individuals and the industry as a whole. It is on these grounds that, the researcher included promotion and motivation as one of his study variables on the growth of the restaurant industry.

From Figure 4.7, it is seen that 153 respondents representing 47.8% strongly agree to the fact that staff promotion and motivation should be of topmost concern to the employers since it will help the growth of the restaurant. It was also noted that, 119 of the respondents representing 37.2% agree that motivation should be considered highly for the progress of the restaurant. Those who played neutrality were 24 representing 7.5% of the total study population. An aggregate of 24 respondents representing 7.6% disagree that promotion and motivation of staff cannot promote the growth of the restaurant. It can be concluded based on the figures in the table that over 85% of the respondents were in support that promotion and motivation of employees can result in a possible growth of the industry.
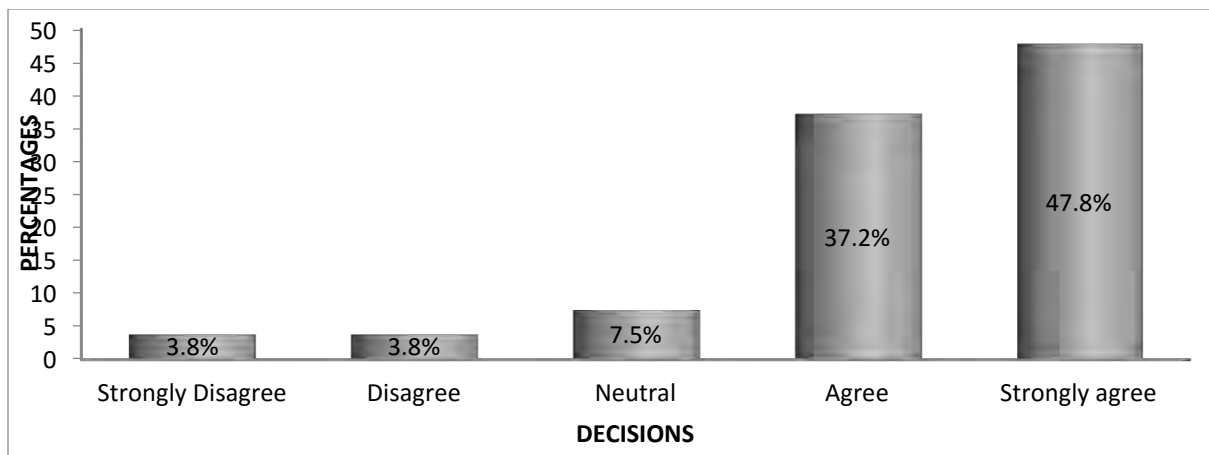
Fig. 4.7 Bar Chart showing responses on promotion and motivation of staff

4.20 Routine training for staff in the restaurant industry

Every employer needs to avert his/her mind towards the capacity building of the staff. A well-trained staff is likely to put up their best for the growth and productivity of the industry. It is important to upgrade the knowledge of staff time to time in order to abreast themselves to new and innovative ways of doing things. This will help them catch up with the new techniques and ways of doing things related to the industries. For this reason, the researcher included the routine training of staff in the study to establish the extent to which they agree or disagree.

Table 4.10 shows the distribution of responses of routine training of staff in the industry. It was clear in the table that those who strongly agree to the fact that, staff should be given training regularly were 144 representing 45% of the total population while 136 respondents representing 42.5% also agree to routine training of staff. It was also noted that only 13 respondents representing 4.1% were neutral in their decision. Cumulative effects of those who disagree were 27 representing 8.4% of the total population under study. Based on the

figures available, the researcher concluded that there was an overwhelming decision to give

routine training to staff in order to promote growth of restaurants in the Metropolis.

Table 4.10 Percentage responses on routine training of Staff in the restaurant industry

Decision	Frequency	Percent (%)
Strongly Disagree	8	2.5
Disagree	19	5.9
Neutral	13	4.1
Agree	136	42.5
Strongly agree	144	45.0
Total	**320**	**100**

4.12 Factors leading to local restaurants failures or collapsing

The various factors that lead to the collapse or failure of restaurants were also determined

by the respondents. They are shown in table 4.11 Majority of the respondents (68.8%)

strongly agreed that quantity of food served to customers leads to the collapse of

restaurants. About 3.8% of them however disagreed. Overall about 80% of the respondents

agreed that quantity of food served to customers lead to the collapse of the restaurants.

More than 80% of the respondents also agreed that staff cooperation and their behavior

towards the customers was also a major factor which leads to restaurant failure. Only 10%

disagreed. Sanitation at the restaurant also determined the failure of restaurants. This was

agreed upon by 77.5% of the respondents. 12.5% however strongly disagreed to this

assertion. The type of meal served and the price of meals were also criteria which were

shown to have effect on failure of restaurants. They accounted for 75% and 73% of the responses. The time spent in waiting for food was also analyzed. It was agreed by more than 80% of the respondents that this accounted for collapse of restaurants. In some restaurants, special attention is given to the customers. The study confirmed that 79% of the respondents agreed that this accounted for the collapse of the restaurants. The study also showed that 40.9% strongly agreed that location of restaurants to the customers lead to the collapse of the restaurants. About 20% disagreed to this assertion. Skills of staff operating a restaurant can also lead to its collapse. This was agreed upon by about 34.1% of the respondents. 14% however disagreed to this.

Table 4.11: Factors which lead to failure of restaurants

Item/Statement	SA	A	N	D	SD
			%		
Less quantity and poor quality of food served to customers	68.8	16.6	4.1	3.8	6.9
Staff cooperation and behavior	51.6	32.8	4.4	5.6	5.6
Sanitation of the restaurant	50	27.5	5.9	4.1	12.5
Type of meal served	37.8	38.1	8.1	9.4	6.6
Price of meals served	30	43.1	9.1	11.2	6.6
Longer waiting on food providers	56.6	27.8	7.8	0.9	6.9
Giving some special attention to selected customers	49.4	30.3	6.6	5.9	7.8
Location of restaurant to customers	40.9	27.5	10.3	11.6	9.7

Skills of staff operating the restaurant	42.5	34.1	8.4	8.8	6.2
Improper routine record keeping	45.3	35.3	7.2	7.8	4.4
Improper keeping confidentiality of customer privacy	50	30.6	6.9	8.1	4.4
Opening and closing of restaurant	36.2	36.9	8.4	11.6	6.9
Noise in the restaurant that affect customers	30.3	42.8	13.1	8.4	5.3
Smell of food in the restaurant	21.2	30.9	12.5	17.5	17.8
Type of meal service and table appointment used	38.4	30.9	7.8	14.7	8.1

The study again showed that restaurants can collapse as a result of improper routine record keeping. This was agreed upon by 80% of the respondents while 12% of the respondents however disagreed. When customers' privacy is not kept it can also lead to the collapse of the restaurants. This was agreed upon by about 80% of the respondents. The time of opening and closing a restaurant can also lead to the collapse of the restaurants. About 72% of the respondents agreed to this. Serenity of the environment is also vital in the collapse of a business. It was agreed by 42.8% of the respondents that this leads to the collapse of restaurants. 30.3% also strongly agreed to this. Only 5% strongly disagreed. Only 51% of the respondents agreed that smell of food can lead to the collapse of a restaurant. About 34% disagreed. Again 30.9% and 38.4% of the respondents strongly agreed and agreed respectively that type of meal service and table appointment can lead to the collapse of a restaurant.

Analysis of variance showed that quantity and quality of food, staff cooperation towards customers, sanitation of restaurants, type of meal served, waiting time by customers, special attention to selected customers, skill of staff, record keeping, noise, smell of food and type of meal service had significant effect ($p < 0.05$) on the collapse of the restaurant.

4.23 Pearson Correlation

Pearson's Correlation Coefficient is a technique for investigating the relationship between two quantities. Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables. The Pearson correlation coefficient, r, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases.

Table 4.12. Correlation is significant at the 0.05 level (2-tailed)

Correlations

		Education	Quality of food	Growth of restaurant	Meal price	Proximity of restaurants to customers	Labor
Level of education	Pearson Correlation	1	0.098	0.130	-0.003	0.148	0.039
	Sig. (2-tailed)		0.079	0.020	0.964	0.030	0.485
	N	320	320	320	320	320	320
Quality of food	Pearson Correlation	0.098	1	0.167	0.058	0.236	0.119
	Sig. (2-tailed)	0.079		0.003	0.300	0.045	0.033
	N	320	320	320	320	320	320
Growth of restaurant	Pearson Correlation	0.130	0.167	1	0.213	0.912	0.224
	Sig. (2-tailed)	0.020	0.003		0.000	0.000	0.000
	N	320	320	320	320	320	320
Meal price	Pearson Correlation	-0.003	0.058	0.213	1	0.247	0.173
	Sig. (2-tailed)	0.964	0.300	0.000		0.045	0.002
	N	320	320	320	320	320	320
Proximity of restaurant to customers	Pearson Correlation	0.148	0.236	0.912	0.247	1	0.563
	Sig. (2-tailed)	0.030	0.045	0.000	0.045		0.004
	N	320	320	320	320	320	320
Availability of labor	Pearson Correlation	0.039	0.119	0.224	0.173	0.563	1
	Sig. (2-tailed)	0.485	0.033	0.000	0.002	0.004	
	N	320	320	320	320	320	320

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The study tried to find out if there is/are correlation between two pair of variables under study. From table 4.12, it can be seen that six variables have been considered. Namely level of education, proximity of restaurant to customers, growth and expansion of restaurants, quality of meal, Price of meal and availability of labor. It can be seen from the table 4.12 that, between level of education and proximity of residence there is a positive correlation of 0.098 which can be describe as a very low correlation with significant value 0.079 which is above the p value of 0.05 this means that, the correlation between the two variables was by chance. There was 0.130 positive correlation between level of education and quality of meal served with a significant value of 0.020 below the p value of 0.05. It therefore means that, there exist a correlation between the two variables. It was however noticed that, there was a negative correlation between level of education and price of meal. With a correlation of -0.003 given rise to a significance value of 0.964 indicates that the correlation was by chance since it was greater than the p value of 0.05.

The study also looked at the correlation between proximity of restaurant to customers and the growth and expansion of restaurants. It was observed that, there was a positive correlation of 0.912 between them given a significant value of 0.000, an indication of a very strong correlation which is not by chance. There was also a positive correlation between proximity and availability of labor. A correlation of 0.119 with a significance of 0.033 below the p value of 0.05 showing an existence of correlation between the proximity of restaurant to residence and availability of labor. It is expected that, there should be a correlation between quality of food and price of meal. From the table, it can be seen that, there exist a positive correlation between quality of meal and price of meal at the restaurant with a moderate correlation figure of 0.213 given a significance of 0.00 an indication of

correlation with certainty. The final variables are quality of meal and availability of labor. It was seen that, there was a moderately positive correlation of 0.224 between quality of meal and availability of labor with a significance of 0.00. This significant value is an indication that existence of correlation which is not by chance. Despite low and moderate correlation observed among the variables, it was general observed from the analysis that, there was correlation between variables influencing site selection and variables promoting growth of the restaurants. Though some of the correlations were by chance and others were of certainty. The study therefore recommended that, those factors in this study should strictly be adhered to when choosing site for restaurant as well as improving the growth of the industry.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary of Findings

The study revealed that, majority of the respondents were females comprising (93%) and (7%) males a distribution that was comprehensive due the industry under study. The age range distribution of 36-45 shows majority (49.1%) given indication of active work force. The range between 26-35 was 86 people representing 26.9%. The least represented were 26 respondents for the age range of 46 and above representing 8.1%. The distribution shows that most of the respondents were within 26-35 and 36-45 indicating an active working group.

It was observed that 30.6% of the respondents were uneducated. Those whose level of education was at the basic were the most responded with a total of 148 representing 46.3% of the total. The secondary level of education was next highest in the study with a total of 63 people representing 19.7%. The least represented in the category were the tertiary with 11 respondents representing 3.4% of the total population under study. This was pointing out the unwilling nature of educated people in the restaurant industry.

The study revealed that, factors influencing site selection in the study area were significant base on the response agreements and the proportional significant values. It was observed that, four factors such as proximity of restaurant to market, Environment and landscaping, availability of labor and nearness of restaurant to residence were the key factors influencing site selection for restaurant with significance value of 0.043, 0.027, 0.034 and 0.012 respectively relative to the alpha value of 0.050. the results however, revealed that, price

of land, influence by others for selection and the factor of no considerations were not statistically significant with respective significance values of 0.051, 0.059 and 0.112 compare to (p<0.050).

In the case of factors leading to the growth of restaurant they included the following; Quality of meals served, Sanitation of restaurant, Price of meals, Operational time, staff cooperation, staff promotions and staff training. All these variables were statistically significant in influencing the growth of restaurant in the Tamale Metropolis with their significance values of 0.0201, 0.0321, 0.0384, 0.0383, 0.0223, 0.0214 and 0.0179 respectively. This means that, all the factors for influencing growth of restaurant were desirable elements to improving the growth of restaurant in the metropolis. It was generally observed that, all the variables under factors influencing growth of restaurants were statistically significant since their significance values were less than the (p<0.050).

A correlation between some factors for site selection and factors influencing growth in the industry established that, there was correlation between some of the factors such as proximity of restaurant to market and growth and expansion of restaurants which gave a strong correlation of 0.912 with significance of 0.000. This means that, the correlation was very strong and not due to chance and that, any change in one variable will give a proportional change in the other.

5.2 Conclusions

The analysis revealed that factors employed for site selection in the restaurant industry for the purpose of greater output and returns are; proximity of restaurant to market, Landscaping and environment, Labour to supply restaurant, Cost of land and a choice made by others (convinced). These factors were seen to be germane in considering the

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establishment of restaurants in the Metropolis. However, variable that was not significant among them was a variable of no consideration. It was revealed that, respondents made their decisions based on some consideration contrary to the questionnaire.

The study also shows that, all the factors in the study regarding variables that influence growth of restaurant were significant. These factors include; Quality of meals served, good sanitation in and around the restaurant, price of meal, operational time for restaurant, staff cooperation and behaviours, staff promotions and motivations and routine training of staff. According to the findings, all of the variables were seen important in considering factors that influence growth of restaurant. However, their significance levels were higher than each other in terms of values. The most significant among them was routine training of staff due to its high agreement value whiles the least significant in terms of value was price of meal.

It was equally revealed that the quantity and quality of food, staff behaviour towards customers, sanitation of restaurants, type of meal served, waiting time by customers, special attention to selected customers, skill of staff, record keeping, noise, smell of food and type of meal service had an effect on the collapse of the restaurant.

On the issue of site selection and the growth and expansion of restaurants, there was a strong correlation between the location of a restaurant and its growth and expansion, yielding a correlation of 0.912 and a significant value of 0.000.

Whether factors in considering site selection can influence factors improving restaurant growth, the analysis revealed most of the paired variables, there were correlation between

some of them though moderately correlated. Some of them happened by chance and others happened on grounds of existence of correlation.

5.3   Recommendations

The researcher recommends the following:

- The study suggested to Stakeholders and entrepreneurs in the restaurant industry to pay attention to the predictors recognized in this study as significant in site selection of restaurant. This will go a long way to get a suitable and appropriate place for such purpose.

- The research also recommends that, entrepreneurs must invest their time and resources to make sure that there is safe environment and well-trained staff to ensure quality of meals and services to attract and sustain their valued customer.

- The metro assembly and its agencies should ensure that the city is generally clean to promote restaurant businesses which could be a major source of local revenue and employment.

- There should be effective supervision of officials of the metro assembly and other stakeholders to ensure that restaurants operate under hygienic conditions for safety of customers and their own safety.

- The ministry of tourism should organize periodic training for employers and employees of restaurants to keep them up to speed of best practices in the industry.

5.4   Suggestions for Future improvement

The impact of this work would have been felt greatly if the catchment area of the study was

greater or cover the entire northern region so as to convincingly make generalizations.

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APPENDIX

Questionnaire

Dear Sir/Madam, I am an Mphil Catering and Hospitality Education student undertaking a study on the topic *"assessing the site selection of local restaurant in the Tamale Metropolis"* In connection with this, a questionnaire has been designed to gather information for the study. Please be assured that your anonymity and the information you will give will be treated with the strictest confidentiality. Thank you very much for your kind response to my request and if you are interested, I will provide you a copy of the results of my study.

SECTION A

1.0 Demographic information

Please kindly tick**[√]**the one that is most appropriate to you.

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 (Specify) …………………….............................

4. Marital status:i. Married [   ] ii. Divorced [   ] iii. Single [   ] iv. Widowed [   ]

Please take **NOTE** of the following keys applicable to section **B**, **C**, **D** and **E**

SA=Strongly agree,A= Agree, N= Neutral, D= Disagree, SD=Strongly Disagree

SECTION B

1.1 Factors influencing site selection of local restaurants' in the Tamale metropolis

No.	Item/Statement	SA	A	N	D	SD
1.	Nearness of restaurant to market/town for customers/patrons influences my site selection.					
2.	Proximity of restaurant to my resident affects the selection of my site.					
3.	The price of land for restaurant establishment affects my site selection.					
4.	Physical environment with regards to landscape and drainage system influence my site selection.					
5.	Availability of labour to work in the restaurant skill/unskilled) influences my site selection.					
6.	I was motivated by the availability of space for establishment of restaurant					
7.	I chose to site the restaurant closer to competitors or other restaurants.					
8.	I decided to site my restaurants far from competitors or other restaurants.					
9.	I was convinced by someone to select this site or land for establishment of restaurant.					
10	I did not consider any factor for selecting this site or land for the restaurant.					

<u>SECTION C</u>

1.2 Factors leading to local restaurants failures or collapsing

No.	Item/Statement	SA	A	N	D	S D
11	The quality/taste and quantity of food serve to customers can lead to the collapse or failure of restaurant.					
12	Staff cooperation and behavior towards customers is a factor to restaurant failure or collapsing.					
13	The sanitation/cleanliness of the restaurant can lead to the collapse of a restaurant.					
14	The types of meals (menu) serve to the customers can lead to restaurant collapse					
15	The price of meals in the restaurant can dissatisfy customers and can lead to collapse of a restaurant					
16	Longer waiting on food providers (waiter/waitress) to customers can lead to a restaurant collapse					
17	Giving some special attention to some selected customers (Preferential treatment) can lead to the collapse of a restaurant					
18	The location of the restaurant to the customer can lead to its collapse					
19	Skills of staff operating in the restaurant can lead to the collapse of a restaurant.					
20	Improper routine record keeping can lead to restaurant collapse					
21	Improper keeping confidentiality/tactfulness of customers patronage(Privacy) can lead to restaurant collapse					
22	Opening and closing of restaurant (Time) can lead to restaurant collapse					

No.	Item/Statement					
23	Noise in the restaurant that affect customers can lead to its collapse					
25	Cooking smell (aroma) of food in the restaurant can lead to restaurant collapse					
26	The type of meal service and table appointments use for dishing out can dissatisfy a customer and lead to restaurant collapse					

SECTION D

1.3 Factors leading to growth or expansion of local restaurants

No.	Item/Statement	SA	A	N	D	SD
27	Presentation of attractive food, quality/taste and quantity can lead to growth of local restaurants.					
28	Customers' previous perception about the restaurant (Brand image) can lead to restaurant growth and expansion.					
29	Sanitation/cleanliness of the restaurant to the customer is another factor leading to restaurant growth and expansion.					
30	Offering of a variety of food items at the right temperature to the customers can lead to restaurant growth					
31	Proper keeping of confidentiality/tactfulness of customers patronage (Privacy) can lead to growth and expansion					
32	The price of meals in the restaurant can lead to expansion of the restaurant					
33	Quick service to customers when purchasing food can lead to the growth and expansion of restaurant					

34	Staff cooperation and behavior towards customers complains can lead to restaurant growth and expansion					
35	Proper routine record keeping can lead to the growth of the restaurant.					
36	The types of meals (Menu) serve to customers in the restaurant can lead to its growth and expansion					
37	Skills of staff operating in the restaurant can lead to restaurant growth					
38	Proximity of restaurant to customers can lead to growth					
39	Time clock in and out of restaurant staff can lead to the growth					
40	Staff (workers)Promotion and motivation can lead to growth of the restaurant					
41	Strategic sales promotion to customers in the restaurant can lead to growth					
42	Organizing training/workshops for staff (CPD) can lead to growth					

SECTION E

Which of the following statements is most likely to influence you in site selection for a local restaurant?

No.	Item/Statement	SA	A	N	D	SD
43	My restaurant to be near to market/town for customers/patrons for easy accessibility and visit					
44	Proximity of restaurant to my resident influence me					
45	The price of land (site) for the establishment of the restaurant influence me					
46	The landscapes and drainage system of the place of sitting the restaurant influence me					
47	Availability of labour/raw materials for the daily running of the restaurant influence me					
48	The only available land (space) for the restaurant was what influence me					
49	To be closer to competitors or other restaurants influence me					
50	To be far from competitors or other restaurateur was what influence me					

Thank you for your time.

APPENDIX II:

FACTORS THAT LEAD TO COLLAPSE OF RESTAURANTS

Quantity or q1uality of food served to customers

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
N	36	4.0000	
D	36	4.1389	
A	120	4.2083	
SD	24	4.2917	4.2917
SA	104		4.7692
Sig.		.284	.052

Means for groups in homogeneous subsets are displayed.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Quantity or q1uality of food served to customers	Between Groups	26.705	4	6.676	5.135	.001
	Within Groups	409.517	315	1.300		
	Total	436.222	319			
Staff cooperation and behaviour towards customers	Between Groups	35.836	4	8.959	7.720	.000
	Within Groups	365.536	315	1.160		
	Total	401.372	319			
Sanitation of the restaurant	Between Groups	44.905	4	11.226	6.476	.000
	Within Groups	546.017	315	1.733		
	Total	590.922	319			
Type of meal served can lead to collapse of re4staurant	Between Groups	36.253	4	9.063	6.841	.000
	Within Groups	417.297	315	1.325		
	Total	453.550	319			
Price of meals served can lead to restaurant collapse	Between Groups	3.179	4	.795	.569	.686
	Within Groups	440.371	315	1.398		
	Total	443.550	319			
Longer waiting on food providers	Between Groups	12.654	4	3.164	2.614	.035
	Within Groups	381.296	315	1.210		
	Total	393.950	319			
Giving some special attention to some selectec customers	Between Groups	17.357	4	4.339	2.966	.020
	Within Groups	460.843	315	1.463		
	Total	478.200	319			
Location of restaurant to customers	Between Groups	32.936	4	8.234	4.775	.001
	Within Groups	543.186	315	1.724		
	Total	576.122	319			
Skills of staff operating the restaurants	Between Groups	46.904	4	11.726	9.054	.000
	Within Groups	407.943	315	1.295		
	Total	454.847	319			
Improper routine record keeping ca	Between Groups	20.581	4	5.145	4.373	.002
	Within Groups	370.607	315	1.177		

lead to collapse of restaurant	Total	391.188	319			
Improper keeping confidentiality of customers privacy	Between Groups	35.473	4	8.868	7.540	.000
	Within Groups	370.477	315	1.176		
	Total	405.950	319			
Opening and closing of restaurant	Between Groups	9.723	4	2.431	1.625	.168
	Within Groups	471.149	315	1.496		
	Total	480.872	319			
Noise in the restaurant that affect customers	Between Groups	32.022	4	8.005	7.002	.000
	Within Groups	360.166	315	1.143		
	Total	392.187	319			
smell.of.food.in.the. restaurants	Between Groups	43.751	4	10.938	5.761	.000
	Within Groups	598.046	315	1.899		
	Total	641.797	319			
Type of meal service and table appointment used	Between Groups	47.178	4	11.795	7.347	.000
	Within Groups	505.709	315	1.605		
	Total	552.888	319			

Staff cooperation and behaviour towards customers

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05		
		1	2	3
N	36	3.6944		
A	120	3.9750	3.9750	
D	36	4.0278	4.0278	
SD	24		4.3750	4.3750
SA	104			4.6250
Sig.		.176	.103	.280

Means for groups in homogeneous subsets are displayed.

Sanitation of the restaurant

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
N	36	3.6667	
SD	24	3.7083	
A	120	3.7083	
D	36	3.8611	
SA	104		4.5192
Sig.		.538	1.000

Means for groups in homogeneous subsets are displayed.

Type of meal served can lead to collapse of re4staurant

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
SD	24	3.4583	
A	120	3.6583	
D	36	3.7222	
N	36	3.9167	3.9167
SA	104		4.3750
Sig.		.091	.064

Means for groups in homogeneous subsets are displayed.

100

Price of meals served can lead to restaurant collapse

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05
		1
SD	24	3.6667
A	120	3.7083
D	36	3.7222
N	36	3.8056
SA	104	3.9231
Sig.		.378

Means for groups in homogeneous subsets are displayed.

Longer waiting on food providers

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
N	36	3.7778	
D	36	4.2222	4.2222
A	120	4.2333	4.2333
SD	24		4.3750
SA	104		4.4519
Sig.		.068	.383

Means for groups in homogeneous subsets are displayed.

101

**Giving some special attention to some
selectec customers**

Duncan

| Proximity of Restaurance | N | Subset for alpha = 0.05 | |
		1	2
SD	24	3.5000	
A	120	3.9417	3.9417
N	36	4.0278	4.0278
D	36		4.2500
SA	104		4.3173
Sig.		.055	.191

Means for groups in homogeneous subsets are
displayed.

Location of restaurant to customers

Duncan

| Proximity of Restaurance | N | Subset for alpha = 0.05 | |
		1	2
N	36	3.2500	
SD	24	3.3333	
D	36	3.4722	
A	120	3.8083	3.8083
SA	104		4.1538
Sig.		.071	.221

Means for groups in homogeneous subsets are
displayed.

Skills of staff operating the restaurants

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
A	120	3.6000	
SD	24	3.7083	
D	36	3.8611	
N	36	4.0556	4.0556
SA	104		4.4904
Sig.		.090	.076

Means for groups in homogeneous subsets are displayed.

Improper routine record keeping ca lead to collapse of restaurant

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
N	36	3.7778	
D	36	3.8611	
A	120	3.9417	
SD	24	4.2083	4.2083
SA	104		4.4327
Sig.		.092	.336

Means for groups in homogeneous subsets are displayed.

103

Improper keeping confidentiality of

customers privacy

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
SD	24	3.7917	
A	120	3.8583	
N	36	3.9444	
D	36	4.1667	4.1667
SA	104		4.5962
Sig.		.144	.066

Means for groups in homogeneous subsets are
displayed.

Opening and closing of restaurant

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05
		1
SD	24	3.5000
D	36	3.6667
A	120	3.7500
N	36	3.9444
SA	104	4.0481
Sig.		.063

Means for groups in homogeneous
subsets are displayed.

104

Noise in the restaurant that affect customers

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05		
		1	2	3
D	36	3.3056		
N	36	3.3889	3.3889	
SD	24		3.7917	3.7917
A	120		3.8333	3.8333
SA	104			4.2115
Sig.		.717	.067	.084

Means for groups in homogeneous subsets are displayed.

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Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
D	36	2.7222	
N	36	2.8056	
SD	24	2.8750	
A	120	3.1000	
SA	104		3.7019
Sig.		.250	1.000

Means for groups in homogeneous subsets are

displayed.

105

Type of meal service and table appointment

used

Duncan

Proximity of Restaurance	N	Subset for alpha = 0.05	
		1	2
SD	24	3.2500	
A	120	3.5000	
D	36	3.5833	
N	36	3.6389	
SA	104		4.3077
Sig.		.197	1.000

Means for groups in homogeneous subsets are

displayed.

106