

UNIVERSITY OF EDUCATION WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION - KUMASI

SERVICE QUALITY AND CUSTOMER SATISFACTION IN HOTEL INDUSTRY: A
CASE STUDY OF BOLGATANGA MUNICIPALITY

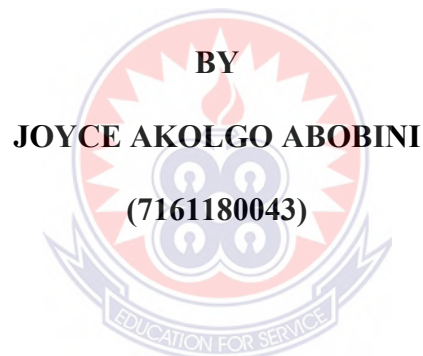


JOYCE AKOLGO ABOBINI

AUGUST, 2018

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COLLEGE OF TECHNOLOGY EDUCATION - KUMASI**

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**A DISSERTATION IN THE DEPARTMENT OF HOSPITALITY AND TOURISM
EDUCATION, FACULTY OF VOCATIONAL EDUCATION, SUBMITTED TO THE
SCHOOL OF GRADUATE STUDIES, UNIVERSITY OF EDUCATION, WINNEBA
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
MASTER OF TECHNOLOGY EDUCATION**

AUGUST, 2018

DECLARATION

STUDENT'S DECLARATION

I, Joyce Akolgo Abobini 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.

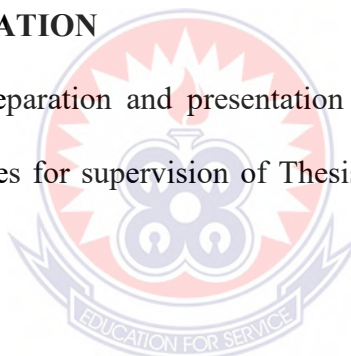
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SUPERVISOR'S DECLARATION

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



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ABSTRACT

Customers' satisfaction has long been viewed both in the hospitality research and in the broader research environment. Although satisfying customers is a foundational component of the marketing concept, there is a link to business performance as an antecedent of repeated purchase behaviour that has triggered the research interest for further enquiry. This study aimed at examining service quality and customer satisfaction in hotel industry in Bolgatanga Municipality. Specifically, the study strives to profile services provided in a hotel, evaluate customer's perception on constitutions of service quality and lastly evaluate the customer satisfaction rate of services providers by the hostel. Based on the research objectives, the study adopted descriptive cross-sectional research design targeting 180 respondents. Results from the study revealed that guest visiting the hotels within the Bolgatanga municipality perceived positively. Again guest considered physical facilities, communication materials, appearance of hotel employees, behavior of employees, concern towards guest interest as the most pressing factors influencing guest satisfaction with hotel services. Services dominantly utilized were food, bar and room services. The study however recommends that management should create an effective marketing strategy for products and services in the tourism market and hospitality industry, a better understanding of tourists as well as guest who visit these hospitality industry patronize hotel services.

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Am also thankful to individuals who assisted me in this work especially my classmates for their inputs and encouragements.

Finally, I am grateful to my parents for their pieces of advice and emotional support in the course of my programme of study at the University.



DEDICATION

This project work is dedicated to Virgin mother Mary for her interceding blessings and mercies upon me to come out with this project work, Mr parents Mr & Mrs Amare and also to my siblings Freda Amare, Godfred Amare and Garible Amare.

Also to my Supervisor for Providing me the support and encouragement to complete this research work.



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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The importance of customers' satisfaction has long been viewed both in the hospitality research and in the broader research environment (Guzzo, 2010; Yeung, Ging & Ennew, 2002; Szymanski & Hanard, 2001). Although satisfying customers is a foundational component of the marketing concept, there is a link to business performance as an antecedent of repeated purchase behavior that has triggered the research interest for further enquiry (Oh, Oh, Kim & Kim, 2017; Wirtz, 2011; Yeung, 2008). Customer satisfaction actually plays a crucial role in determining long term survival, assessment, and improvement in the effectiveness of the hotel industry (Assaf & Magnini, 2011). The growing number of academic studies on customer satisfaction and the mixed findings they report complicate efforts among managers and academics to identify the antecedents to, and outcomes of, businesses having more-versus less-satisfied customers (Troy, Szymanski & Varadarajan, 2001; Szymanski & Henard, 2001).

Literature on service quality has also been the subject of many studies in variety of service industries; even the research attention towards hospitality industry has been growing. This concept has been the subject of many conceptual and empirical studies, and it is generally accepted that quality has positive implications for an organization's performance and competitive position. However, despite the vast amount of research done in the area of service quality, quality related issues have received little research attention within the hospitality context (Pereira-Moliner, Claver-Cortés, Molina-Azorín & Tarí, 2012). Further, authors of studies conducted on quality in the service industries have also expressed regarding the quality dimensions in hotels and, in particular, with varied methods used to measure customer perceptions of hotel service quality (Akbaba, 2006)

Provision and sustainability of customer satisfaction has become a major challenge for managers in the hotel. Customer necessities for quality products and service has become increasingly evident to professionals (Yen & Su, 2004). Guest relationships constitute a strategic asset of organizations (Gruen et al., 2000), meanwhile, customer satisfaction is the basis for determining business objectives. In this context, positive relationships can lead to customers' higher commitment and also increase their return rate. Hotels based on the increment are therefore advancing their investments to improve service quality and the perceived worth for guests in order to obtain better customer satisfaction and loyalty thereby leading to better interrelation with all customers (Jones et al., 2007). Relationship quality has a substantial positive implication on hotel guests' behavior; that is it offers positive word of mouth (WOM) and increments in repeated guest rates (Kim et al., 2001).

According to Wilson et al., (2008), customer satisfaction has also been a subject of great interest to organizations and researchers alike. The principal objective of organizations is to maximize profits and to minimize cost. Profit maximization can be achieved through increase in sales with lesser costs. One of the factors that can help to increase sales is customer satisfaction, because satisfaction leads to customer loyalty, recommendation and repeat purchase. For instance, in the tourism industry, earning is directly or indirectly linked with the number of nights spent by visitors in the country whilst quality of service is the key factor to maintain the length of stay. As service quality is becoming a major part of business practice, it is important to be able to measure and research its effectiveness. On this premise, there is the need for an investigation into service quality and customer satisfaction in the hotel industry.

1.1 Statement of the Problem

Service quality of customers play a vital role in customer satisfaction, cost reduction, increased sales, repeat business which directly affects an organization's success especially in a service industry like the hotel sub-sector

Studies in the field of hospitality management most especially customers' satisfaction focused on the nexus between service quality and customer satisfaction. Other findings have also compared between product quality and service quality where services are generally described in terms of four unique attributes, namely: intangibility, heterogeneity, inseparability and perishability.

Meanwhile, the findings of Lau, Akbar and Yong (2005) point to the fact that service quality plays a critical role in adding value to the overall service experience whilst other evidence suggest that service quality not only depends on a number of factors but also varies from industry to industry. Few of the studies done on dimensions of service quality and satisfaction centered on the five dimensions of service quality (tangibles, reliability, responsiveness, assurance and empathy) identified by Parasuraman, et al. (1988) whilst at the same time most of the literature on customer satisfaction are conducted in among developed nations. With this, Han & Ryu (2009) hold that empirical studies on the relationship between service provision and customer satisfaction in the service sector of the country are less represented in literature. Jani & Han (2014) and Han & Ryu (2009) are also calling for further in this regard.

Little is known about service quality and customer satisfaction from the perspective of customers as writers have indicated. At the same time, it also appears few studies on service quality and customer satisfaction have been conducted within the Bolgatanga Municipality. To fill this gap, it is important to ensure a better appraisal of service quality and customer satisfaction in hotels in the Bolgatanga Municipality. It is also imperative for service providers to understand how guests conceive service quality and the indicators they

use to assess or measure the quality of the services they received. It is against this backdrop that this study aims to examine the underlying dimensions of hotel guests' expectations of service quality and the impact of the dimensions on the overall level of service quality and customer satisfaction within the Bolgatanga Municipality.

1.2 General Objective

The main objective of the study is to examine service quality and customer satisfaction in hotel industry in Bolgatanga Municipality.

1.2.1 Specific Objectives

1. To profile services provided in a hotel.
2. Evaluate customer's perception on constitutions of service quality.
3. Evaluate the customer satisfaction rate of services providers by the hostel

1.3 Research Questions

1. What is the range of services provided by the hotel industry?
2. How do customers perceive service quality?
3. Are customers satisfied with the services they receive from hotels in the Bolgatanga Municipality?

1.4 Significance of the study

Finding from this study will serve as a guideline for hotels in Ghana as they intend to offer satisfactory and quality service to their customers. The results will also help have a better understanding of the attributes of customer satisfaction and service quality so us to inform policy. The outcome of the study will also serve as reference document to students, academics as well as lecturers for teaching students.

1.5 Operational Definition of Terms

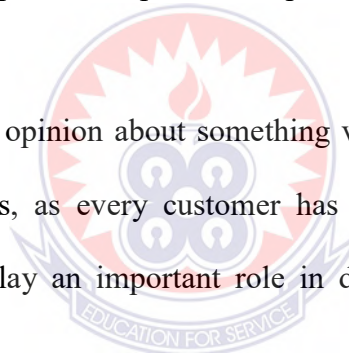
A **'hotel customer'** was defined in this study as an individual who was a temporary visitor, had stayed overnight at the hotel, and was involved in any services rendered (researcher emphasis).

Service Quality; an author defines service as “any intangible act or performance that one party offers to another that does not result in the ownership of anything” (Kotler & Keller, 2009: 789)

Customer Expectation; the extent to which a product or service fulfills a customer's need and desire (Oliver, 1981)

Customer Satisfaction; can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (WTO, 1985)

Customer Perception; is an opinion about something viewed and assessed and it varies from customers to customers, as every customer has different beliefs towards certain services and products that play an important role in determining customer satisfaction (Reichheld, 1996)



1.6 Organization of the Study

The research is divided into five main chapters. The first chapter will deal with the introduction which comprises the background of the study, followed by problem statement, objectives of the research, research questions, significance of the study as well as organisation of the study. Chapter Two will focus on review of literature of this study together with theoretical review. Specifically, the second chapter will look at what other authors of hotel service quality and customer satisfaction have written about the subject. Chapter Three of this study will deal with the research methodology which comprises method of data collection, the population sampling, data analysis procedures, instrument to

be used for the study and also the administration of the instrument. Presentation of the analysis of the data collected from the field will also be found in Chapter Four. Chapter Five deals with the summary of findings, recommendations based on the findings and ends with conclusions and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter reviews relevant related literature on Service Quality and Customer Satisfaction in Hotel Industry as well as theoretical issues and conceptual framework underpinning the study. The review is presented under the following themes: Profile of services provided in Hotels, Customers' perception on constitutions of service quality as well as Customers' satisfaction of services providers by the Hotels. The theoretical perspectives underlying this study are the Confirmation-Disconfirmation Theory and Grönroos Model.

2.1 Conceptualizing Service Quality and Customer Satisfaction

Customer satisfaction is a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service (Oliver, 2014). To Oliver customer satisfaction is based on the expectation disconfirmation point of view. Before purchasing or using the product or service, customers always have their personal expectation about its performance. After buying or using product or service, if the result is equal or better than expectation, it means the expectation has positive confirmation. Otherwise, we have negative confirmation. Customers are said to be satisfied only if there are positive confirmations of expectation. However, the level of customer satisfaction is different between different customers because each of them owns their personal needs, demands as well as experiences.

2.2 Customer (Guest) satisfaction

Those who buy the goods or services provided by companies are customers. In other words, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. It is worthy to note that a customer can be a consumer, but a consumer may not necessarily be a customer. I.e. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Puccinelli, Goodstein, Grewal, Price, Raghubir & Stewart, 2009)). On the same vein, when a consumer/customer is contented with either the product or services it is termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler & Keller, 2009). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation.

Satisfaction varies from one person to another because it is utility. As has been stated by an old adage describing utility; "One man's meal is another man's poison," thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals.

Moreover, Tse & Wilton, (1988) relate client happiness, which is a sign of customer satisfaction, as the most essential thing for any organization. As a result, customer satisfaction is defined by one author as "the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption" (hence considering satisfaction as an overall post-purchase evaluation by the consumer" (Fornell, 1992). Some authors stated that there is no specific definition of customer satisfaction, and after their studies of several definitions they defined customer satisfaction as identified by

a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption). (Giese & Cote, 2000). This definition is supported by some other authors, who think that consumer's level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchander et al., 2002). It is factual that, there is no specific definition of customer satisfaction. As the years pass by, different authors come up with different definitions. Customer satisfaction has also been defined by another author as the extent to which a product's perceived performance matches a buyer's expectations (Kotler et al., 2002). According to Schiffman & Karun (2004) Customer satisfaction is defined as the individual's perception of the performance of the products or services in relation to his or her expectations.

In a nutshell, Kasbekar, (2017) defines customer satisfaction as the pleasure obtained from consuming an offer. Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. It was for this reason that some present research presented that the simplest way to know how customers feel, and what they want is to ask them. (Levy, 2009). Also, Boulding, et al., (1993) and Wallin, (2000) broaden the idea of customer satisfaction by saying there exist two conceptualizations of customer satisfaction; transaction-specific and cumulative. Following the transaction specific, customer satisfaction is viewed as a post-choice evaluation judgment of a specific purchase occasion (Oliver, 1980) until present date, researchers have developed a rich body of literature focusing on this antecedents and consequences of this type of customer satisfaction at the individual level (Yi, 1990). Cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experiences with a product or service over time. (Fornell, 1992, Johnson & Fornell, 1991). This is more fundamental and useful than transaction specificity customer

satisfaction in predicting customer subsequent behavior and firm's past, present and future performances. It is the cumulative customer satisfaction that motivates a firm's investment in customer satisfaction.

Customer satisfaction lies in the ideal of the beholder. It is very complicated and a relative phrase as it is very specific to the customer who measures what satisfies whom. So it invites other probes of what hampers customer satisfaction and needs of the customer

2.3 Profile of services provided in Hotels

Two decades ago, service was conceived as "Anything useful, such as maintenance, supplies installation, repairs, etc, provided by a dealer or manufacturer for people who have bought things from him" according to Webster's New 20th Century Dictionary (second edition). But in recent times, we believe this definition is not sufficient to cover what service means. Today it is more appropriate to define service as "useful labor that does not produce a tangible commodity" in a customer-oriented point of view (Davidoff, 1994). Harris (2000) noted customer service is anything we do for the customer that enhances the customer experience. Customers have varying ideas of what they expect from customer interaction. No matter how accurately customer service is perceived, there is still the need to live up to what customers think that customer service is. The customer's satisfaction is the goal to attain in service industry (Yun, 2001).

As characteristics of service, service cannot be separate from customer in service industry. The best service means returning business. Harris (2000) mentions one of the most effective and least expensive ways to market a business is through excellent customer service. Customers and service are an obvious requirement for doing business. The importance of customer service is at an all-time high. Many services require personal interactions between customers and the firm's employees, and these interactions strongly influence the customers' perception of service quality (Rust, Zahorik, & Keiningham,

1996). For instance, a person's stay at hotel can be greatly affected by the friendliness, knowledge ability, and helpfulness of the hotel staff. One's impression of the hotel and willingness to return are determined to a large extent by the brief encounters with the front desk staff, bell person, housekeeping staff, restaurant wait staff. The following services have been noted by Renuka & Durgamani, (2012) as the services rendered by hotels to their customers:

- i. **Catering and Restaurant Services:** In hotel industries catering and restaurant services is one of the important services offered because the hotel industries aim at providing hospitality services to its customers. Only boarding and lodging hotels provide catering and restaurant services to their customers.
- ii. **Telephone Facility:** For communicating information from one person to another person, the telephone facility is provided by the hotels for their customers. Nowadays internet facility is also provided to hotel rooms.
- iii. **Gym facility:** Gym facility is helpful for the customers to shape their body. The long standing customers, who used to stay regularly for a longer period of time usually use this gym facility. It will also increase the demand for the hotels.
- iv. **Beauty parlours:** Most of the star hotels and resorts have beauty parlours. It is one of the service mixes to attract the customers. Regular customers and rich customers are regularly using these beauty parlour facilities.
- v. **Cultural shows:** In resort hotels and star hotels cultural shows are arranged to entertain the customers. This will increase the goodwill and hospitality services of the customers.
- vi. **First Aid facility:** First aid facility is a basic facility in each and every organization; likewise the hotels also provide first aid facility to its customer.

- vii. **Ambulance facility:** Ambulance facility is provided for emergency and serious conditions of the guests.
- viii. **Ticket booking facility:** In every hotel booking of tickets is one of the important services. For rendering service to the guests they provide ticket booking facility and arrangement of transportation.
- ix. **Credit Card Payment:** Nowadays most of the institutions accept credit card payment. Likewise, the hotels also accept credit card payment.
- x. **Lift facility:** This is also one of the services mix in hotel industries. Most of the star hotels are multi storey buildings so, they have lift facility. These lift facilities are very helpful to the guests for their easy movement.
- xi. **Advertising Media Used:** Advertising is one of the promotional mixes to improve the marketing of hotel services. The hotel owners use print media, broadcast media and telecast media to advertise their services.

Ryan & Cliff (1996) has also indicated that services provided by hotels are in stages or is a process. These processes are identified as access, check-in, diagnosis, checkout, and follow-up. The length and the nature of the interaction of each stage can vary considerably.

- **Access to the Hotel:** Before a customer and hotel service provider can conduct business, the customer must have access to the hotel. This is the first stage of the service encounter. If access is difficult then the customer may decide not to proceed but will take his business elsewhere.

The access stage encompasses any means the customer uses to make initial contact with a hotel service. This includes making personal visit to the hotel, a telephone call, sending a fax, and using e-mail or letter of inquiry. If the hotel service is not open when customers want to visit or call, if all the staff are too busy to greet them or reply is not received in

time then the difficulties encountered in accessing a hotel service to meet accommodation needs become a problem. This may result in the customers going to another hotel facility that has easier access (Ryan & Cliff, 1997) A number of factors have been cited to influence the accessibility of a hotel to clients. These factors include; the opening hours of the hotel service, physical location of the hotel and the availability of car-parking spaces and telecommunication systems. Once the customer has gained access to a hotel service the next stage, which is the check-in begins (Ryan & Cliff, 1996).

- **The Check-in Stage:** The check-in stage involves customers identifying themselves to the hotel staff, generally by giving their names, and commencing an interaction between the customer and the hotel staff establishes the nature of service they require. For example, the customers might tell the receptionist that they would like to make a booking. During this period it is important for the hotel staff to make prompt personal contact with the customer, make them feel welcomed and advise them of what action will be initiated to meet their requirement. For first time customers it is important that an attractive physical appearance and environment of a hotel will reassure the customer (Ryan & Cliff, 1996). This will induce customers that they have made a good decision to use a particular hotel service. For the established customers, greeting them by their names can help to enforce the impression that they are valued clients. During this stage hotel staff must be skilled in forming good interpersonal relations, be able to establish the purpose of the encounter and be knowledgeable as to how the hotel service can best meet the customer's needs (Ryan & Cliff, 1996). In terms of internet usage, the design of the web page and ease of search facilities become determinants of access.

- **The Diagnosis Stage:** During diagnosis stage, the hotel staff meets or communicates with the customer by phone or e-mail to establish his/her requirements. The diagnosis

stage usually takes more time in the initial planning phase of a new hotel service experience as it involves the prospective client's clarifications on hotel service needs and expectations of hotel service quality. It is the responsibility of the hotel staff to identify clearly those needs so that appropriate arrangement can be made. The better the hotel staff gets to understand customers' needs, the better they are able to meet that requirement and make suggestions. Good communication skills are critical to this stage. If the hotel staff is not a good listener, it is unlikely that they will fully understand the customer's demand. Once the customers' requirements have been identified, the process of service delivery can commence with the hotel (Ryan & Cliff, 1996).

- **The Check-out Stage:** The disengagement or check-out stage closes the service encounter. During this stage the hotel service provider can check to know what is to happen next. Any previous misunderstanding can be identified and corrected while personal contact is still maintained. As much as the first impressions are important so are last impressions (Ryan & Cliff, 1997). It is this stage that leaves the customer with his/her final view of the service encounter. For customers, this stage takes place usually after they have experienced the hotel service (Ryan & Cliff, 1997).

- **Follow-up:** The follow-up stage is usually initiated by the hotel service provider. It can be a 'welcome home letter,' which may include a request for feedback of the service provided or a more formal questionnaire. It could be a telephone call or e-mail to the customer seeking some feedback or even a follow up appointment. This stage identifies any unsatisfied customer and their reasons for being dissatisfied. For instance, if the cause of the dissatisfaction is something that is likely to reoccur, then action is taken to prevent it happening again. The six stages described here are progressive. It is the cumulative effect that will ultimately determine the customer's overall evaluation of the service quality provided by a hotel. All the stages should create a positive impression of customer. If

mistakes occur or problems arise they should be dealt with promptly during the period in which they occur. It is usually harder and more expensive to rectify problems later than to prevent them. The emphasis is usually on delivering the hotel service required by the customer to meet his/her needs adequately the first time (Ryan & Cliff, 1997).

2.4 Customers' Perception on constitution of service quality

Perception is the manner in which a person understands someone or something (Maričić, 2011). It is a cognitive or knowing process and is an important mediating cognitive process through which persons make interpretations of the stimulus or situation they are faced with. It is worthy of note that quality customer service means different things to different people (Mohajerani & Miremadi, 2012). Harris (2000) noted that perception is the way that we see something based on our experience. Everyone's perception of a situation will be, at least slightly, different. We cannot assume everyone of employee understands how to provide "quality" customer service the way trainer or executives or human resource intend it to be. As such, it is their responsibility to teach front-line staffs and all customer service providers one's company's quality customer service standards.

Perceptions are frequently developed over a period of time and reflect the ways that we have been treated, our values, priorities, prejudices and sensitivity to others. Two people can share with same experience and then describe it differently (Nelson & Otnes, 2005). Unfortunately, perceptions are not necessarily based on rational ideas and may be influenced by momentary frustration and anger. It is important for the customer service staffs to anticipate customer resistance based on the customers' prior interactions and always to work at providing customers with excellent service, so that their most current perception is a positive one. Customers may not remember every detail of an experience, but they will retain an overall feeling about it. That "feeling," in combination with other

experiences, will create their perception of company. It is hard to erase customers' negative perceptions that are based on their prior interactions, but what customer service staffs can do is to show them, through their genuine action, that their perception is not accurate (Susskind & Viccari, 2011).

Perception are usually based on experiences. Experiences can be divided into two distinct categories: primary expectations and secondary expectations (Maričić, 2011; Kovač-Žnideršić, Marić, Grubor, Salai, 2008). Primary expectations are the customers' most basic requirements of an interaction. For example, when staying at the hotel, customers' primary expectations are to clean room, excise room and amenities, to someone else clean the room, and pay a reasonable price. Secondary expectations are expectations based on customers' previous experiences and represent enhancements to their primary expectations. That is to say, when staying at the hotel, their secondary expectations include good service, courtesy, prompt service and good, tasty food. Consequently, guest experienced bad customer service in hotel, he will not expect to get good service again and may not return to same hotel because negative perception will result.

Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by suppliers. Thus both Zeithaml et al (1993) and Parasuraman et al (1993) conclude that service quality is conceptual and it is the gap between the customer's expectations and perceptions. According to Parasuraman et al (1993) if the expectation is greater than the service performance, perceived quality is less than satisfactory and general dissatisfaction occurs. Otemba (2012) investigated managers' perception of customer expectations in hotel industry in Kenya. The results showed that assurance, empathy and tangibles were regarded as the most important factors affecting service quality. This research was however limited to managers' perception of customer expectations and failed to take into account customer's expectations.

2.5 Customers' satisfaction of services providers by the Hotels

The shorter Oxford English Dictionary (1944, p. 1722) defined satisfaction as “being satisfied, thing that satisfies desire or feeling” it describes satisfy as “to meet wishes of content, to be accepted as adequate to fulfill, comply with or to come up to expectations (Mohajerani & Miremadi, 2012). There are various ways to conceive customer satisfaction. Oliva et al. (1995) demonstrated customer satisfaction as a function of product performance as opposed to customer expectations. Oliver (1997) define satisfaction as consumers' fulfillment response, it is an assessment of a product or service feature, or the product or service itself which provided a pleasurable level of consumption-related fulfillment. Skogland (2004) considered levels of under-satisfaction as an overall evaluation of performance based on all prior experiences with a firm.

It is important to invest in continuous quality customer service training for everyone. Organization should provide all employees with continuous education on customer service. If customer service is important to company in the market, company has to be sure that staff members attend annual refresher or advance courses, whatever it takes to ensure consistency and quality (Mehl, 2006). In hospitality industry, achieving outstanding customer service requires much time, energy and money in the customer service training and call center performance and service enhancement areas. Professional and courteous customer service does not just happen. It requires a company commitment with training extended to all departments and all levels of the company (Marković & Raspor, 2010).

Training must be an ongoing commitment. Regular and comprehensive measurement of performance and customer attitudes is central to maintaining the commitment. The service quality being the key element of achieving sustainable competitive advantage, especially in hotel industry. Both the business and academic community consistently keep researching this area (Marić, Marinković, Marić &

Dimitrovsk, 2016). Consumers view service as a range of attributes that can affect their purchase intention and perception of quality of the service itself (Marković, Raspor, 2010). Gronroos (2004) points out that any service organisation must define and view service identically as consumers, i.e. that quality is only what consumers perceive it to be. The same author elaborates the issue of service quality along two avenues, i.e. two dimensions of quality – the technical (what was provided to the consumer) and the functional dimension (how it was provided to the consumer), which directly affect the consumer's quality perception and satisfaction levels.

As regards the satisfaction of hotel service consumers, it is defined as the consumer's evaluation of the level of matching the perceived and experienced service on the one hand and their expectations on the other (AbuKhalifeh & Som, 2012). Buyers' expectations, as one of the integral elements of their satisfaction can be perceived as normative – what the consumer thinks should happen based on his experience, or as prognostic – what the consumers predicts will happen in interaction with the service provider. Satisfaction influences repeated visits and frequent stays, and the positive word-of-mouth communication. One of the greatest experts in the area of marketing services, Christian Gronroos (2004) points to the significant fact that consumers do not seek and services per se, but rather seek and expect the solution to their problems, which, for them, represents a value they are willing to pay for. In other words, whatever consumers purchase, they perceive it primarily as service, whether it is sometimes manifested as a demand for a lower price or demand for a familiar brand.

Kandampully (2007) also explains that the increase in profits can be reached through good service quality strategy. Hence, company managers have to be aware of the triggers (dimensions of a service) that influence the image of quality of the firm's services. It is also mentioned that meeting and exceeding customer expectations is the basis for

developing quality of services. In order to be aware of the motivators of customer satisfaction, Kandampully (2007) emphasizes the necessity to collect information about their customers and their evaluation of service performance. Every organization should engage in different types of research in order to answer the question if customers are satisfied with the offered service and if they intend to repeat their purchase. So called “customer perception research” is a form of research that helps managers and employees to obtain a customers’ view of the company and its offerings (Kandampully, 2007). Being able to understand how customers see the organization is essential because it helps target those elements of service that are valued the most. Moreover, improving those elements helps the company to differentiate itself from the competition.

The reason why customer satisfaction is emphasized as a construct throughout the literature is that it is related to loyalty (Knutson, Beck, Kim & Cha, 2009). Besides that, satisfaction plays an essential role in the value creation. This is due to the fact that in modern society customers are strongly “value oriented” because they are in search of outcomes of service encounters and processes that surpass the acquisition price they paid for the service (Knutson, Beck, Kim & Cha, 2009). The further investigation of the service profit chain implied the importance of the service value to employee productivity, loyalty and satisfaction that also contribute to the effective profit chain of company.

Customer satisfaction practices can help hospitality managers to identify the crucial elements affecting customers' purchase experience and post-purchase behaviour such as subsequent purchase and favourable word of mouth (WOM) publicity (Choi & Chu, 2001). A satisfied guest promotes positive WOM at no cost for the hotel and with effect credibility that are superior to those of conventional advertising (Bolten & Drew, 1991). Tourists’ satisfaction research reveals the starting point to build tourists loyalty and a long-term relationship. The consolidation of relations with guests leads to repeated patronage.

On the other hand, an unsatisfied tourist may represent a danger for the hotel (Choi & Chu, 2001).

2.6 Grönroos Model

According to Grönroos (1988), the perceived service quality is evaluated subjectively by customers. Typical terms used when describing services experience are: “experiences, trust, feeling and security”. He created a model that consists of six criteria for experienced service quality. In his quality concept Grönroos puts special emphasis on the dimension of “Accessibility and Flexibility” (Schneider & White 2004). His model addressed the importance of the issue of the service recovery, so he created a separate dimension for it. In order to depict the Grönroos model, an overview of all six dimensions will be presented (Grönroos, 1990):

-Professionalism and skills: level of skills and knowledge of employees, physical resources and operational systems to address customer problems in a professional way;

-Attitudes and behavior: ability, readiness and level of concern of front line personnel to solve the critical issues in a friendly way;

-Accessibility and flexibility: the level to which the service provider has designed its offers so that they are easily accessible by customers and convenient for their use;

- Reliability and trustworthiness: the level to which customers can rely on the company and all of its departments to perform the service properly and as promised, whereby having customer’s interests as a priority;

- Recovery: the awareness of customers about service provider’s level of readiness to take immediate action in order to recover the unsuccessful encounter;

- Reputation and credibility- the level to which customers trust that they receive appropriate level of quality for the price they were charged.

Additionally to the dimensions, it is noted that the image of the service provider plays a crucial role in the readiness formation of customers to excuse the mistakes that occur in sense that they will be more willing to forgive unsuccessful encounters to companies with a “good image”. Furthermore, Grönroos (2007) states that there are two types of quality: “technical quality” and “functional quality”. Technical quality of the service is evaluated by the consumer’s perception of the quality of the outcome (product of the service). The other type of quality occurs due to the consumer’s interest in how this outcome of the service has been delivered. Thus, the quality of the process through which the consumer receives the service is the “functional quality”. These two quality categories together constitute the total quality perceived by the customer (Grönroos 2007).

2.7 Confirmation-Disconfirmation Theory

Customer satisfaction is defined as a post-purchase evaluative judgment concerning a specific buying decision (Homburg & Giering, 2001). According to the confirmation-disconfirmation paradigm, customers assess their levels of satisfaction by comparing their actual experiences with their previous experiences, expectations, and perceptions of the product’s performance (Oliver, 1980). The theory postulates that three outcomes of this evaluation are possible:

1. Confirmation occurs when the actual performance matches the standard, leading to a neutral feeling;
2. Positive disconfirmation occurs when the performance is better than the standard, which then leads to satisfaction; and
3. Negative disconfirmation occurs when the performance is worse than the standard which then leads to dissatisfaction.

Postulated by McKinney et al., (2002) the expectancy-disconfirmation theory consists of two sub-processes having independent effects on customer satisfaction: the

formation of expectations and the disconfirmation of those expectations through performance comparisons. Expectancy-disconfirmation theory holds that consumers first form expectations of products' or services' (destination attributes and hotels in this study) performance prior to purchase or use. Subsequently, purchase and use contribute to consumer beliefs about the actual or perceived performance of the product or service. The consumer then compares the perceived performance to prior expectations. Dissatisfaction comes about when a consumer's expectations are negatively disconfirmed; that is the product performance is less than expected (McKinney et al., 2002).

Juwacheer & Ross, (2003) also realized that factors such as security, cleanliness and courtesy of staff might be controlled by tourist/customer satisfaction. Comfort and cleanliness of rooms, location, accessibility, suitable service delivery, security as well as the behaviours of staffs are some vital elements of tourist/customer satisfaction. Numerous researches have been carried out in the tourism and hospitality industry, with most of these studies emanating from the developed countries (e.g., United States, United Kingdom, China and Malaysia). Few empirical studies have been conducted to establish the determinants of tourists' satisfaction in developing country such as Ghana (Barsky & Lashley, 1992)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the procedures that were used in conducting the study. The methodology of the study is organized in the following sections: study area, research design, source of data, target population, methods of data collection, research instrument, pretesting of instrument, ethical issues, data analysis and statistical techniques.

3.1 Study Area

The study was conducted in the Bolgatanga Municipality in the Upper East Region of Ghana. The Municipality was purposively selected so as to enable the researcher to facilitate the early completion of the study since it would afford him the opportunity to cut down the cost and inconvenience involved travelling very long distances to collect data.

The Region is located in the north-eastern corner of Ghana between longitude 0° and 1° West and latitudes 10°30'N and 11°N. It shares boundaries with Burkina Faso to the north, the Republic of Togo to the East, Upper West Region to the West and Northern Region to the south as shown in Figure 5.1 below. The region has a total land area of 8,842 sq.km (about 3.7% of the total land mass of the country) (Ghana Statistical Service (GSS) (2013; Bolgatanga District (2003)

The Bolgatanga Municipality has a total population of 131,550 accounting for 12.6 percent of the population of the Upper East Region. The Municipality has a male population of 62,783 constitutes 47.7 percent and females are 68,767 or 52 percent of the total population. Although urbanization is fast catching up with the Bolgatanga Municipality, the rural population still account for half (50.2) of the population. The Municipality has a youthful population with 37.0 percent of the population below 15 years.

The aged (60 years and older) constitute 7.4 percent of the population. The Municipality has a sex ratio of 91.3 implying there are more females than males (Ghana Statistical Service (GSS) (2013).

With a household population of 129,696 the Bolgatanga Municipality has an average household size of five persons per households which is higher for rural areas (5.5) than urban areas (4.4). Majority of the household population consist of children (son/daughter) of household heads (42.3%), heads of households constitute 20.6 percent and spouses (10.1%). Grandchildren make up 7.6 percent of the household population. About one-fifth of the household population resides in a single parent (nuclear or extended) household. Majority (64.1%) of the household population in the Municipality live in extended family households (Ghana Statistical Service (GSS) (2013).)

Administratively, The Bolgatanga Municipality is divided into the following three (3) administrative zones: Bolgatanga, Zuarungu and Sumbrungu-Sherigu Zonal Councils with 37 unit committees. The Bolgatanga Municipality has one parliamentary constituency with 37 electoral areas. The total membership of the Assembly is 55 made up of 37 elected members, 16 appointed members, a Member of Parliament and the Municipal Chief Executive. There are only three female assembly member's two of whom are elected and one government appointee.

Four hotels within the Municipality will be considered for the study namely Tap hotel, Extee Crystal hotel, Bluesky hotel and Akayethotel.

3.2 Study Design

Based on the research objectives, the study will adopt the descriptive cross-sectional research design. According to Frankfort-Nachmias, and Nachmias (2007), a descriptive cross-sectional study will present facts or current conditions concerning the

nature of a group of persons, a number or objects or a class of events and may include the procedure of induction, analysis, classification, enumeration or measurement. Using descriptive cross sectional approach in studies provides information or findings of a study in a snapshot.

3.3 Target Population

The study will be targeting users of the hostels within the Bolgatanga Municipality. Users here will be people who will be utilizing services at the hostel at the time of the survey. The inclusive criteria for selecting the respondents includes; users who either native or foreigners will be considered. Again, the study will strictly consider users who are 18 years and above. The choice of the age bracket is based on the fact that, 18 and above is the considered by the 1992 constitution of Ghana.

3.4 Sample and sample size

The study will target 180 service users in three selected hotels in Bolgatanga. The study will sample 60 respondents each hotel through accidental sampling technique. The choice of adopting accidental sampling techniques as the means of sampling is based on the, logistics, financial constraints and the time period for the study. The accidental sampling technique is most appropriate because of the number of people who will be visiting the hotels. The use of accident sampling enable the researcher to select respondents whose arrivals at these hotels are unpredictable and therefore selection will be based on the availability of the respondents at a particular time. Again considering the large number of inbound tourist arrivals in the Municipality, it will be impossible to obtain a sampling frame for the study as in the case of systematic sampling, simple random sampling which requires a concurrent listing and sampling of all elements. For example in Thailand, the Tourism Authority in the year 2004 conducted a similar research using the

accidental sampling technique to determine how foreign tourist perceived the quality of the Thai food (Tourism Authority of Thailand, 2004), outcome from study was devoid of bias and constraints. The study therefore deem the usage of accidental sampling techniques as most appropriate sampling techniques for the study.

3.5 Data Collection Instrument

The instrument for the collection of data will be the interview schedule. The instrument will be designed with open and closed-ended questions to ensure that sufficient responses are collected from respondents. Interview schedules will be selected because of the following reasons: (i) Non-response is generally very low because these are filled by enumerators who are able to get answers to all questions (ii) Information is collected well in time as they are filled in by enumerators (iii) Information can be gathered even when the respondents happen to be illiterate. (iv) Information collected is generally complete and accurate as enumerators can remove the difficulties, if any, faced by respondents by helping respondents to correctly understand the questions. The interview schedules will be administered by student researcher and three other trained field assistants.

3.6 Ethical consideration

Ethical issues such as community entry protocols, adherence to confidentiality, privacy and avoidance of harm of the respondents will be ensured. The participants will also be informed and their participation in the study will purely be voluntary and as such they can choose to partake or not. They will again be made to understand that their withdrawal from the study is completely harm-free to them and at the same time confidentiality of respondents will be ensured.

3.7 Data Analysis

Data collected from the field will be edited to ensure coherence and consistency of the information gathered. Edited data will then be inputted and analysed using Statistical Package for Service Solutions (SPSS version 21). Data will be analyzed and presented in frequency tables, pie charts and bar graphs.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Socio-demographic data of Respondents

Human resources are the greatest possessions of every organization. It is therefore appropriate that organizations including hotels recruit people to benefit the standard of the hotels service quality (Ramshida & Manikandan, 2013). In the current study, the bio data of respondents were accessed or investigated. The included age gender and educational level and hotels.

Table 1: Socio-demographic data of Respondents

Socio-demography data of Respondents	Frequency <i>f</i>	Percentage %
Gender		
Male	71	39.44
Female	109	60.56
Total	180	100
Age		
	Freq.	Percent
18-25	24	13.33
26-35	129	71.67
36-45	21	11.67
46-55	6	3.33
Total	180	100
Level of education		
	Freq.	Percent
Vocational /technical/catering	91	50.56
JHS/SHS	57	31.67
Degree/master	8	4.44

no education	24	13.33
Total	180	100
Hotels	Freq.	Percent
Akayet	60	33.33
Tap	60	33.33
Blue sky	60	33.33
Total	180	100

Source: Research Field Work, (2018)

Results from table 4.1 shows that majority (60.56%) of the respondents were females whereas a little below three quarters (39.44%) were males. Result from the Table 4.1 implies that female employees dominated employees in hotels used for the study as compared to their male counterparts. This could be a strategy put in place by the hotels to use neatly dressed and smart looking ladies to lure customers to their hotel as most customers' admire ladies in such positions.

With respect to age, unanimous number of respondents representing (71.67%) were between the ages of 26-35. This was followed by respondents between ages of 18-25 representing 13.33 percent. The least group of respondents who were between ages of 46-55 recorded 3.33 percent. This could be an indication that majority of hotel workers fall within the youthful age. It also ascertains the fact that work in the hotel industry is tedious and needs the youth who have exuberant energy can work under pressure compared to the elderly who have less energy who may be unable to withstand working under pressure (Lee et. al., 2014).

In relation to educational level, more than half of the respondents (50.56%) had vocational and technical education. Less than half (31.67%) attained JHS/SHS, 13.33 percent had no education and just a few of the respondents (4.44%) had degree/master.

This affirms the assertion that, most married people do not affiliate to hotel work due its nature and the perception of the society about hotel workers.

Table 2: Profile of Services Rendered by Hotels

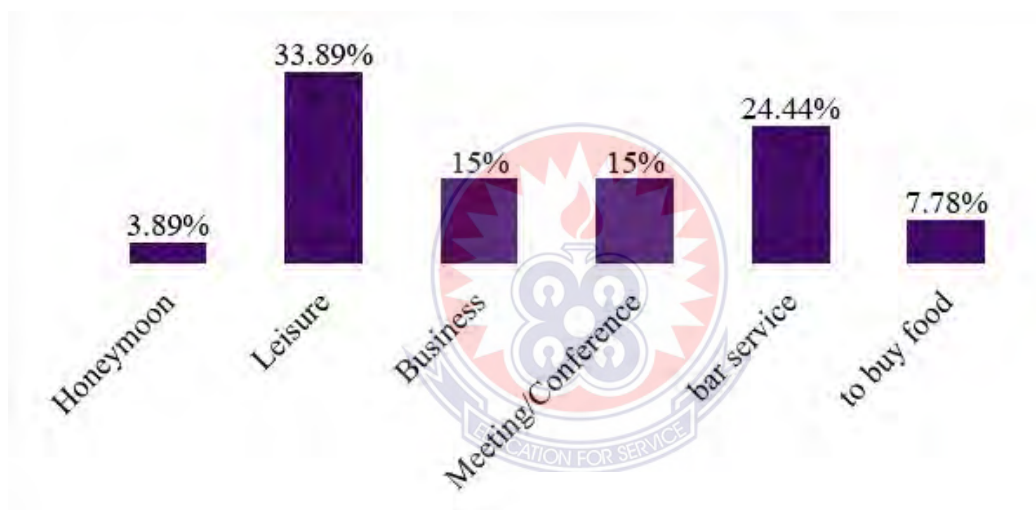
Hotels under the study	Akayel Hotel	Blue Sky Hotel	Tap Hotel
Units	Services	Services	Services
Accommodation	Conference halls	Conference	Conference
	Rooms	Rooms	Rooms
	Laundry	Laundry	Laundry
	Baby sitting	None	None
Wellness fitness(fitness training)	Gym	Gym s	None
	Night club	Swimming pool	None
	Transport	transport	None
	None	brassbound	None
Production/ Kitchen (Chef)	Local breakfast	Outdoor	None
	free continental dishes	Indoor	None
	cafeteria	Lunch	None
	Indoors catering	Breakfast	None
	None	Dinning	None

Food and beverage	Bar	Bar	Bar
	Restaurant lounge	Restaurant	Restaurant
	Dining service	None	None

Source: Research Field Work, (2018)

The study tried to profile the various services provided by the understudied hotels within the municipality. Various services have been profile at various levels and units within the hotels as seen in table 2.

4.2 Reasons why guest visited a hotel



Source: Research Field Work, (2018)

Figure 1: Reasons why guest visited a hotel

The study further sought to find out respondents purpose of visit to hotel. In view of this result of the study portrays that most of the respondents (33.89%) simply visit hotels for leisure. 20.44 percent of the respondents visit hotels for bar service whereas 15 percent visit hotels for business and meeting/conferences respectively.

Table 3: Number of Times you visited the Hotel

number of times you visited the hotel	Frequency	Percentage
	<i>f</i>	<i>%</i>
Visited Once	48	26.67
2-5	86	47.78
6 times and above	46	25.56
Total	180	100

Source: Research Field Work, (2018)

Concerning the number of times a guest visit the hotel, a little below half of the respondents (47,78%) stated they visited the hotel on 2-5 occasions, 26.67 percent of respondents paid visit to the hotel only once. This was closely followed by 25.56 percent of respondents who visited the hotel 6 times and above.

4.3 Customer's Perception on what Constitutions of Service Quality

Table 4: Customer's Perception on what Constitutions of Service Quality

Statements	N	Mean	Std. Deviation
	<i>N</i>	<i>M</i>	<i>SD</i>
The Hotel has good looking facilities.	180	2.27	0.58
The Hotel's physical facilities are visually appealing.	180	2.12	0.49
The materials associated with the service (such as pamphlets) are visually appealing.	180	1.87	1.09
The hotel provides its services at the time it promises to do so.	180	2.62	0.73

When you have a problem the hotel shows a sincere interest in solving it.	180	2	0
The employees are never too busy to respond to your requests.	180	2.1833	0.66
The behavior of hotel employees instills confidence in customers.	180	1	0
You feel safe in your transactions with the hotel.	180	2	0
The hotel's operating hours are convenient to its customers.	180	1.53	0.50
The hotel has your best interest at heart.	180	1.53	0.50
The hotel employees understand your specific needs.	180	2.23	0.42
Overall mean and standard deviation		1.94	0.45

Source: Research Field Work, (2018)

The study also emphasized on customer's perception of the constituents of service quality. With regards to this, the scale of five, and a mid-point of 2.5 used for the study compared to the overall mean of 1.94 depicts that guest were of the view that hotels provide services promised ($M = 2.62$; $SD = 0.73$). With regards to responding to guest requests, guest confirmed that hotel employees were not too busy to attend to them ($M = 2.1833$; $SD = 0.66$). On good looking facilities, guest affirmed the fact the hotel had good looking facilities ($M = 2.27$; $SD = 0.58$). Guest further indicated that employees had customers best interest at heart ($M = 1.53$; $SD = 0.50$). Again, Guest agreed that physical facilities were really visual appealing ($M = 2.12$; $SD = 0.49$). In contrast, Guest stated that employees did not show sincere interest in solving their problems likewise, they were not

in their transaction with the hotel ($M = 2$; $SD = 0$) respectively whereas employees behavior did not instill confidence in customers ($M = 1$; $SD = 0$).

Results of the study established that respondents had different perception on what constitutes services quality. In the same vein, providing service to a guest with an eye contact may be applauded by a guest whilst another guest may be offended with such acts from a service staff. Hotel employees must therefore be abreast with such information so as to be able to meet guest demand during their visit to hotels. The finding of the study correlates with the study of Zeithaml et al (1993) and Parasuraman et al (1993) who were of the view that service quality is conceptual and serves as the breach between customers' prospects and opinions.

4.4 Factors Influence Guest Satisfaction with Hotel Services

Table 5: Factors Influence Guest Satisfaction with Hotel Services.

Statement	N	Mean	Std. Deviation
	<i>N</i>	<i>M</i>	<i>SD</i>
Hotel's Physical facilities	180	2	0
Communication materials	180	2.06	1.16
Appearance of hotel employees	180	2.83	0.78
Flexibility of employees	180	2	0
Behavior of employees	180	2.13	0.76
Understanding guest specific needs	180	1	0
Concern towards guest interest	180	2	0
Timeliness of service	180	1.41	0.49
Problem solving interest	180	1.41	0.49
Overall Mean and standard deviation		1.87	0.41

Source: Research Field Work, (2018)

Customer satisfaction, perceived service quality, service value, customer sacrifices and behavioural intentions are in a complex and tight relationship, although is not always clear which concept is in the middle. As argued by Cronin, Brady & Hult (2000), during the period where satisfaction, quality and value were studied intensely, the developed models of research often placed in the central position the concept which was the main point of the analysis. On the same vein, the study also tried to explore the factors that trigger guest satisfaction to hotels they visited. Giving a scale of five, the mid-point of 2.5 as compared to the overall mean of 1.87 shows that, on a whole guest visiting these hotels attain higher satisfaction to the services provided at the hotels. Despite the dissatisfaction erred by some of the guest, some of the guest had the best of satisfaction to some of the factors rendered at the hotels. The guests who visited the three hotels within the Bolgatanga Municipality, were very satisfy with the Physical facilities ($M=2$; $SD=0.00$) of the hotels. On communication materials, they guest were as well satisfy with the communication materials ($M=2.06$; $SD=1.16$). They guest also attested to the fact, workers of the hotels were Flexibility of employee ($M=2$; $SD=0$) and were well behaved employees ($M=2.13$; $SD=0.76$). On the contrary, the guest who visited these hotels were not satisfy with the how understand guest needs (1.00 ; $SD= 0.00$), timeliness of services ($M=1.41$; $SD=0.49$) and problem solving interest ($M=1.41$; $SD=0.49$).

Many scholarly findings on factors guest look up to in utilizing a hotel has also been noted in the literature. Juwacheer & Ross, (2003) findings for example confirms to the revelation to some of the factors that influence guest satisfaction to utilization of a hotel. According to them, they posit that factors such as security, cleanliness and courtesy of staff might be controlled by tourist/customer satisfaction. Comfort and cleanliness of rooms, location, accessibility, suitable service delivery, security as well as the behaviors of staffs are some vital elements of tourist/customer satisfaction.

Grönroos (1988), model also emphasised that, employee's behavior, professionalism and skills, Accessibility and flexibility are some factors customers considered in their quest to seeking hotel services. These revelations reaffirm the findings of this study. Meanwhile, the study also emphasises that timeliness to duty call, Problem solving interest, addressing the needs of guest were not factors considered as factors that influences service utilization, while Homburg & Giering, (2001) also posit that customer satisfaction was also defined as a post-purchase evaluative judgment concerning a specific buying decision.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This happens to be the last chapter of the study and it is demarcated into three sections. The chapter contains the covers issues bordering on summary and conclusions drawn from the study. The chapter also presents relevant recommendations drawn from the findings of the study that are worth implementing to bring to light the nexus services quality and customer satisfaction among hotels in the Bolgatanga Municipality.

5.2 Summary

This is a pure quantitative study that aimed at assess examining service quality and customer satisfaction in hotel industry in Bolgatanga Municipality. Specifically, the study strives to profile services provided in a hotel, evaluate customer's perception on constitutions of service quality and lastly evaluate the customer satisfaction rate of services providers by the hostel. Based on the research objectives, the study adopted descriptive cross-sectional research design targeting 180. The study will target 180 service users in three selected hotels in Bolgatanga. Questionnaire was the main instrument in soliciting information to answer the objectives and analyzed using Statistical Package for Service Solutions (SPSS version 21).

5.3 Findings from the study

The demographic characteristics of the respondents were presented and analyzed (see section 4.1). Eighty percent (80%) of respondents were females as compared to their counterpart male folks. Also, most of the guest were between age 26-35 years and they noted to be single. Most respondents were visiting for leisure purposes while other for bar services

The study ascertained guest visiting the hotels or perception about quality of services rendered at the hotel. On the whole, a high percentage of the guest indicated having high expectations with the quality of hotel services, which included; the looks of the facilities, having guest best interest at heart were positive perceived by guest visiting the hotels, timeliness in service delivery, and a positive perception about quality of service. A considerable number of respondents however had low expectations of services they anticipated receiving. Analysis on factors guest consider as satisfaction with the hotel services provided revealed that a high percentage satisfaction with the services delivered, specifically, guest considered Physical facilities, communication materials, Appearance of hotel employees, Behavior of employees, concern towards guest interest as the most pressing factors influencing guest satisfaction with hotel services.

5.4 Conclusion

This is a pure quantitative study that aimed at examining service quality and customer satisfaction in hotel industry in Bolgatanga Municipality. The findings of the study have revealed a high percentage of the guest indicated having high expectations with the quality of hotel services, which included; the looks of the facilities, having guest best interest at heart were positive perceived by guest visiting the hotels, timeliness in service delivery, and a positive perception about quality of service. A considerable number of respondents however had low expectations of services they anticipated receiving. Analysis on factors guest consider as satisfaction with the hotel services provided revealed that a high percentage satisfaction with the services delivered, specifically, guest considered Physical facilities, communication materials, Appearance of hotel employees, Behavior of employees, concern towards guest interest as the most pressing factors influencing guest satisfaction with hotel services

5.5 Recommendation

Based upon the results of this study, several recommendations can be made to increase guest satisfaction with hotel service delivery. This study revealed that there were differences in the overall satisfaction of guest in terms of gender, age and marital, it is hoped that the results of the study will provide some insights that may help hotel managers and managers to marketers develop specific promotional strategies.

1. The study also revealed that female tourists were more satisfied with hotel services than male tourists. Therefore, hotel managers may keep this in mind as the existence of differential preference of hotel services. These managers may use this knowledge to adapt in the right way their specific facilities, products and services of their customers according to gender.
2. To improve quality services to satisfy customers' needs, hotels should pay much attention on the customer complaints, customer's expectation and individual attention should be given to customers in order to better understand their needs and satisfy them.
3. Hotels should regularly undertake survey research activities to keep a regular track of customer satisfaction level and find out customer expectations about various service aspects.
4. In addition, the customers' service quality expectations and perceptions should always be the main concern of the hotel operators. Due to the ever changing social and economic environment, as well as customers' preferences, hotel operators should be proactive to be abreast with the changes and therefore continuously encourage them to complete the feedback forms.
5. Hotels should provide continuous training to the employees on issues like Responsiveness, Confidence and communication skills to improve their customers.

6. Hotels are customer oriented organizations, so top management should employ/hire potential, self-motivated, enthusiastic employees who are capable to deal with customer and solve customer complaints and other issues in an effective manner
7. To conclude, in order to create effective marketing strategies for products and services in the tourism market and hospitality industry, a better understanding of tourists who visit tourists' destinations and who patronize hotel services is necessary.

5.6 Suggestion for Future Research.

1. The study provided a general picture of service quality factors that determine or predict guest satisfaction and the relationship between guest characteristics and guest overall satisfaction with hotel services.
2. The study however, did not ascertain the relationship between guest satisfaction and intention to revisit a hotel. Future research should investigate the relationship between guest satisfaction and intention to revisit hotels
3. Future studies could be applied to other hotels using a similar research method so that a comparative analysis in different hotels across Ghana can be explored.

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APPENDICES**APPENDIX A****UNIVERSITY OF EDUCATION WINNEBA****DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION****Introduction**

Dear Sir/Madam,

I am Joyce from University of education Winneba and is conducting a study on: **Service Quality and Customer Satisfaction in Hotel Industry: a case study of Bolgataga Municipality** as partial fulfillment of the requirements for MTECH Hospitality and Tourism Education, Confidential anonymity and inform consent will be highly respected. This will only take a few minutes of your precious time.

Thank you.

Section A: Bio Data of respondents

No	Question	Responses	
1	Gender:	Male [] Female []	
2	Age:	18-25 [] 26-35 [] 36 – 45 [] 46 – 55 [] above 55 []	
3	Level of Education	Vocational /technical/catering [] JHS/SHS [] Degree/master [] no education []	
4	Purpose of Visit:	Honeymoon [] Leisure []	

		Business []	
		Meeting/Conference []	
		Others specify []	
5	Number of visits to this hotel	First visit []	
		2 to 5 visits []	
		6 and above []	

CUSTOMER'S PERCEPTION ON CONSTITUTIONS OF SERVICE QUALITY.

This part concerns how you feel about aspects of service quality levels at the hotel. Please tick (√) in the appropriate box to show the extent to which you believe the hotel has features described by the statement. A “1” means you strongly disagree while a “5” means that you strongly agree. You may tick any of the number in the middle that shows how strong your feelings are.

Please indicate the extent to which you agree with the following statements

SECTION B

	Please indicate the extent to which you agree with the following statements	Strongly disagree	disagree	Neutral	Agree	Strongly agree
6	The Hotel has good looking facilities.					
7	The Hotel's physical facilities are visually appealing.					
8	The materials associated with the service (such as pamphlets) are visually appealing.					
9	The hotel provides its services at the time it promises to do so.					
10	When you have a problem the hotel shows a sincere interest in solving it.					
11	The employees are never					

	too busy to respond to your requests.					
12	The behavior of hotel employees instills confidence in customers.					
13	You feel safe in your transactions with the hotel.					
14	The hotel's operating hours are convenient to its customers.					
15	The hotel has your best interest at heart.					
16	The hotel employees understand your specific needs.					

Please indicate the extent to which you agree that the following factors influence guest satisfaction with hotel services.

This part concerns the factors that influence your satisfaction with hotel services. Please show the extent to which you think each factor influences your satisfaction with the hotel services. Do this by putting a tick (✓) in the appropriate box. A "1" means you strongly disagree while a "5" means that you strongly agree. You may tick any of the number in the middle that shows how strong your feelings are. There are no rights or wrong answers

SECTION C

	Please indicate the extent to which you agree that the following factors influence guest satisfaction with hotel services	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
17	Hotel's Physical facilities					
18	Communication materials					
19	Appearance of hotel					

	employees					
20	Flexibility of employees					
21	Behavior of employees					
22	Understanding guest specific needs					
23	Concern towards guest interest					
24	Timeliness of service					
25	Problem solving interest					
Thank You!!!						



APPENDIX B
UNIVERSITY OF EDUCATION WINNEBA

DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION

Introduction

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Thank you.

SECTION A: BIO DATA FOR MANAGEMENT

	Question	Responses	
No			
1	Gender:	Male [] Female []	
2	Unit		
3	Position		
4	Number of years working with the hotel	Less than a year [] 1-2 years [] 3-4 [] 5 years and above []	
RANGE OF SERVICES PROVIDED BY THE HOTEL INDUSTRY			

5	What services are provided at this hotel	
6	If yes, what services do they plan incorporating	
7	Reasons for adding those services	
8	Are the services as stated in Q7 patronize?	Yes [] No []	
9	If no , any, are they reasons accounting for that	
12	Do you have problems in meeting customers demand	Yes [] No []	
13	If yes, what are some of the challenges	
14	Identify ways you adopt to overcome these challenges	
Thank you.			