UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION-KUMASI

ASSESSING QUALITYASSURANCE IN THE HOSPITALITY INDUSTRY: A CROSS SECTIONAL SURVEY AMONG HOTELS IN WA MUNICIPALITY, GHANA

THERESA CHIREH DOMOBALAH

NOVEMBER, 2016

ii

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION-KUMASI

ASSESSING QUALITYASSURANCE IN THE HOSPITALITY INDUSTRY: A CROSS SECTIONAL SURVEY AMONG HOTELS IN WA MUNICIPALITY, GHANA
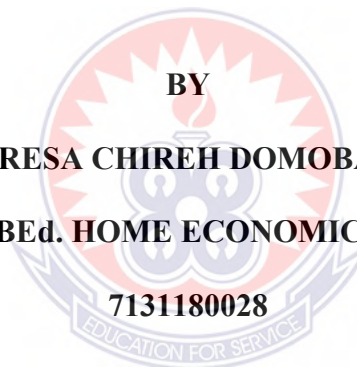
BY

THERESA CHIREH DOMOBALAH

(BEd. HOME ECONOMICS)

7131180028

The Dissertation In The Department Of Catering And Hospitality Education, Faculty Of Vocational Education, Submitted To The School Of Graduate Studies, University Of Winneba, In Partial Fulfillment Of The Requirements For The Award Of Degree Of Master Of Technology Education (Catering And Hospitality)

NOVEMBER, 2016

iii

DECLARATION

STUDENTS DECLARATION

I THERESA DOMOBALAH CHIREH hereby declare that, except for references to other authors' works which I duly acknowledged, this document is the results of my independent effort and that, it has neither in whole nor in part being presented elsewhere

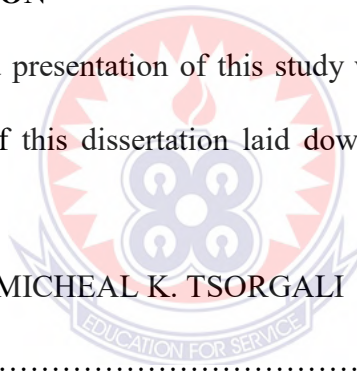SIGNATURE: ……………………………..

DATE: ……………………………………

SUPERVISOR'S DECLARATION

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

NAME OF SUPERVISOR: MR. MICHEAL K. TSORGALI

SIGNATURE: ………………………………………………..

DATE: …………………………………………………………

ii

ACKNOWLEDGEMENT

I am indebted to the following people for various forms of help, assistance and advice given during the course of study.

First and foremost to my academic supervisor, Mr. Michael K. Tsorgali for his invaluable in shaping this works immensely. His fatherly encouragement would forever live in my memory throughout my life.

I also thank Mr. Bere Alex Nako for providing me with some reference books and materials to the development of this dissertation.

I am again grateful to Mr. Yiridomoh Gordon Yenglier for editing my project analysis.

Also, my appreciation goes to the Managers of the three hotels for allowing me to administer the questionnaires and conducting interviews in their hotels.

My sincere thanks go to the Regional Directors of Food and Drug Board and Tourism, Culture and Creative Art for their valuable information given during my interview with them.

Finally, friends, family and authors of books, journal and articles will not be left out for their diverse ways of helping me to produce this document.
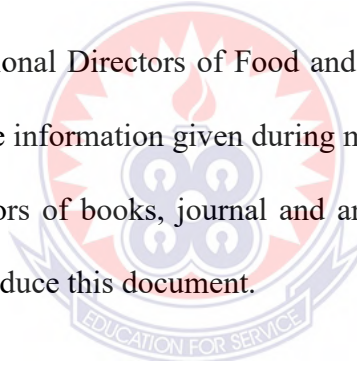
DEDICATION

I dedicate this dissertation to my lovely husband Alfred Voegborlo and daughter, Sewoenam
Abla Voegborlo.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

Figure

ABSTRACT

The study was conducted in Blue Hill, Upland, and Valley View hotels in the Wa Municipality to assess quality assurance in the hospitality industry. A cross sectional survey designed was adopted. The study population constituted the hotel staff, management of hotels, customers, Food and Drug Board and the Regional Tourism Authority. Convenience sampling, simple random sampling and purposive sampling techniques were used to select the customers, hotels employees and managers of the hotels, Directors of Food and Drug Board and Regional Tourism Authority respectively. In all 179 people were selected for the study: 142 customers, 29 hotels employees, 8 hotel managers and 1 director each from the Food and Drug Board and Regional Tourism Authority. Questionnaires, semi structured interview scheduled and observation were used as the data collection instruments to generate the information. Questionnaires were analyzed using SPSS and charts and tables were used to represent the information. Structured interview and observation which constituted the qualitative aspect of the study was analyzed thematically. Structured interview and observation which constituted the qualitative aspect of the study were analyzed thematically. The results of the study revealed that quality service in the hotel was slightly above average and quality assurance policy was not fully implemented and employees did not get enough satisfaction.

The results indicated technological advance and cost of repairs and maintenance as challenges affecting the hotels. The study recommended that hotel management should pay attention to customer service vigorously to improve the already high quality serves they provide to their customers.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of hospitality is not recently coined and used, but can be traced back to ancient times where early travelers mostly warriors, traders and people in search of knowledge pitched their tents for accommodation (Paraburaman, 1994)). Hospitality business refers to the services rendered by hotels, restaurants, resorts and entertainment sector of the economy. According to O'Gorman (2009), Inn-keeping became the first commercial enterprise and hospitality was one of the first services for which money was exchanged (Guest stayed in large communal rooms with no sanitation and privacy because they shared the same quarters with their horses and animals). This happened till the industrial revolution of the 1700's where there was no significant improvement. O'Gorman, (2007a) stated that inns provided only accommodation and taverns which were not suitable for the higher class people, but from the 1800s and 1900s the hotel industry started providing both accommodation and food beverage services and other amenities. According to Jasmina (2007) the hospitality industry improved significantly with new hotels which rapidly became prestigious in the 20th century. This made Akaegbu (2013) stated the world would recognize the twentieth century as there was a sudden boom in the hotel industry due to black gold of the Middle Eastern Countries which attracted business people from the entire world. In the 1980s, according to Mohsin & Tim, (2010), the hotel industry invented marketing and development of hotels near airports, hotels for conferences, health hotels, and ski holiday hotels among others. Technology, according to Louis (2003), started making impact in this industry in the 1980s where the reservation system became more efficient and created

1

customer loyalty and database. The hotels also provided luxury facilities to satisfy customer needs, which brought about the rating of hotels from one star to five stars, thus from the least to the highest in terms of facilities available and how services are delivered (Stokes, 2007). The hospitality industry has seen a tremendous change over the years due to globalization. According to Russell (2003), globalization has increased customer base in the larger market as people now travel not only on holidays, but on business, health grounds, educational purpose and others. This has increased the market for hospitality industry which gets income from international visitors.

The hotel Industry, a service provider, plays an immense role in the development of Ghana. Apart from its contribution to GDP, it also serves as a source of employment for many people such as cleaners, cooks, receptionists, security guards, etc (Wirth, 2010). Ganesan-Lim et al. (2008) reported that most new employment is provided by the service industry and this serves as the strongest growth area for marketing. For example, in 2010, the service industry contributed 51.4% to GDP in Ghana. This was followed by agriculture and manufacturing which contributed 29.9% and 18.6%, respectively (United States Central Intelligence Agency Report, 2012). This brings in its wake issues of quality of service to meet diverse customer or guest expectations.

Today, most hotels are now faced with the challenge of meeting and exceeding these customer expectations to ensure repeat patronage, which is the bedrock of any business (Berthon 2000). Customer loyalty towards repeated patronage of services from hotels comes about as a result of satisfaction of the customers to the quality of services they receive in the hotels they patronize. Customers do not only engage in repeat patronage but also provide positive word-of-mouth to other people, thereby increasing not only the revenue of the hotel but also help build strong reputation of the hotel. To find the ideal strategy for providing customers with quality of services

and hence retention, many hotels have spent considerable time and effort trying to sustain their status in a competitive restaurant market. Generally, they consider that service quality and customer satisfaction are a crucial factor in their competitive fields. As customer satisfaction could greatly affect predicting customer post-purchase behavior (Douglas et al., 2003), the concept of quality assurance has become an important topic in many hotel and in academic research. As pointed out by Boateng (2013) good customer service skills are required in every business as well as good interpersonal relationship in the hospitality industry to maintain current customers and help attract new ones. However, although there is no assurance that the customer will make a return visit due to the intangible nature of services (Brain, 1994), customer quality assurance could become one of the most important factors for determining whether customers have the intent of returning or not (Gil et al., 2006). Furthermore, customer quality assurance can be linked directly to business sales (Baker and Crompton, 2000). Thus, if hotels service providers know which perceived quality factors have the greatest impact on hotel customer satisfaction or dissatisfaction, they could have a good way to find the chief element of success or failure in a hotel management

1.2 Statement of the Problem

The growth in the economy of the Upper West Region can be greatly enhanced by improvements in efficiency and quality of hotel service to customers. Qualities of hotel services are observed to have a significant relationship with the customer satisfaction and growth of the hotel industry in the region. Although, the hospitality industry is seen to be booming as new structures are being put up every day in Wa Municipality, it is yet to strike a major impact in the region as compared to other hospitality businesses like the hotels in different regions in the country. In the region, the

3

hospitality industry is fast growing to meet the demand and aspirations of customers both local and international. The springing up of the hotels and restaurants in the region also bring major concerns to how the hotels and restaurants are meeting customers need and satisfaction.

Upland, Blue Hill and Queens Valley hotels in the Wa Municipality were among the best hotels in the region. This was because of their quality of services rendered to their cherished customers. However, today, the hotels are performing below standard and expectations as customers' are not always happy with their services and products. This is usually done through customers feedbacks received from the customers anytime they come and leave the hotels. A survey report on hotels and guest houses revealed that more of these hospitality industries are losing their customers day in and day out as most customers make firm decision never to return to a particular hotel due to poor quality of service, loss of confidence and dissatisfaction. Lack of these factors, presently have resulted in hotels in the Wa Municipality losing their touch of excellence, sense of focus and as a result do not consider the customer as their central focus of their operation. These reasons above suggest a possible existence of weakness in the services administered to the customers in Upland, Blue Hill and Queen Valley and therefore quality is undermined. The study is therefore significant to assess the quality assurance and customers' satisfaction in the hospitality industry in Wa, precisely, in Upland, Blue Hill and Queen Valley on the qualities of service delivered by hotels, the challenges affecting quality of service in the hotels, and the strategies to improve the quality of service in hotels in Wa

1.3 Purpose of the study

The purpose of the study was to assess quality assurance in the hospitality industry in the Wa municipality.

4

1.4 Objectives

The objectives of the study were to:

- Explore the quality of services in hotels in Wa;

- To Identify the challenges affecting quality of service in the hotels and;

- Devise effective strategies to improve the quality of service in hotels in Wa.

1.5 Research Questions

What are the qualities assurances in the hospitality industry in Wa? Specifically, the study sought

to answer questions such as;

- What are the qualities of services delivered by hotels in Wa?

- What are the challenges affecting quality of service in the hotels in Wa?

- What are the strategies to effectively improve the quality of service in hotels Wa?

1.6 Significance of the Study

Quality assurance in the hospitality business is important to all customers, both local and international who patronize hotels services, hotels management, Ministry of Tourism and the academia.

➢ The study therefore has a meaningful and great significance to the academic world especially for people who desire to go deeply into quality assurance in the hospitality industries in Ghana. Thus, the study would contribute to existing knowledge.

➢ The study will help managers of the hotels to know which product and service satisfy their customers and what strategy can employed to full satisfy their needs.

➢ The study will help the management of the hotels to train their staff where necessary to respond to customers request professionally so as to achieve the overall goal of their organization.

➢ The study would be significant to the society, firms and the government at large especially Ministry of Tourism, Culture and Creative Arts in their policy formulation and direction in Ghana.

➢ The study would further be significant to hotel managers in their quest to planning to meet the demand of their customers and standards of the hospitality industry.

1.7. Scope of the Study

The study was undertaken in hotels (Blue Hills, Upland and Queens Valley) in Wa Municipality in the Upper West Region. The study focused on exploring the quality of service in hotels in Wa, identifying the challenges affecting quality of service in hotels in Wa, and identifying strategies to improve the quality of service in hotels in Wa. Also the study took into consideration the following areas ;Concept of a Customer, Quality of Goods and Services, Service in the Hospitality Industry, Quality Service, Customer Service, Management's/ Producers' Perspective of Quality Service, Customer Perception of Quality Service, Quality Improvement and the Role of Employees, Total Quality Management (TQM), Quality Assurance and Customer Satisfaction and Customer retention**.**

1.8 Organization of the study

The study was divided into five chapters. Chapter one consisted the background to the study, problem statement, Research objectives and questions, significance of the study, scope of the study and organization of the report.

Chapter two consisted of review of related literature. This chapter focused on empirical evidence. The evidenced focused on the definition of concept such as, Customer, Quality of Goods and Services, Service in the Hospitality Industry, Quality Service, Customer Service, Management's/ Producers' Perspective of Quality Service, Customer The review also took into consideration exploring the quality of service in hotels in the hospitality industry, identifying and analyzing the challenges affecting quality of service in the hospitality industry and identifying and analyzing strategies to improve the quality of service in the industry.

Chapter three consisted of the methodology of the research. That is the various methods that the researcher employed in carrying out the research. This chapter included the sources of the data, the sampling techniques that were used and the reasons for employing such techniques.

Chapter four consisted of data analysis and presentation and chapter five took into consideration the summary and conclusion. This included major findings, conclusion and recommendation.
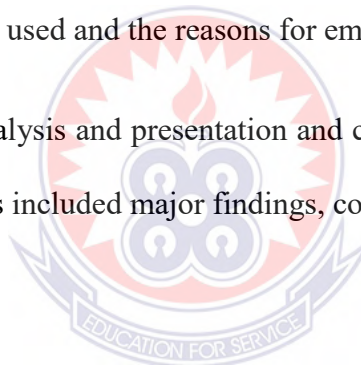
CHAPTER TWO

LITERTURE REVIEW

2.1 Introduction

This chapter reviews related literature on quality assurance in the hospitality industry. Reviewed areas include; The concept of a Customer, Quality of Goods and Services, Service in the Hospitality Industry, Quality Service, Customer Service, Managements'/ Producers' Perspective of Quality Service, Customer Perception of Quality Service, Quality Improvement and the Role of Employees in hotels, Total Quality Management (TQM), Quality Assurance and Customer Satisfaction.

2.2 The Concept of a Customer

The customer is seen as a person that a marketer or firm believes will benefit from the goods and services offered by the organization. In view of this, the customer falls into three groups: Existing customer, Former customer, and Potential customer.

A study conducted by Vasile (2009), revealed that, customers can influence the quality of hospitality service through performing quality control functions. These include: (1) on-the-spot quality control, (2) service failure control, (3) quality consultancy, and (4) co-production control.

According to Baboo and Robert (2011), the way your customer views quality or price is really only a reflection of their interactions with you and do not necessarily mirror the actual quality embedded within your product, and/or services. Akaegbu (2013), categorized customers into three. These are; the customer who knows what he wants, the customer who does not know

8

exactly what he wants but actually has a need to satisfy and the customer who does not actually know if he wants or needs anything.

2.3 Quality of Goods and Services

A quality service management system is a result oriented approach. It deals with the service characteristics that really matter to end-users; it addresses service providers who have tangible results to expose to end-users (consumers); it guarantees the customers the high quality of service they can receive during their stay in a lodging and it provides staff with methodology to show commitment to quality service (Reyad, 2005).

In addition, greater competitiveness has caused hotel companies to be increasingly aware of the importance of quality as a source of competitive advantage (Soteriadis & Varvaressos, 2006).

Quality in the hospitality industry involves consistent delivery of products and guest services according to expected standards. Delivering quality service is one of the major challenges the hospitality managers will be facing in the following years as it is an essential condition for success in the emerging, keenly competitive, global hospitality markets. There are various tools that measure and improve quality service, as well as mechanisms for quality recognition in the tourism and hospitality industry (Kapiki, 2012).

2.4 Service in the Hospitality Industry

Lovelock and Wright (2006), opined that, the essence of the services can be represented by two definitions: (a) it is an act or performance offered by one part to another; (b) they are economic activities that create value and bring benefits to customers at specific times and in places. The performance is essentially intangible and does not result in any form of property

9

Hospitality industry products are normally referred to as service products. To Cooper, Fletcher, Fyall, Gilbert and Wanhill (2008), the understanding of the complexity of the service products is an essential prerequisite for successful hospitality business. This is important because the emphasis is now increasingly on the service provider to develop a deeper understanding of the linkage that corresponds to customer benefits sought and the nature of the service delivery system itself, which is properly undertaken as service culture. The service culture focuses on serving and satisfying the customer.

The characteristics of service as discussed by Kotler, Bowen and Makens (2010), include four unique elements; intangibility, inseparability, variability and perishability.

2.3.1 **Intangibility:** - Services are ideas and concepts and cannot easily be evaluated or demonstrated in advance of it purchase. Employees of a hotel cannot take a hotel room with them on a sales call instead they sell the right to use a room for a specific period of time. Intangibility of service presents marketers of hospitality business with problems because of fixed time and space constraints; they cannot easily demonstrate the benefits of the products they are selling. While products are things, innovations are non-patentable. Grönroos (2004), states that a service is a process that consists of a series of activities more or less intangible, which occurs in the interactions between the client and the service operators

2.3.2 **Inseparability:** - Services are sold first, purchased and then consumed simultaneously in the presence of both the producer and the consumer. For instance, a customer buys a ticket at the hotel ticket office, then comes and consumes in-house services as it is being produced. Again the service provided cannot be separated from the service and the customer forms part of the service itself. There is a potential problem of having a type of client with conflicting needs that may

result in disharmony. The simultaneous production and consumption can lead to a difficult situation where ensuring overall satisfaction of all customers becomes an issue. The service provider must therefore manage customers so as not to create dissatisfaction for others.

2.3.3 Variability: - Services vary highly in the sense that the quality depends on who, when, where and how they are provided. There are several causes of service variability. As services are produced and consumed simultaneously, quality control is limited. Fluctuation demand makes it difficult to deliver consistent products during peak demand. The high degree of contact between the service producer and the customer means that product consistency depends on the service provider's skills and performance at the time of exchange. Lack of communication between customer service provider and heterogeneity of customer expectation also leads to service variability. Lack of consistency in the product is a major cause of customer disappointment in the hospitality industry. Fitzsimmons, (2005) supported the aspect of simultaneousness of the service, stating that the services are created and consumed simultaneously. The services that are a perishable commodity and not being used in the appropriate time frame are lost forever.

2.3.4 **Perishability**: - Hospitality products or services unlike goods such as cars building materials cannot be stored for future sales or use. For instance, a hotel room/bed unsold or left empty is revenue lost that cannot be recouped. Revenue lost for a particular day is gone and cannot be retrieved for sale another day. Zeithaml and Bitner (2003), hold the same view on the character of services perishability. The services cannot be preserved, stocked, resold or returned.

Frempong and Okyere-Kwakye (2013), also added a fifth unique element of service to be *ownership.* When customers buy physical goods such as a car, shirt, or a computer and so forth they have personal access to it perpetually or own it for an unlimited time and can even sell it

11

when they no longer wish to own it. In a service industry, access to or use of a facility, does not mean that the customer obtains ownership of it. These characteristics make marketing of services relatively difficult as compared to goods

2.5 Quality Service

Quality service is a management tool that provides companies with a means of monitoring service from the customers' perspective. Service quality according to Fitzsimons (2005), is the comparism between expectations of service desired and perceptions of service received by a customer.

A quality service management system is a result oriented approach. It deals with the service characteristics that really matter to customers, it addresses service providers who have tangible results to expose to consumers, it guarantees the customers the high quality of service they can receive during their stay in a hotel and it provides staff with methods on how to show commitment to quality service. Managers must recognize the importance of client retention, since the attraction of a new customer is regarded to be more expensive and time consuming (Reyad, 2005). The level of quality service is an important factor in the experience that guests receive during their visits to lodging operations (Hayes, Ninemeier &Miller, 2011).

Sahneyet et al., (2004), suggest that, in ensuring that quality is sustained and reaches the customer at the end of the day, five elements should be considered. These five elements are called the SERVQUAL elements and they are reliability, responsiveness, assurance, empathy and tangible.

- ➢ Tangibles - Physical facilities, equipment and appearance of personnel.
- ➢ Reliability - Ability to perform the promised service dependably and accurately.

12

> ➢ Responsiveness - Willingness to help customers and provide prompt service.

> ➢ Assurance - (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.

> ➢ Empathy - (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

2.6 Customer Service

Customer service is a procedural activity that seeks to meet an expectation of the customer in relation to the sale of a product or service delivery. When the service is conducted professionally, accurately, promptly and in a good environment as expected by the customer then he or she becomes satisfied. When the service delivered is bad, customers will always be dissatisfied.

Berman (2002), is of the opinion that, customer service is a service which involves the identifiable but relative intangible actions undertaken by a seller in conjunction with the basic goods or services it offers. The level of customer service provided by a firm can affect its ability to attract, assure and retain customers more than ever before. According to Turkson (2012), it is the view of business executives that retailers such as hotels that offer many customer services (delivery, gift wrapping, more pleasant surroundings, and sales assistance) satisfy their customers more than their competitors, arguing that it ensures and build an acceptable level of confidence of service offered to customers and promote assurance of quality .

2.7 Management's/ Producers' Perspective of Quality Service

Russell (2003), says that when the product or service is determined, the producer's perspective of quality is also seen in how effectively the production process is able to conform to the specifications required by the designed which is referred to as Quality of Conformance. Quality of Conformance is making sure the product or service is produced according to design. What this means is that quality during production focuses on making sure that the product meets the specification required by the design.

2.8 Customer Perception of Quality Service

Perception is the process by which we select, organize, and interpret information inputs to create a meaningful picture of the world (Kolter and Keller, 2009).

According to Baboo and Robert (2011) the way your customer views quality or price is really only a reflection of their interactions with you and do not necessarily mirror the actual quality embedded within your product or services. Customers may already have impression about you or your establishment well before their first encounter with you. When customers believe your quality of product or service is lackluster then they will perceive poor quality in what you do and how you do it.

Akaegbu, (2013), customer's perception is typically affected by advertising, reviews, public relations, social media, personal experience and other factors. It should also be noted that in as much as many organizations go a long way to have a well-crafted mission to delight their customers, in addition to products and services quality, that tend to exceed customer's expectations, the fact remains that many of their customers still have problems and disappointments with product quality and service delivery.

2.9 Quality Improvement and the Role of Employees

Both employee motivation/vision and organizational learning are thought to positively affect perceived service quality (Hays and Hill, 2000). Extensive training presumably provides both the socialization and the skills needed for individual workers to effectively implement productivity and quality initiatives (Chandler and McEvoy, 2000). Employees' service behaviours are influenced by employees' job satisfaction and moods at work (Farrel et al., 2001). Quality-focused companies typically adopt a team-based system of management that involves employees at all levels in decision making and problem solving. They must also empower their employees to do whatever it takes to make the guest happy (Iverson, 2001).

According to Russell (2003), when employees are directly involved in the quality-management process it is referred to as participative problem solving. Thus, employee participation in identifying and solving quality problem have been shown to be effective in improving quality, increasing employee satisfaction and morale, improving job skills, reducing job turnover and absenteeism and increasing productivity. Participative problem solving is usually within an employee-involvement (EI) program, with a team approach.

Brian (2006) is of the view that employees should be considered in terms of their needs as employees before quality of services and products can be taken as an issue. When employees are not satisfied with internal arrangement of any company, development, delivery, servicing of any product to a customer will be of a low class.

Stephen (2010), stated three points on how to handle employees for success in the hospitality business; encourage every employee to act like a manager. One reason some hospitality organizations succeed while others fail is that successful operations empower their employees;

Handle moments of truth correctly. In the service sector a moment of truth is when an employee interacts with a guest. Generally speaking, you have just 15 seconds to make an impression. You want to make that impression a positive one instead of a negative one; Hire good people and keep them happy. There is high turnover in the hospitality industry, because it can be difficult work. The key to keeping good employees is to hire those who fit within the corporate culture and keep them interested in the success of the organization.

2.10 Total Quality Management (TQM)

Total Quality Management according to Roberta and Bernard (2003), is a set of management principles that focus on quality improvement as the driving force in all functional areas and at all levels in a company. Thus, it is customer oriented leadership, strategic planning, employee responsibility, continuous improvement, statistical methods and training and development programs in ensuring quality of goods and services

Louis (2003), states that in recent times, the term continuous process improvement has been used among many companies to identify a quality improvement or TQM effort. Continuous process improvement is essentially a matter of nomenclature. Employee issues are universally perceived by companies to be one of the most important considerations when initiating a quality-improvement program. Failure to address employee issues will usually lead to a failure of the total quality effort (Brian, 2006).

2.11 Effect of quality service on the progress of hotels

Qualities of service and hotels development are inextricably linked and the former determines the way out for the later. Quality of service according to Brain (2006) on the development of hotels is viewed from two dimension; customer retention and customer behavioral intention.

16

Thus, qualities of service have effects on customer retention and customer behavior which all have impact on the growth of the industry.

➢ **Effects of quality of service on customer retention**

Quality of service and products play an integral part in the development of the hotel industry. Literature has identified quality of service and products as not just a key play but also an essential ingredient in retaining and attraction of customers to the industry. Bearden and Teel (1983), related quality of service to customer satisfaction and the growth of the industry and argued that 'customer satisfaction is important to the hotel industry because it is generally assumed to be a significant determinant of repeat patronage, positive word of mouth, and customer loyalty'. In a Similar vein, Anderson and Sullivan (1993), have also argued that the more satisfied the customers are, the greater is their retention. This view is also supported by Ranaweera and Prabhu (2003), study that, the effects of customer satisfaction on customer retention are found to be significant and positive.

➢ **Effects of quality of service and customer behavioral intention**

Quality of service and customer behavioral intention is also widely recognized by literature to play substantial effects on the growth of hotel industry. Empirical and theoretical evidence in the literature suggests that there is a direct link between service quality and behavioral intentions of customers (Bitner, 1990). Among the various behavioral intentions, considerable emphasis has been placed on the impact of service quality in determining repeat purchase and customer loyalty (Jones and Farquhar, 2003). As pointed out by Bolton (1998), service quality influences a customer's subsequent behavior, intentions and preferences. When a customer chooses a provider that provides service quality that meets or exceeds his or her expectations, he or she is more likely to choose the same provider again. Besides, Cronin and Taylor (1994), also found

17

that service quality has a significant effect on repurchase intentions. Yoon & Suh, 2010) shared a similar view as he observed that service quality is an avenue to keep current clients and secure new ones, decrease costs, boost organizational image, and advance profitability. In effect, the quality of hotel services inadvertently results in customer retention and it tends to explain that if customers have a good value proposition, they become loyal and these loyal customers and investors build an empire of repeat buying clients.

2.12 Quality Assurance and Customer Satisfaction

Ethley and Paul (2003), observed that an effective quality assurance and control system is underpinned by wide participation, effective channels of communication, the specification of standards and acceptable evidence, the acceptance of responsibility by staff and students, and an institutional commitment to staff development and training. According to Lovelock and Wright (2006) customer satisfaction performs a fundamental role in highly competitive areas, in which there is an expressive difference between customers who are just satisfied and customers who are completely satisfied. Boztepe (2007), identifies that, within a service environment such as a hotel, consumer satisfaction does not simply rely upon the quality of service satisfaction received from business employees, although this is an essential element. The physical environment, for example the décor, bedrooms and other facilities offered, are also elements of the consumer's perceived value and service satisfaction. If any of these are deemed as sub-standard, particularly when related to the price paid, this will reduce the customer's enjoyment and levels of satisfaction. Evans and Lindsay (2010), share similar view that; quality assurance depends on the excellence of two important focal points in business: the design of goods and services and the control of quality during execution of service delivery which is often aided by some form of measurement and inspection activity.

Omanukwue (n.d), stated that Service quality promotes customer satisfaction, which can lead to the attraction of new customers and the improvement of the loyalty of existing customers.

Quality assurance refers to any planned and systematic activity directed towards providing consumers with goods and services of appropriate quality, along with the confidence that they meet consumers' requirements. A quality assurance system is said to increase customer confidence and a Company's credibility to improve work processes and efficiency (Kapiki, 2012).

Campos and Marodin (2013), also state that unsatisfied customers with a product or service are customers that can opt for another company or spread negative advertising by 'word-of-mouth'. Aside from customer dissatisfaction, there are marginally satisfied or indifferent customers that can be drawn to the competition. Rajagopal (2014) says that while it is easy to improve the quality of a product any time, it is difficult to improve the quality of service because service is always of a temporary nature. A defective product can be replaced or repaired. However delivery of an unsatisfactory service cannot be undone. Hence it is imperative that when a service is performed either first time or last time, better or the best is to be done to the satisfaction of the customer.

2.13 Challenges Affecting Quality Services

Factors that affect the implementation of service quality and business performance. These include: competition, budgetary constraints, staff turnover, and lack of training and unfair reward scheme (Murasiranwa et al., 2010). Jinsoon (2010) observed that satisfying varied customers' need and expectation have serious implication for hotels performance. To implement and integrate new customer engagement channels, notably Social Media with contact canters for

optimum efficiency is a challenge for most hoteliers based on issues are actually communications-based and how technology is leveraged to deliver.

Labour is the largest cost center in a hotel and the item most difficult to control. As hotel performance continues to improve and the global economy strengthens, it will become more difficult than ever to solve the labour challenges (Watkins, 2014). Chow et al., 2007) observed labour play a significant role in the hospitality industry, however their acquisition and maintenance is a daunting task to the industry. He maintained that organizing, screening, training and employing qualified workforce to run the industry is very cost effective and affect the effective running of the industry. There are difficulties in finding, hiring, training and retaining quality, reliable and service-oriented employees.

Frempong (2013) observed that high government tax on the industry affect performance. In Pearce and Pierre (2006), work on hospitality industry and government tax system noted that consistent rise in the taxes affect the industry as most hotels continuous to break even.

Marusiranwa et al. (2010) observed that the under-utilized tourist sites around the world also affect the industry as many hotels rely on tourist to patronage their services and products. Zietham & Bitner (2003) also reported that poor tourist site management has caused the closure of many hotels in those areas. They particularly cited instances in developing countries where tourism is less valued and appreciated.

2.14 Strategies to improve quality services in the hospitality industry

Superior guest services towards successful and profitable results include: focus on quality service and guest satisfaction; retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and empowerment of service-oriented staff;

search for best practices through benchmarking; pursuit of quality accreditation through the various schemes (Murasiranwa et al, 2010).

Apart from the internal and external measurement, there are some other tools to monitor quality of products or services and achieve continuous improvement in the hospitality industry. Naseem et al, (2011) gave the following strategies to improving quality of services.

- *Mystery guest/Mystery shopper:* - a technique of secretly visiting companies or organizations in question, to check the quality of services provided and to prepare and submit feedback reports to management.

- *Market evaluations:* - market reports analyzing critical issues, such as competition and pricing policy, useful for defining the company's strategic policies and marketing.

- *Audit reports:*-inspection, correction and verification of business account audits, conducted by independent auditors.

- *Complaints and incidences*: - *are* oral or written complaints in specific forms, indicating incidents in "moments of truth" that led to guest's dissatisfaction.

- *Self-assessments*:- are the moments that managers, staff or other stakeholders evaluate the present situation, taking into consideration the market reports, complaint forms, "moments of truth" etc., for identifying the main source of malfunction, in order for a solution to be found (Reyad, 2005).

- *Benchmarking*: - It is a process of comparing and measuring an organisation's business processes against best-in-class operations to inspire improvement in the organization's performance. The insights gained from benchmarking provide organizations with a foundation for building operational plans to meet and surpass industry best practices (Global Environmental Management Initiative, 1994).

Watkins (2014), also stated that, there are several methods to improve quality service at your business, from having clearly defined and measured service goals and motivating your employees, to using customer feedback and updating your service tools to better serve your customers

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter indicated the strategies or procedures that were employed by the researcher for the study. It showed the various methods that were used in the collection and analysis of data of the study. The study focused on the research design, study area, population, Sampling Technique and sample size, procedure for data collection and data analysis and presentation.

3.2 Research Design

The study employed a cross - sectional survey (thus data was collected at one point, in time from a sample selected to describe some large population at that time) using structured questionnaires, interview schedule and observation. The researcher employed the cross- sectional approach because data was collected from the study area within a short period of time (two weeks). The study also applied both quantitative and qualitative methods. The researcher employed both approaches in tandem so that the overall strength of the study would be greater than either qualitative or quantitative research (Creswell, 2009).

3.3 The study area

Wa Municipality is one of the eleven District/Municipalities that make up the Upper West Region (UWR) of Ghana. The Wa Municipality shares administrative boundaries with Nadowli District to the north, Wa East District to the east and to the west and the south by Wa- West District. It lies within latitudes 1º40'N to 2º45'N and longitudes 9º32'W to 10º20'W. Wa Municipality has its capital as Wa, which also serves as the Regional capital of Upper West Region.

The population of Wa Municipal, according to the 2010 Population and Housing Census, is 107,214 representing 15.3 percent of the region's total population.

3.4 Population

The study targeted all managers, staff or employees (men and women with and without formal education background) at all levels of the hotel operations in three hotels (Blue Hill, Upland and Queens Valley Annex) and customers/guests who patronize hotel services in the study area. The study also included the Food and Drug Board and the Department of Tourism in the Upper West Region.

3.5 Sampling Technique and sample size

The sampling techniques that were used in this research included the non- probability sampling such as purposive and convenience and probability sampling such as simple random sampling. The purposive sample technique was used to select the hotels involved. Available literature revealed that the selected hotels are the most patronage ones in the region (Wa Municipal Assembly Annual Report, 2014). This was important because per the judgment of the researcher, Blue Hill, Queen Valley Hostel and Upland hostel would contribute effectively to the research domain as they are the most popular and dominance hotels in the region.

The researcher also employed convenience sampling for the study (a method in which for the sake of convenience, the study units that happen to be available at the time of data collection are selected in the sample). The reason for the adoption of the method was based on fact that, it would be difficult to locate sample unit and do simple random sampling as customers come and go. The convenience method was therefore important as questionnaires were administered to customers found at the time of questionnaires administration in the respective hostels.

The simple random sampling technique was used to select employees in the various hotels for the study. The researcher did this by folding two papers which contain A and B in each hostel and employees selected between the two labels. Employees that fell within either category (A or B) were well compiled in respect to their groups in a book noted for that purpose. The purpose of the compilation of names of hostel employees was to avoid double counting or duplication of work. Lottery method was then used in the form of a toss to select between A and B. After the process people who fell within category B were finally selected and were used for the study.

A total of 176 respondents were selected from the target population. The breakdown was as follows: 142 customers from the three selected hotels, 29 hotel employees from the hotels under study who were randomly selected, 1 manager each from the three hotels under investigation, 1 worker from Food and Drug Board, Upper West Region and 1 worker from the Department of Tourism, Upper West Region.

Table 3.1 Summary of Sample size

Name of hotel	Sample size (Customers)	Sample size (Employees)
Queens Valley	49	10
Upland	46	10
Blue Hill	47	9
Total	**142**	**29**

3.6 Instruments for Data Collection and Pre-testing

3.6.1 Questionnaire

Questionnaires were used for data collection. The questionnaires were specifically used to assess demographic characteristics, exploring the quality of services in the hotels, establishing the relationship between quality assurance and customer satisfaction, benefits of ensuring quality services and products, identifying the challenges affecting quality of service in hotels and identifying strategies to improving the quality of service in hotels. The questionnaires targeted respondents such as customers who seek hotel services in the hotels under investigation, and employees of the three respective hostels. Questionnaires developed were pre – tested in Sen B hotel in the Upper West region. The selection of the Sen B hotel per the judgment of the researcher has similar characteristics of the hotels under study. The pre –testing of questionnaires in the selected hotel made it possible for the researcher to clean the questionnaires before administering to interviewees at the hotels under investigation.

3.6.2 Interview

The researcher conducted semi structured interviews to complement the questionnaires for the study. The interviews were granted to the managers of the three hotels (Blue Hills, Upland and Queens Valley Annex), workers of Food and Drug Board, and personnel of the Tourism Department in the Upper West Region. The usage of the interview provided in-depth information pertaining participants' experiences and viewpoints on quality assurance and customers' satisfaction (Rubin and Rubin (2012). Per the judgment of the researcher interviews was the most effective method of gathering data for the qualitative aspect of the study.

3.6.3 Observation

The researcher again used non participatory observation as a technique to observe the behavior of the hotel staff in relation to their response to customers request, how they receive new customers, their mode of dressing and the general cleanliness of the environment. The researcher also made observation in the restaurants, hotel rooms, and from the desks. The purpose of the self -observation was to enrich the research report.

3.7 Procedure for data collection

The researcher took a letter of introduction from the school thus University of Education Winniba, Kumasi; Campus and attached a personal application little and submitted to institutions were communicated allowing the researcher to conduct interview, administer questionnaires and do the observation.

3.8 Data analysis and presentation

Computer software program was used to analyze the raw data obtained from the administered questionnaires. The raw data was sorted out after field administration, coded and entered into the computer database. The data was analyzed using SPSS software version 21.0. 100 percent of the questionnaires were analyzed and tables and charts were used for pictorial representation of the study results.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter discussed the results of the study obtained from the questionnaires, interview and observation.

4.2 Results and discussion of questionnaires

The results of the questionnaires were obtained from customers and hotels staff from the three hotels under the study. The results are shown below.

4.2.1 Results of questionnaires from customers

Demographic characteristics of respondents

Table 4.1: Personal Information of respondents

Variables	Categories	Customers		Hotel Staff	
		Frequency	Percent (%)	Frequency	Percent (%)
	Blue Hill	49	35	10	34
Name of Hotels	Queens Valley	46	32	10	34
	Upland	47	33	9	31
	Total	142	100	29	100
	18-25	15	11	8	28
Age	26-45	61	43	21	72
	46-70	65	46	0	0
	Total	141	100	29	100
	Male	94	66	14	48
Sex	Female	48	34	15	52
	Total	142	100	29	100

Source: Field Study, 2015

Table 4.1 presented the personal information of the customers of the hotels under study. They included the age of respondents and sex. From the table, it was observed that majority of the customers were in the age category of 46-70 years, representing 46% followed by age group of

28

26-45 years representing 43% and 11% were in the age group of 18-25 years. The mean age of customers was 47. This may indicated that, majority of customers of the hotels are 47 or above 47 years. It was also clear from the sex data that, majority of the customers were males. The sex distribution showed 66% male and 34% female. Also speaking to the sex data, the researcher observed, that males patronized hotel services more than women do. This could be attributed to the assumption that most men are into business and sometimes hold their business discussions and meetings at places they feel are convenient to them.

4.2 Quality of Services in the Hotel

In measuring the quality of services in the hotel, customers (respondents) were asked to rate hotel's management on how they related to them, how they were treated, and how they responded to their request, including the hotels premises. Table 4.2 below summarized their ratings;

Table 4.2: Grading of staff relationship with customers and cleanliness of hotels

Variables	Excellent	Very good	Good	Poor	Total
How management of the hotel relate to customers	13%	73%	12%	2%	100%
How customers were treated by staff and management of the hotel	11%	61%	25%	3%	100%
How management and staff respond to customers request	11%	68%	18%	4%	100%
How clean is the hotel premise	20%	70%	9%	1%	100%

Source: Field Study, 2015

From the ratings above, it was observed that majority of the customers indicated that, the management of the hotel related to them in a very good way representing 73%. 13 percent of customers graded the hotels excellent in terms of how they relate to them and 12% of the customers indicated that, the management of the hotel related to them in a good way. 2 percent

29

of customers were not satisfied with the way and manner in which customers related to them and graded them poor. This indicated that, while the hotels enjoyed praises from majority of customers, there is still no room to sleep in term of improvement in their human relation as that is one of the major prerequisite for attracting customers to the hotels.

The researchers' quest to explore the quality of services and products hotels provide to customers, respondents were asked to indicate how they were treated by staff and management of the hotel for the number of times they visited the hotels and it was observed that, 11 percent of the customers indicated that, staff and management treatment was excellent, 61percent said very good 25percent indicated good and 3 percent were not satisfied with the way they were treated for the number of visits they made to the hotels and graded the hotels poor.

In the same vein, when customers were asked to grade the staff and management on how they responded to their request, 68 percent of the customers graded the work of their hands very good, 11 percent of the customers graded them excellent, 18 percent of the customers graded them good and 4 percent of the customers were not satisfied with the way management and employees responded to their request the number of times they visited the hotels and therefore graded their work effort poor.

Cleanness is one of the major customers' motivators when they want to seek for hotel services and as one of the indicators for measuring quality of services in the hotels, customers were asked to rate how clean the hotels premise were. It was indicated by majority of the customers that the premises of the hotels were very good, representing 70 percent and 20 percent said excellent, 9 percent said good and 1 percent of customers responded that hotels premises were not always clean the number of visits they made to the hotels. From the customers responses, it clear that majority of the customers were satisfied with how the hotels were always clean which is an

incentive to the hotels. However, there is still room for improvement to attract more customers to their credit.
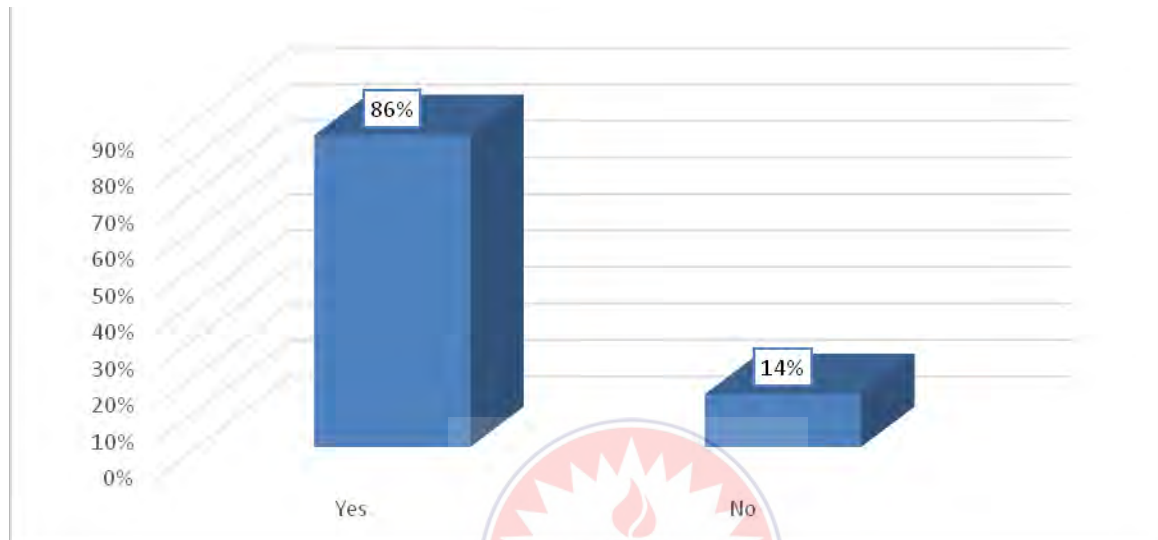
Figure 4.1 customers' expectation on products and services

In a follow up question to find out if hotels products and services met their demand and expectation, 86% of the customers indicated the products and services of the hotels met their expectations. It was observed that, 14% of the customers indicated that, the products and services of the hotels did not meet their expectation. Below were the reasons customers attributed to each of the response they gave.
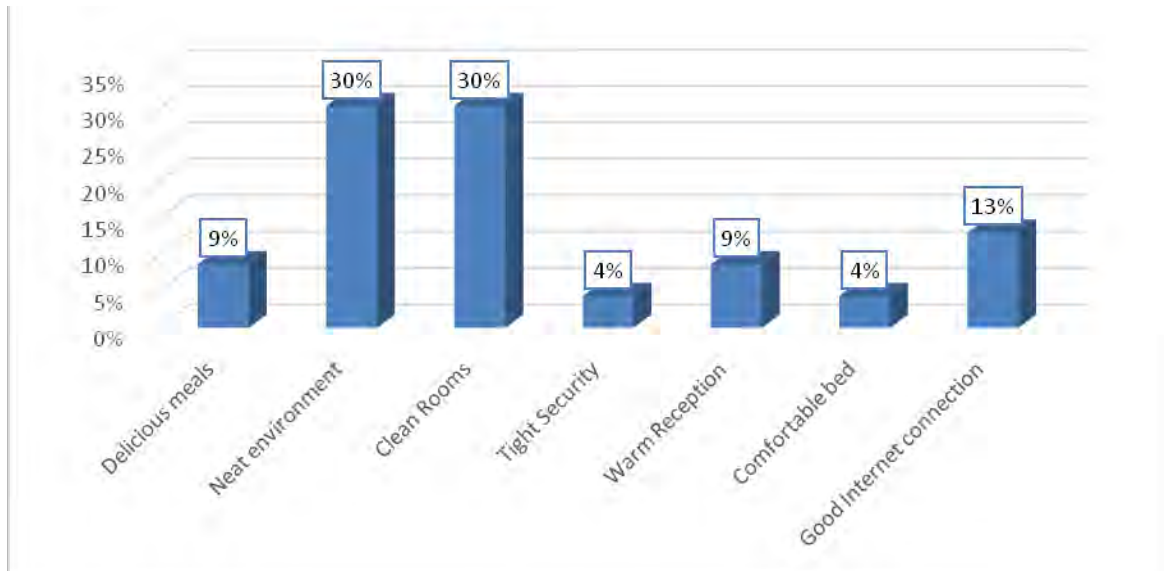
Figure 4.2 Customers' responses on reasons for services and products meeting their expectation

The 86% customers, who indicated the products and services met their expectations, gave the following reasons such as delicious meals, neat environment, clean rooms, tight security, warm reception, comfortable beds and good internet connection.

As indicated above by figure 4.2, 30% of the customers indicated that, the hotels environment was neat, 30% attributed their reasons to clean rooms, and 13% each attributed their likeness to good internet and network connection. Other reasons were delicious meals represented by 9%, warm reception by 9%, tight security by 4% and comfortable bed also by 4%.
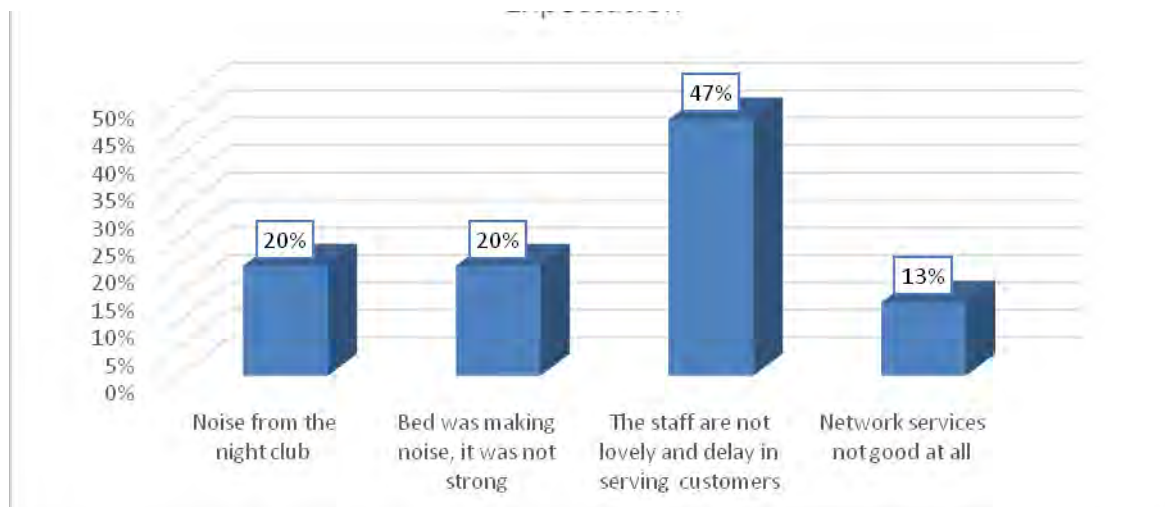
Figure 4.3 Customers' response on reasons for service and product not meeting their expectation

Figure 4.3 presented the opinions of the 14% customers who responded that, services and products of the hotels did not meet their expectations. Most of the respondents representing 47% indicated that, staffs were not lovely and delayed in responding to customers' request. Others gave reasons such as noise from the night club, use of weak beds in the bed rooms and bad network connection represented by 20%, 20% and 13% respectively.

Table 4.3: Customers' views on quality of service in the Hotels

Variables	Excellent	Very good	Good	Poor	Total
Grade the services and products of the hotel	16	88	29	7	140
	11%	63%	21%	5%	100%
Hotel rooms	21	89	30	2	142
	15%	63%	21%	1%	100%
Food and beverage	12	94	36		142
	8%	66%	25%	0%	100%
Conference hall	26	74	9	2	111
	23%	67%	8%	2%	100%
Internet service	6	66	42	22	136
	4%	49%	31%	16%	100%

Source: Field Study, 2015

Customers were again asked to indicate how they would grade the services and products of the hotels. It was observed from the results that 11%, 63%, 21% and 5% graded the products and services of the hotels excellent, very good, good and bad respectively. Customers were again asked to rate the hotel rooms, food and beverage, conference hall and internet services from excellent to poor. For hotel rooms; 15% indicated excellent, 63% indicated very good, 21% good and 1% poor; food and beverage; 8% excellent, 66% very good, 25% good; conference hall: 23% excellent, 67% very good, 8% good and 2% poor. Internet service was grade as follows, 4% indicated it to excellent, 49% very good, 31% good and 16% poor.
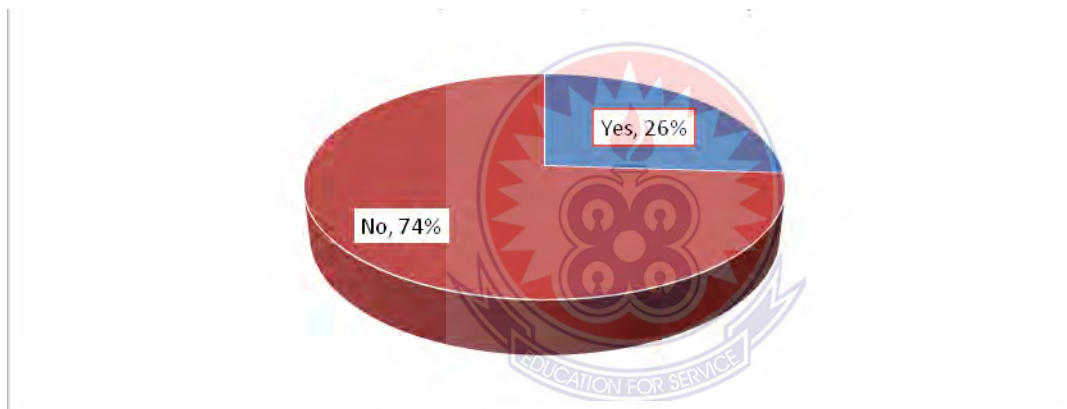
Figure 4.4 Customers' response on level of satisfaction and dissatisfaction to hotels services and products

When customers were asked if they had any sort of dissatisfaction with any of the services and products of the hotels, 26 percent of the customers indicated they had some sort of dissatisfaction with one or two of the services and products provided by the hotels and 74 percent of them indicated they had no sort of dissatisfaction with any of the services and products provided by the hotel with figure 4.5 and 4.6 detailing the reasons for satisfaction and dissatisfaction respectively.

34
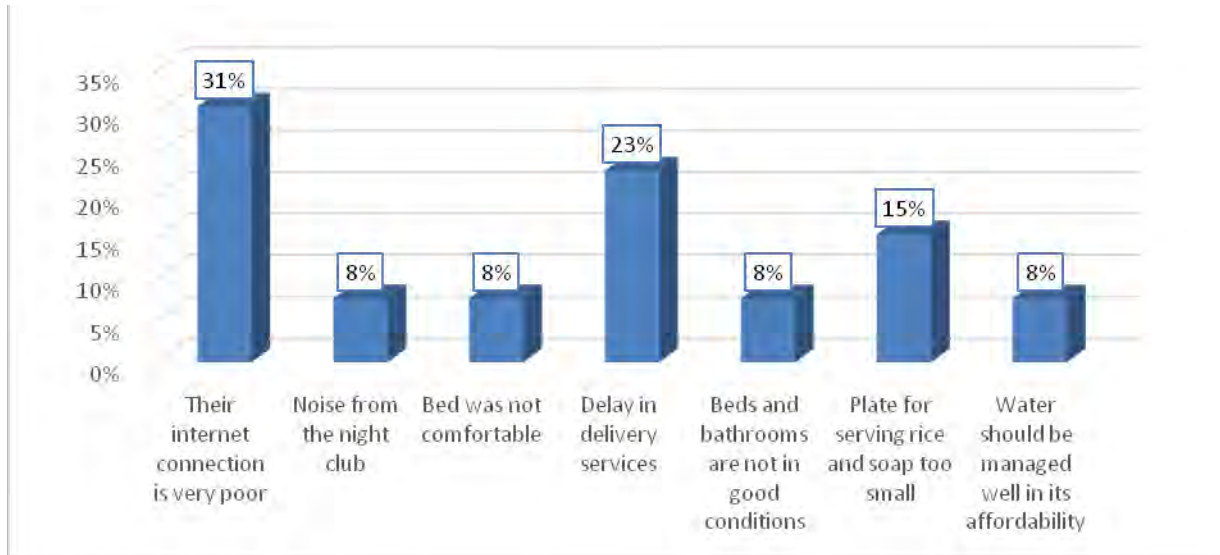
Figure 4.5 Customers' reasons for dissatisfaction with services and products

Of the 26% customers who dissatisfied with services and products of the hotels, 31% of them indicated that their internet connection was very poor. 23% indicated they delayed service delivery, 10% mentioned that, their plates of food and soup was too small. The other reasons representing 8% each were; noise from the night club, beds were not comfortable, Beds and bathrooms were not in good condition, and poor management of water.
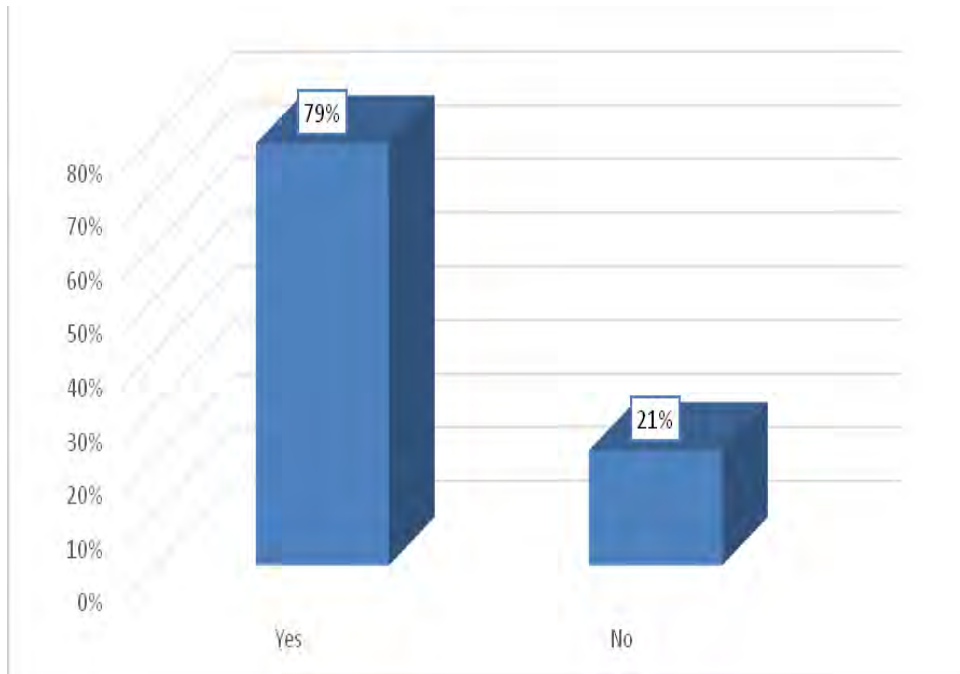
Figure 4.6: Customers' response on if hotels offered them opportunity to express dissatisfaction

Customers of the hotel were asked if they were offered the opportunity to express their dissatisfaction. Figure 4.6 showed the results of their responses. From their responses, it was observed that, 79% of the customers indicated they were given the opportunity while 21% indicated they were not given the opportunity to express their dissatisfaction. The 21% of the customers who indicated they were not given the opportunity to express their dissatisfaction gave the following reason as represented in figure 4: 7 below.

36
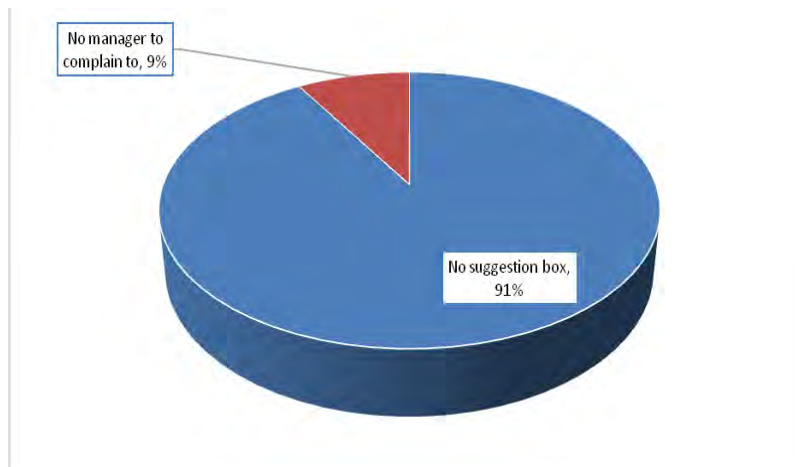
Figure 4.7: Customers' reasons for not given opportunity to express dissatisfaction

Figure 4.7 showed reasons given by the customers for not given opportunity to express dissatisfaction. They provided two reasons which were no suggestion box mentioned by 91% of the customers and no manager to report complains to also representing 9% of the customers.
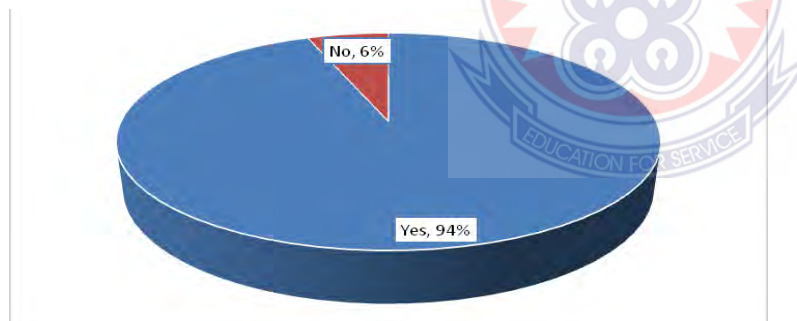
Figure 4.8: Customers' response on if they could recommend a potential customer to the hotels

It was observed from the results in figure 4.8 that, 94% indicated they would recommend a potential customer to the hotel and 6% indicated that, they would not recommend a potential customer to the hotel.

37
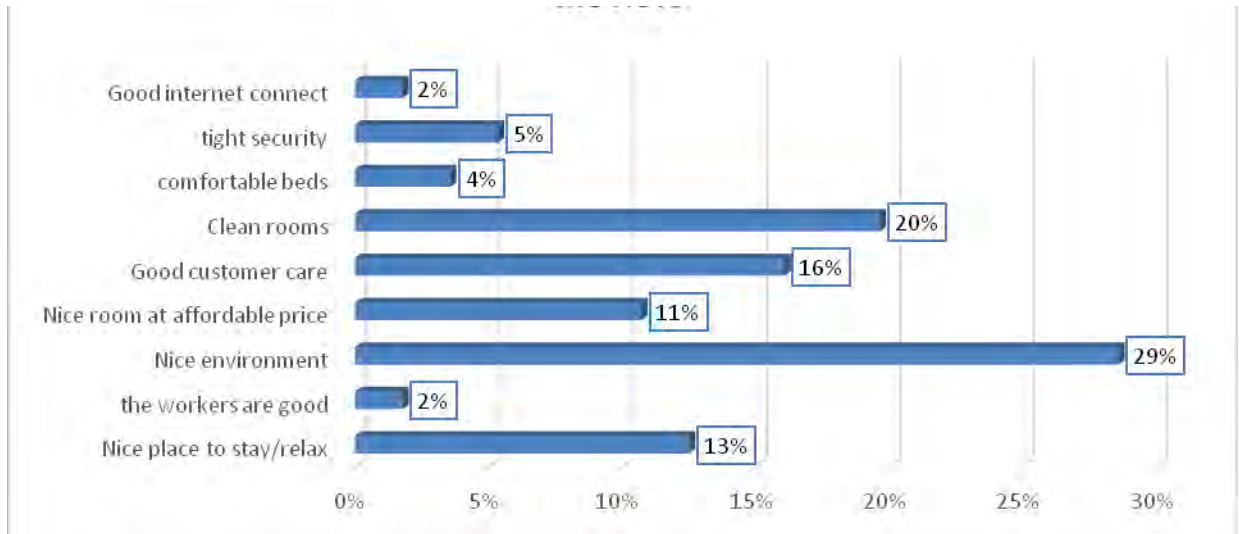
Figure 4.9: Customers' reasons for recommending a potential customer to the hotels

Figure 4.9 presented customers reasons for recommending a potential customer to the hotels. The reasons mostly observed were because of nice environment, clean rooms, good customer care, nice place to stay/relax and nice room at affordable price comprising 29%, 20%, 16%, 13% and 11% respectively. Other reasons given by few of the respondents were tight security, comfortable beds, workers relations and good internet connection also representing 5%, 4%, 2% and 2% respectively.
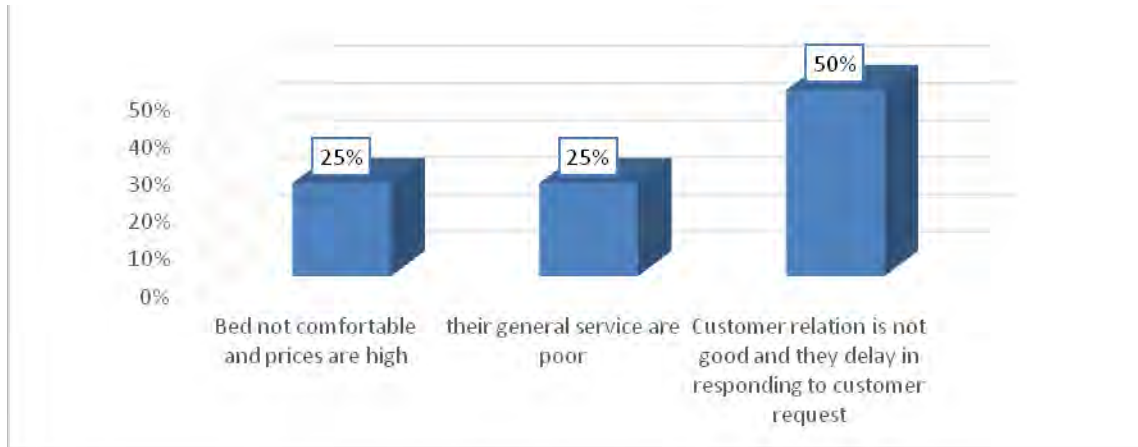
Figure 4.10: Customers' reasons for not recommending a potential customer to the hotels

The 6% in figure 4.8 who indicated that, they would not recommend a potential customer to the hotels stated that, customer relations were not good coupled with delayed services delivery which represented 50%, beds were not comfortable and with high price representing 25% and others indicated that, their general services were poor also representing 25%
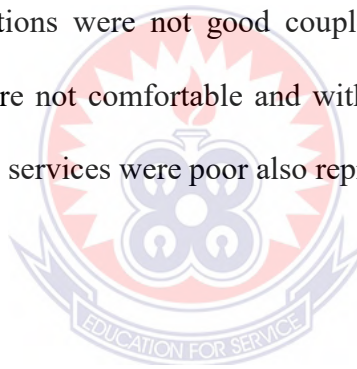
4.2.2 Results of Questionnaires from Staff
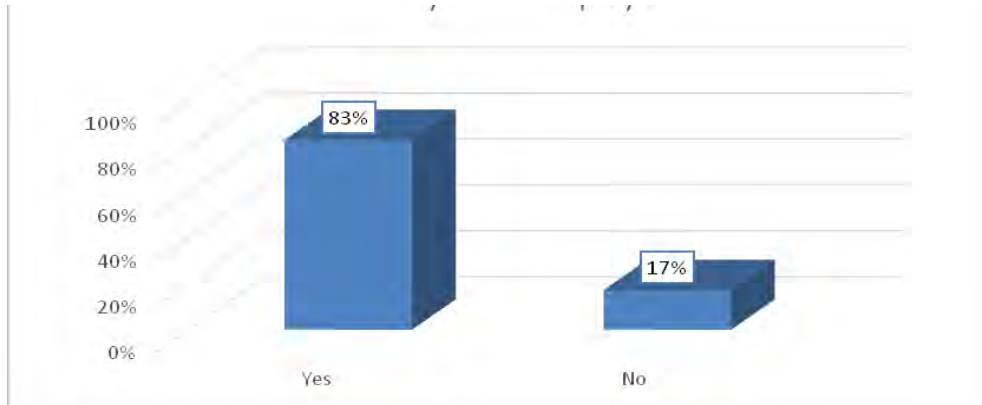
Figure 4.11: Employees response to on the job training

Figure 4.11 showed results on whether staff has been given any training on quality of service delivery when they were employed. It was observed that greater percent (83%) received training while few, thus 17% did not received training on quality of service delivery when they were employed.

Staffs were asked to give reasons for not given training on quality of service delivery. One staff said she does not know, one said she was a cook in "Mumy's Kitchen" before she was employed in the hotel and the other said she has done HND in catering.
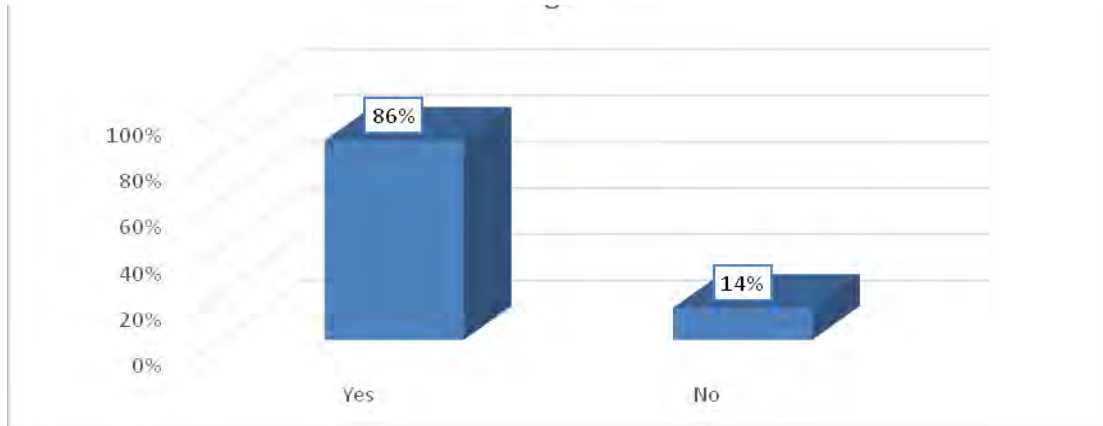
Figure 4.12: Employees' response on quality assurance or program of the hotels

Staffs were asked to know if they have quality assurance policy or program as an organization. It was observed from figure 4.12 that 86% and 14% of the staffs indicated yes and no respectively.
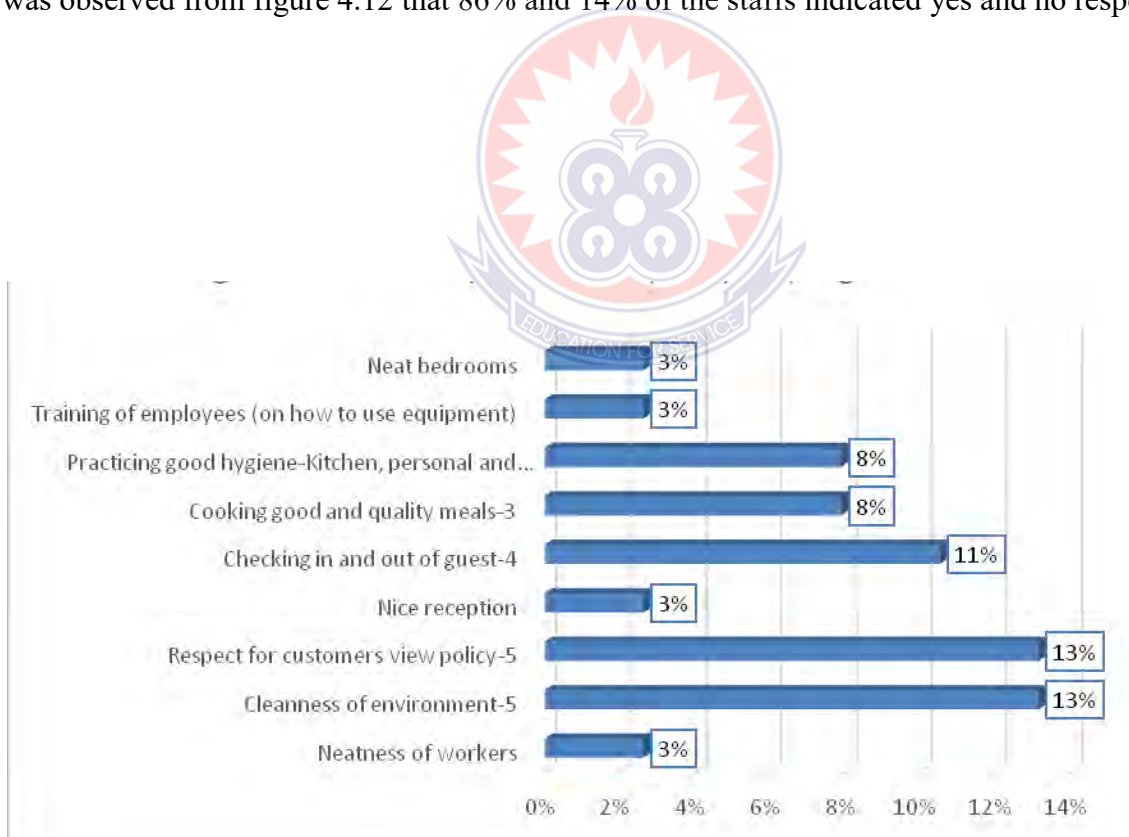
Figure 4.13: Employees' response on types of quality assurance programs and policy

To further ascertain the type of quality assurance programs the hotels have, staff were asked to mention some of the programs and the following programs and their respective percentages were given by those who indicated the hotel have quality assurance policy. From the figures, 13% of the staff indicated respect for customers view, 11% indicated proper checking in and out of guest, 8% responded cooking good and quality meals, practicing good hygiene (kitchen, personal 8% and environmental hygiene 13%), and neatness of workers, training of employees, nice reception, neat bedrooms 3% each as represented in the figure 4.13 .
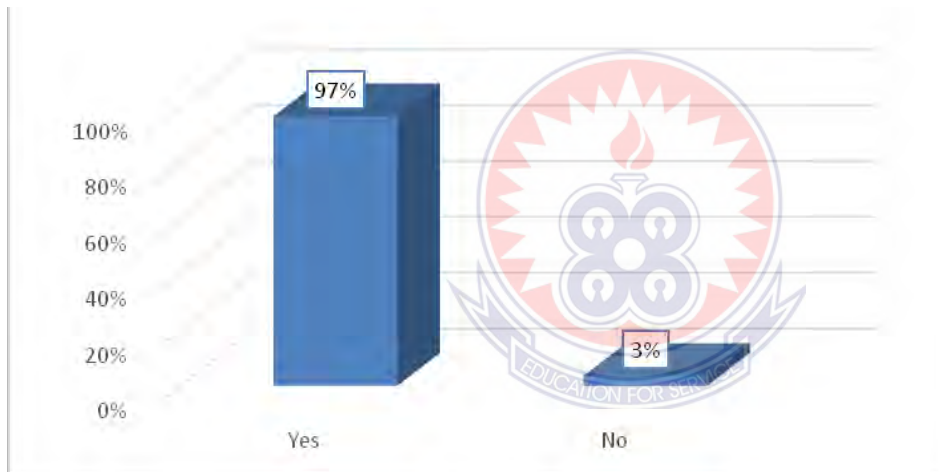
Figure 4.14: Employees' response on whether they provide Quality Services

To find out if hotels are quality oriented in service delivery, 97% of the staffs indicated the hotels were quality oriented in service delivery and 3% indicated that the hotels were not quality oriented in service delivery. Their explanations have been given below in figure 4. 15 and 4.16

42
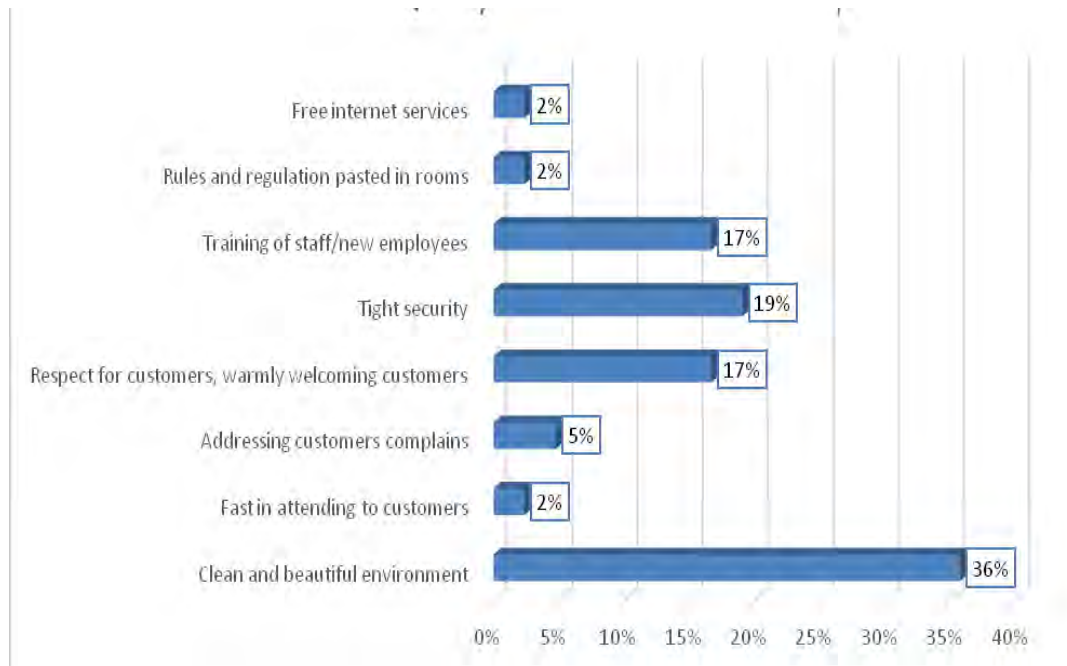
Figure 4.15: Reasons for quality oriented in service delivery

Most of the staffs said the hotels were quality oriented in service delivery because they keep clean and beautiful environment, they respond to customers' request, addressed customers complain amicably, have respect for customers and warmly welcome customers to the hotels. The staff respondents also mentioned that, the hotel regularly give induction, placement of rules and regulations at advantage points for accessibility by staff and customers, free internet services and tight security. Categorization of the responses indicated that 38 % of the staff attributed their reasons to clean and beautiful environment, 19% attributed to tight security, 17% each attributed to respect for customers and employee induction, 5% related their reason to staff proper way of address customers complains and 2% each related their reasons to free internet service, placement of hotels rules and regulations at advantage points for easy accessibility by both employees and customers and fast attendance to customers' request

43
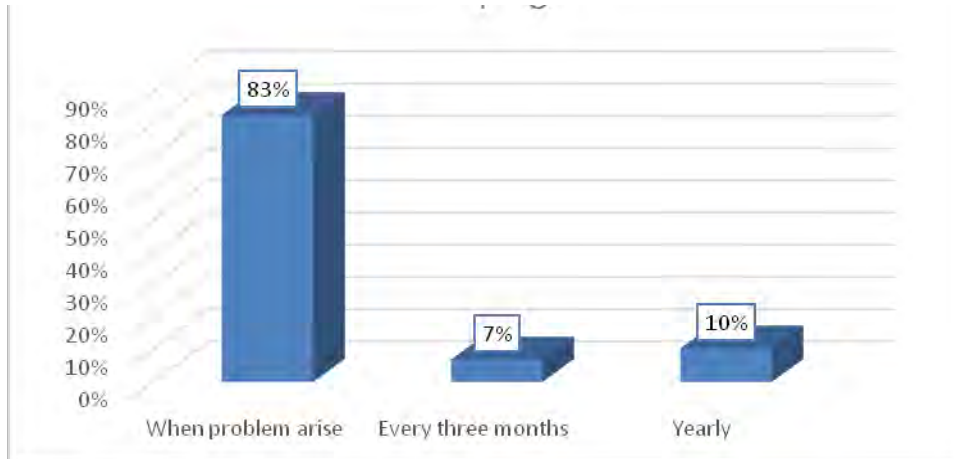
Figure 4.16: Staff response on when management embark on quality assurance program

To ascertain when hotels embark on quality assurance program (s), it was observed that 83% of the staffs indicated that, the hotels embark on quality assurance program when problem arises, 10% of the staffs also indicated the hotel embark on quality assurance program yearly while 7% observed that every three months. The responses indicated that staff were not properly understood the hotels quality assurance that accounted for the mixed responses and therefore need more induction from the hotels management.
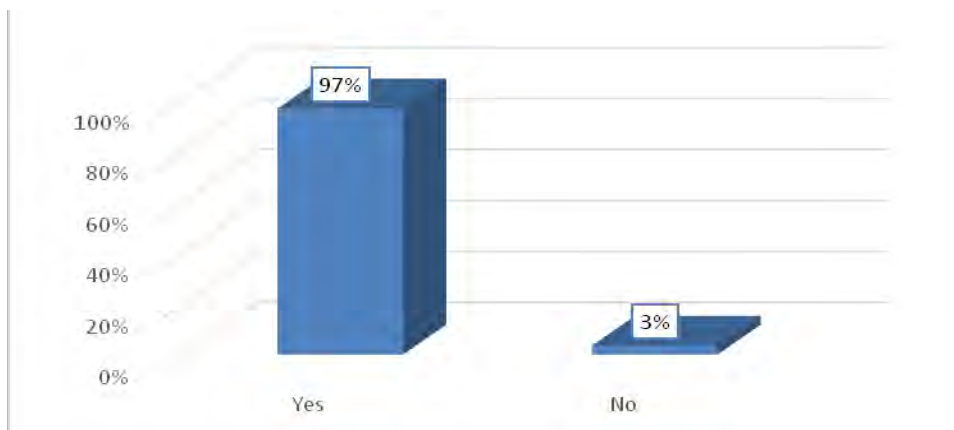
Figure 4.17: Staff response on consideration of customers' opinions in service production

The researcher wanted to know if management considers customers' opinions in their planning and delivery of services and products, and the figure 4.17 indicated that 97 percent of the employees stated that, they consider customers opinions in their decision making while 3 percent reported they do not consider customers opinions in the delivery of their services and products.
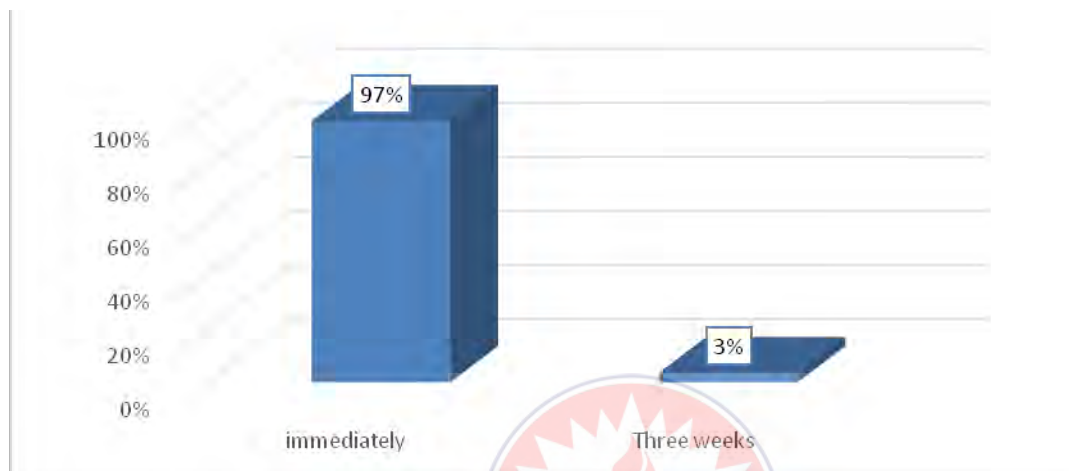
Figure 4.18: Staff response on how problems are solved

To find out how fast management resolve customers' complain on hotels services and products, 97% of the employees indicated immediately while 3% also observed three weeks. From the responses, one could justify that majority of the hotels cases were handled immediately while special cases that need further thinking to improve the performance of the hotels were handled in a three time.
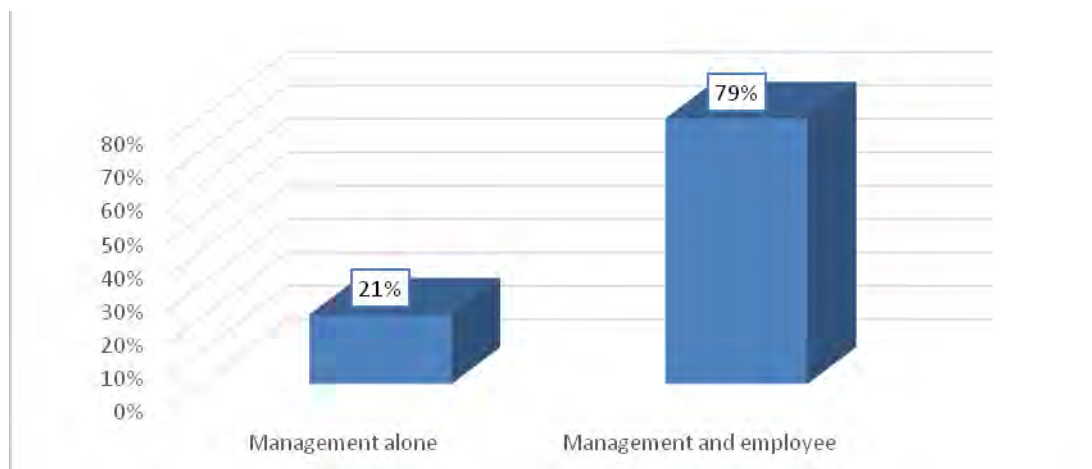
Figure 4.19: staff response on how problems are resolved in the hotels

Employees were again asked who wield the responsibility of solving customers' problems and complain and the results indicated that, 79% of the respondents observed management and employees of the hotels While 21% of the employees indicated management alone solve problems customers when they come up.

Table 4.4: Benefits of Ensuring Quality Products and Services in Hotels

Benefits of Ensuring Quality Products and Services in Hotels

Statement	Agree	Sometimes	Disagree	Total
Ensuring quality of products and services reduces cost	24	3	2	29
	83%	10%	7%	100%
Ensuring quality of products and services make customers satisfied	29	0	0	29
	100%	0%	0%	100%
Ensuring quality of products and services retains customers	29	0	0	29
	100%	0%	0%	100%

Source: Field Study, 2015

46

The table above presented the benefits of ensuring quality products and services in hotels. Staffs were asked to show their agreement on ensuring quality of products and services reduces cost. It was revealed that 83% of the staffs indicated they agree, 10% sometimes agree and 7% disagree. Majority of the staffs agree that ensuring quality of products and services reduces cost.

All the staffs (100%) agreed that ensuring quality of products and services make customers satisfied. Again, it was revealed that all the staffs (100%) agreed that ensuring quality of products and services retains customers.

Therefore, it could be concluded that ensuring quality of products and services reduces cost, make customers satisfied and retains customers.

Staffs suggested that management should buy quality equipment and materials for the hotel and the spoilt once should be repaired. Most of the staffs suggested this to management as presented in the figure 4:20. Another suggestion made by most of the staffs was that management should consider workers decisions/views on service delivery.

It was again suggested that workers should be motivated by management and should respect all employees. Moreover, they suggested management should address customer `relationship in the hotel. They suggested that management should work on the internet services.

Management should be flexible with some decisions and the quality of service policies in the hotel should be reviewed.
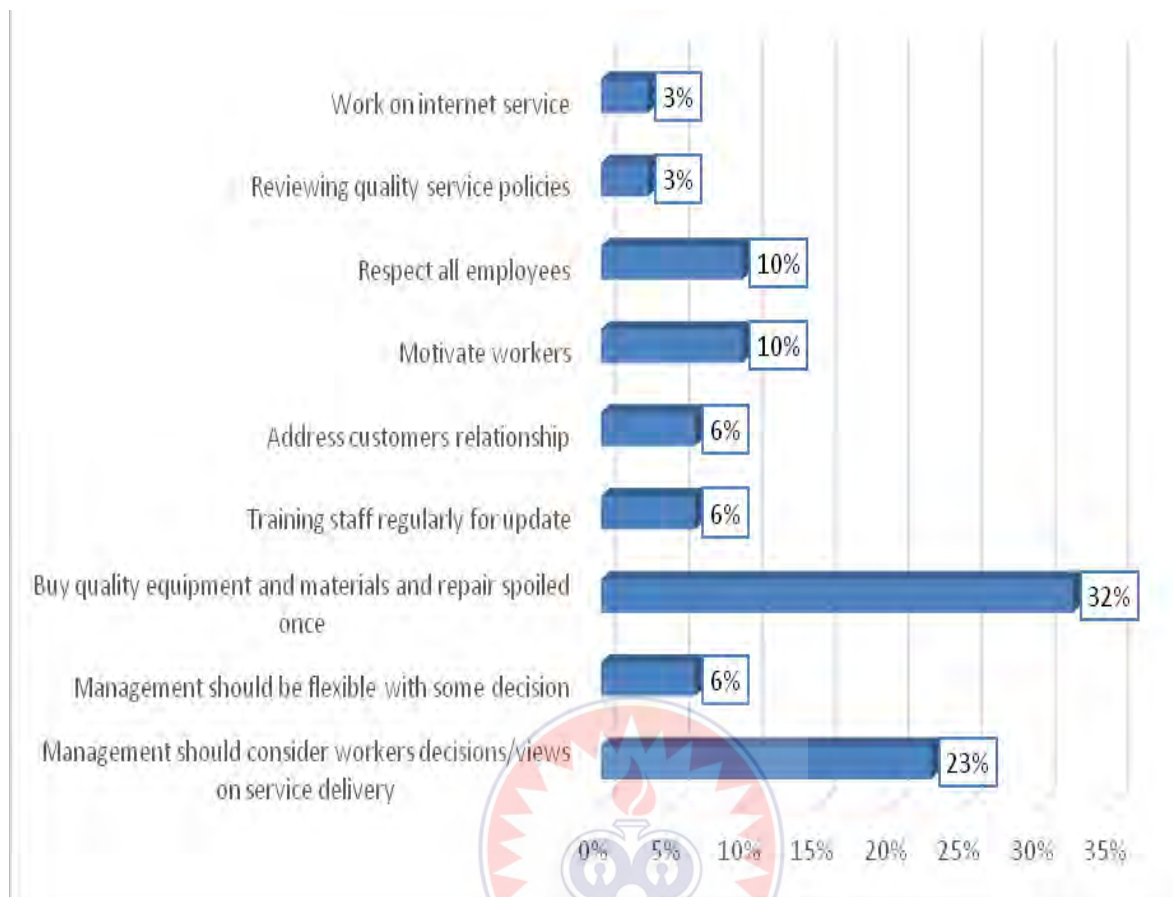
Figure 4.20: strategies to improve quality of service

As it had already been mentioned above, 32% of the respondents suggested that management buy quality equipment and materials and repair spoiled equipment. Another suggestion which was very significant was management to consider workers decision/views on service delivery, said by 23% of the staffs. 10% each was suggested for respect for employees and motivate workers while 6% each mentioned training staffs regularly for update, addressed customers relationship and management should be flexible with some decisions. Finally, 3% each was suggested for work on internet service and reviewing quality service policies.

4.3.0 Results and discussion of Interview

4.3.1 Results of interview from hotel managers

The interview section with the hotels managers indicated that, managers handled customers' complaints professionally as they strongly belief in the principle that customers are "always right". They also indicated that, there is a strong relationship between managers, other staff and customers. Base on the principle "no man is perfect", managers also revealed that sometimes, they have problems with customers especially customers who are very difficult to appreciate what one does.

On the challenges they face as managers, they indicated that, it is sometimes difficult to meet customers' varied needs and expectations especially with foreigners who prefer continental dishes. However, the managers admitted that, it is the duty of every hotel manager to satisfy the needs of the customer to win his or her attention to the hotel. Aside the challenge of satisfying the varied needs of customers cost of hiring, employing and training and retaining quality and reliable service-oriented employees were seen to be cost effective. Technological advancement in responding to the provision of modern facilities and changing them all the times to meet the demand and the taste of customers were also seen to be difficult to them as they involve a lot of cost. They particularly mentioned that, provision of swimming pools and GYMs to improve customer satisfaction have their own cost that the hotels cannot meet. They concluded by stating that, high taxes by government also affect the services and performance of the hotels as whole.

On improving the quality of services and products which is always the benchmark of every hotel as that determines the retention and repulsion of customers, the managers of the hotels indicated that provision of quality service and guest satisfaction, retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and

empowerment of service-oriented staff and search for best practices through benchmarking were mentioned. These measures mentioned by the managers of the hotels on ways of improving service quality and product were in line with the expectations of customers who were selected for the questionnaires. The mangers also indicated that they would work hard to provide the following; gym for exercise, swimming pool, suggestion box, wardrobes , Improve on customer care , fix old equipment/spoil doors, improve food services, Provision of uniforms for workers in the hotels for easy identification and online booking.

4.3.2 Results of interview from food and drugs board

> #### Role of the Food and Drug Board in Hotels Service Delivery

The Food and Drug Authority is mandated by the Public Health Act, 2012, Act851, part 7 sections 130 to ensure food safety and quality in all facilities in the hospitality industry that is involved in the preparation, packing, distribution, storage or sale of food intended for human consumption. The Authority according to director organizes training for food handlers at least twice a year in food safety and support in the implementation of food safety management systems in the hospitality industry in the region. The Director also mentioned that, they do quarterly inspection of the hotels in the Municipality. The authority also indicated that, before they go for the inspection, they pre – notify the hotels before carrying out the exercise. To check for food hygiene permit, the authority serves letters to food service facilities at least a mouth prior to the expiry of food hygiene permits. Clients then respond by paying the required renewal fee after which inspections are conducted and permits renewed if conditions are satisfactory.

> #### Strategies to ensure food safety and orderliness in the hotels

The Authority mentioned that, they impose sanction on hotels that do not adhere to the rules and regulations of the industry. The Director mentioned some of the sanctions they impose against

50

food service factories who do not comply with the food drug authority code of practice for food service establishment include a cancellation, suspension or withdrawal of food hygiene permit. The Authority also indicated they impose administrative fine where appropriate in accordance with section 97 of the public health act 2012 (act 851)

The Authority also mentioned they will intensify their inspection and monitoring unit to ensure that quality services and products are rendered to customers with a special focus on the kitchen staff.

> **Problems affecting the Food and Drug Board in ensuring service quality in the hotels**

Inadequate skilled personnel with adequate knowledge in food safety and quality, lack of cooperation from kitchen staff in the enforcement of good hygienic practices, less investment in at the kitchen in most restaurants and purchase of raw materials especially ingredients from open market, making it difficult for tracking in case of any outbreak.

On the one- on- one interview with the regional directors of Food and Drug Board he indicated that organizing training for hotels staff in the region which is their mandatory duty is difficulty. They indicated that sometimes they do not get financial assistance from the Ministry to do regular inspection and monitoring.

4.3.3 Results of interview from Ghana Tourism Board

The Ghana Tourism Authority is mandated by the tourism act (act 817) to inspect and license accommodation establishments. The Department is responsible for checking, monitoring the license of the hotels and making sure they operate according to lay down standards and principles.

The Department of Tourism, Culture and Creative Art on improving quality performance of hotels in the Upper West Region indicated they would improve upon their monitoring and evaluation to ensure that, hotels perform their activities in accordance with lay down principles, guidelines and standards so as to raise the bar to meet international best practices. In their own words, they stated that ….. "*Hmmm… we are working hard to improve performance of the hotels. The department will strengthen the monitoring team to do regular monitoring to ensure that hotels meet standards and provide services that are of quality to customers. In his conclusion remarks, the Director of the Department indicated that he would challenge players in the hospitality industry in the region to be what he termed "ambassadors of service excellence"* in their areas of operation through skills transfer and routine monitoring and supervision.

The Department also revealed, there is no resources especially fund to do quarterly monitoring to ensure that hotels deliver quality services and products to customers. The Department mentioned the contributions of the hotels to the development of the region to include job creation, contribution to the Gross Domestic Products, provision of home to visitors etc and therefore call on government to commit fund to the department for that purpose.

The Regional Director also indicated that some of the hotels manager are not cooperative and take the laws into their own hands. The further indicated that, hotel managers sometime give them wrong information about their performance which in essence does not help the department to assess the real performance of the hotels.

4.4 Results of Observation from the three hotels

4.4.1 Results of observation from Blue hill hotel

Blue Hill is nicely situated on the main road between Wa and Kumasi, just on the outskirts of town. Observation from this hotel started from the front desk. From the front desk, the researcher noticed that there were two persons responsible for receiving customers. Friendly services from the front desk were offered to customers as customers were received with a lot of smiles and greetings.

 A personal survey in and around some of the rooms revealed that, the rooms were always clean. The rooms were also rated differently with the lowest rate at GH₵60.00. At the rooms, chambermaids were employed to always tidy up the rooms every morning. Some customers were satisfied with this while some complained because they had to leave the room before it can be tidy up making them uncomfortably. In the few rooms surveyed, it was observed that, there were television set, either an air condition or ceiling fan in each room. In one of the rooms, the researcher observed that, the air condition was not properly working. The researcher also observed that, some of the rooms had electrical problems which made customers in those rooms complain. There was no Wifi in the hotel and customers had to go to the café and work anytime the needed the internet.

At the restaurant, two young ladies were found to be responsible for cooking and serving of customers at the same time. The caterers were professionally dressed, looked attractive and neat. From the researchers' observation, the caterers were working hard to respond to customers request immediately. Different food was prepared at the restaurant to respond to different needs of their varied customers. Kitchen staffs worked very well except in one occasion, where due to

53

miscommunication between the kitchen staff and a customer, the former served the later different meal. However, that problem was handled professionally.

Blue hill hotel was built relatively recent. It has Very nice grounds, bright and shiny blue color. However, it has started to show its age, as things are slowly breaking down and being repaired haphazardly. Some few cracked walls at the entrance of the hotel had not been attended to; the bright blue paint had also faded off by either rain or high temperatures.

4.4.2 Results of observation from Upland Hotel

Upland hotel is located at the heart of Kpaguri with relatively beautiful structures and environment. At the entrance of the hotel two employees were found at the reception. Observation at the reception revealed that, customers were first received by the receptionists and prepared them for stay. It was also observed that, employees at the reception were smart, alert, received customers with smiles, eye contacts and greetings.

Rooms at the hotel were furnished with a fully working Air Conditions, television set and fridges. The television sets in some of the rooms observed, were without signals and hot showers were directly connected to the heater. Rooms were big and the beds were fine. The design of the rooms was old fashioned, which created an atmosphere of dislike especially with first visitors. The researcher observed that, there were other furnishing problem such fixing of broken locks, old and faded furniture.

In the rooms, cleaning and lying of beds was done by the chambermaids every morning in the rooms. Cleaners were averagely good in keeping the rooms good in time for the customers. Employees' communications with the customers were quite good and were always ready to attend to customer's request. Except in one occasion where a customer shouted at an employee for delayed service, but generally employees performed above average.

At the restaurant, it starts with handwritten menu. The restaurant had two ladies who were responsible for the cooking and serving of customers. Restaurant had a larger selection of foods which mostly are northern dishes. The waitresses were average, not particularly friendly. Food was prepared and served averagely well as customers did not wait for that long before being served. Drinks were offered in time to customers who requested for, except in few occasions where due to pressure employees were not able to respond immediately to request. This made customers who were not patient complain and threatened to leave the hotel.

4.4.3 Results of observation from valley view hotel

Valley view hotel is located on the main road to Sombo, behind old University for Development campus. It has a beautiful environment and structures. At the reception, there were two gentlemen who were responsible for receiving and preparing customers for stay. At the reception, it was observed that, receptionists registered the customers and took them to their rooms. In the rooms, the researcher observed that, rooms were reasonably spacious, with running water, television set, and Air conditions. The rooms were made clean every morning by the hotel cleaners. Problems in the rooms that were identified by the room cleaners in the rooms were reported to the receptionists and the receptionists also report it to the general manager in that order. In this hotel, the researcher observed that, bureaucracy works and lay down structures are strictly followed.

In the restaurant, three ladies were also identified to be responsible for cooking and serving customers. Waitresses were properly dressed and were ready to respond to every request made by customers. Except for few occasions, where customers have to shout for delayed services, otherwise the waitresses played their part quite well.

The researcher also observed that, the hotel WIFI was not good. At the time the researcher was around, three gentlemen and a lady who was on a research mission complained of the bad internet connection because they needed it to perform their work.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, the conclusions and recommendation of the study.

5.2. Summary of Major Findings

The following are the major findings of the study:

- The study has revealed the following in quality service in the three hotels

➢ Lack of skilled or on-the-training for employees at the front desk and waiters and waitresses affecting the quality of services in the hotels.

➢ Monitoring and supervision of employees was on the average and this led to inadequate discipline and response to customer's plight which affects quality services in the hotels.

➢ Quality assurance policy of the hotels was not fully implemented and employees do not know the principles of the hotels thus could not provide adequate quality service.

- The study also revealed the some challenges affecting quality of service in the hotels studies

➢ It is difficult to satisfy varied needs of customers at once therefore unable to meet customer's needs and aspirations and in effect, affects quality service delivery.

➢ Also technological advancement in providing modern facilities such as internet services to meet customers demand was costly and difficult for hoteliers to have provided adequate quality services.

➢ Repairs and maintenance of facilities cost the management of the hotels.

➢ High cost of employing/hiring, training and retraining quality and reliable employees and controlling employees is difficult for hoteliers.

➢ The department of Tourism, Culture and Creative Art and Food and Drugs Board were under resourced to regularly monitor the performance of the hotels in the region and that affect quality service delivery.

• The research revealed some effective strategies to improve the quality of service in hotels:

➢ The managers in all the three hotels cherished customer employer relationship and hence in favor of strategies of improving such relationship.

➢ Management of hotels establishing systems to measure, monitor, motivate employees and track customers satisfaction.

➢ Training both old and new employees to acquire the necessary skills, knowledge and understand processes involved in their job.

➢ Owners and management providing safe working environment and good hygienic practices.

➢ A hotel using suggesting box or questionnaires to get customers complains expectation and perception about their service delivery.

5.3. Conclusion

From the research conducted, it is clear that the hotels provide quality services to their customers but it is not enough due to unskilled or untrained employees, inadequate monitoring and supervision and the inability to fully implement quality assurance policy in the hotels.
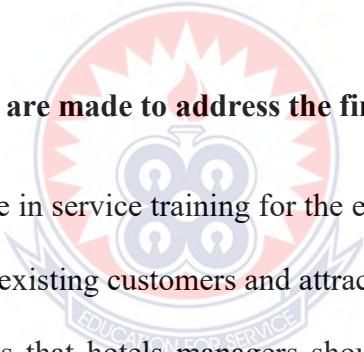
The hotels have some challenges identified that were affecting their operation. The technological advancement, varied needs of customers. Cost of employing employees, repair and maintenance and the inability of the regularly bodies of hotels to regularly supervise the hotels have affected quality of services in the hotels.

Despite all the successes of these hotels, the strategies identified in the study are wealth implementing to achieve more of the quality service delivery and goals of the hotels.

Finally the study established that ensuring quality service delivery is of great importance to customers because it is one of bias for increasing the hotel revenue and growth.

5.4 Recommendations

The following recommendations are made to address the findings:

- ➢ Management should provide in service training for the employees on the various attributes that concern guests to keep existing customers and attract new ones.
- ➢ The researcher recommends that hotels managers should intensify their monitoring and supervision to improve service quality delivery in the hotels.
- ➢ Management of the hotels should implement in full, the hotels quality assurance policies and educate their employees on their quality assurance policies so as to increase employees' performance.
- ➢ Employees' should develop positive attitude towards their customers and service delivery for repeated patronage. Thus, management of the hotels should develop an internal mechanism to check Employees' attitude towards customers and service delivery to improve upon customer – employee relationship.

➢ More opportunity should be given to customers to express their dissatisfaction and satisfaction to improve upon the performance of the hotels.

➢ Management of hotels should provide good internet service in the hotels in order to keep and attract customers which need internet service during their stay in the organizations.

➢ More opportunity should be given to customers to express their dissatisfaction and satisfaction to improve upon the performance of the hotels.

➢ Management of the hotels should implement strategies that intensify customer – management relationship to improve performance of the hotels on a continuous basis.

➢ The Departments of tourism, Culture and Creative Art and Food and Drug Board should also intensify efforts and equip its monitoring units with the necessary tools so that there would be periodic checks on the operations of hotels in the region to ensure service quality delivery.
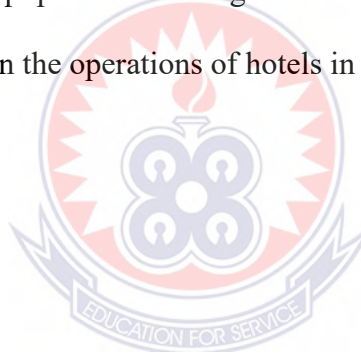
REFERENCES

Agbola, E.T.A. and Dehlor S.A (2011). Service Quality in Ghana's Tourism Industry: A perspective from Tourists and Hotel Managers. World Review of Business Research vol 1 No. 5. Retrieve fro; http://www.70 giteknabagers 200 international/ local tourists.

Akaegbu, J.B. (2013). An Exploratory Study of Customers' Perception of Pricing of Hotel Service. International Journal of Business and Social Science Vol. 4 No. 11 www.ijbssnet.com

Anderson, E. W. and Sullivan M. W. (1993). The Antecedents and Consequences of Customer Satisfaction for Firms. *Marketing Science*, 12(2), 125–143.

Baboo, K. and Robert, F. (2011). Your customers' perception of Quality: What it means to your bottom line and how to control it. Retrieved from; http://www.perceptionofquality.com

Barnes, J. (2012). The impact of technology on customer relationships, Australian Marketing Journal, 9 (1), pp. 21-31.

Bearden, W. O. and Teel, J. E. (1983). Selected Determinants of Consumer Satisfaction and Complaint Reports. *Journal of Marketing Research*, 20(1), 21–28.

Berman, C. (2002). Customer Satisfaction. USA, McGraw Hill Inc.

Bitner, M. J. Booms, B. H., and Mohr, L. A. (1994). Critical Service Encounters: The Employee Viewpoint. *Journal of Marketing*, 58(4), 95–106.

Bitner, M. (1990). The service encounter: Diagnosing the favorable and unfavorable incidents. Journal of marketing, pp. 71-78

Boateng, S. (2013). The impact of interpersonal relationship between customers and employees in the hospitality industry: A case study of selected hotels and guest houses in the New-Juaben Municipality, Koforidua, Ghana. A Master Thesis submitted to the University of Education, Winneba

Bolton, R. N. (1998). A Dynamic model of the Duration of the Customer's Relationship with a Continuous Service Provider. *Marketing Science*, 17(1), 45–66.

Boztepe, S. (2007). User Value: Competing theories and models. *International Journal of Design,* Vol. 1, Issue. 2.

Brian, G. (2006). Keeping customer for Life. New York, Warner Books Inc.

Campos, D. F. Marodin, T. G. (2013). Perceptions of Quality and Expectations of Hotel Services. Journal of Operations and Supply Chain Management, Vol. 5, No.1.

Chandler, G. N. and McEvoy, G. M. (2000). Human resource management, TQM, and firm performance in small and medium-size enterprises. *Journal of* Entrepreneurship Theory and Practice, Vol.25, No.1

Cronin, J. J. and Taylor, S. A. (1994). SERVPERF versus SERVQUAL: reconciling performance based and perceptions-minus-expectations measurement of service quality. *Journal of Marketing*, 58(1), 125–131.

Douglas, L. And Connor, R. (2003). Attitudes to Service Quality- The Expectation Gap. Nutrition & Food Science, 33(4), 165-172.

Ethley, L. and Denis, P. (2003). Quality Assurance and Articulation in Hospitality and Tourism Programs in the Caribbean. Retrieve from; http://www.themis.ad/english/Products/Volume

Evans, R. and Lindsay (2010). Marketing for hospitality and tourism. Pearson education. Vol13,pp, 34-38

Farrell, A.M., Souchon, A.L. and Durden, G.R. (2001). Service encounter conceptualization: employees' service behaviors and customers' service quality perceptions. Journal of Marketing Management, Vol.17 No. 5

Fitzsimons, (2005). Customer service. New York: McGraw-Hill.

Frempong, J. and Okyere-Kwakye, E. (2013). Quality Assurance in the Hospitality Industry: Ghanaian Standpoint European Journal of Business and Management Vol.5, No.15. Retrieve from; http://www.iiste.org.

Ganesan-Lim, C., Russell-Bennett K. and Dagger T. (2008). The Impact of Service Contact Type and Demographic Characteristics on Service Quality Perceptions. Journal of Services Marketing, 22/7, 550–561.

Gil, S. M., Hudson, S. and Quintana, T. A. (2006). The Influence of Service Recovery and Loyalty on Perceived Service Quality: A Study of Hotel Customers in Spain. *Journal of Hospitality Marketing & Management*, 14(2), 47-68.

Gronroos, C. (2004). Marketing towards a relationship marketing paradigm. Journal of Marketing Management, 10, pp. 347-360

Gržinić, J. (2007). Concepts of Service Quality Measurement in Hotel Industry. EKON. MISAO PRAKSADBK. GOD, XVI (1), 81-98.

Hayes, K. D., Ninemeier, D. J., and Miller, A. A. (2011). Foundations of Lodging Management, Pearson Education, UK. International Standard, Quality Management and Quality Assurance-Vocabulary, Vol. 1, No.4.

Hays, J.M. and Hill, A.V.(2000). A preliminary investigation of the relationships between employee motivation/vision, service learning and perceived quality. Journal of Operations Management, 250:1-15 .

Hills, C.W.L. (n.d) Impact of Globalization on Hotel industry. International Business ch13. Retrieve from http://www.

Jasimina, D. (2007). The evolution of modern hospitality industry. Vol. 10,pp.74-112

Jinsoon H. (2010). Factors Influencing Customer Satisfaction or Dissatisfaction in the Restaurant Business Using AnswerTree MethodologyUsing Answer. *Journal of Quality Assurance in Hospitality & Tourism, Volume 11,*, PP. 93 – 110.

Iverson, K.M. (2001). Managing human resources in the hospitality industry. New Jersey, Prentice-Hall Inc.

Jones, H., and Farquhar, J. D. (2003). Contact Management and Customer Loyalty. *Journal of Financial Services Marketing*, 8(1), 71–78.

Kapiki, S.T.(2012) Quality Management in Tourism and Hospitality: an Exploratory Study among Tourism Stakeholders. International Journal of Economic Practices and Theories, Vol. 2, No. 2, www.ijept.org

Kofi Poku, M. Z. (2013). Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana. *International Review of Management and Business Research.www.irmbrjournal.com.Vol. 2 Issue.2*, PP. 600 - 609.

Koreen, (2010). Service Characteristics Of Hospitality And Tourism Marketing, Quizlet LLC. Retrieved, http://www.studymode.com/essays/service -characteristics-Of-Hospitality-And-Tourism-377245.html

Kotler, P., Bowen, J. and Makens, J.(2003). Marketing for Hospitality and Tourism (3rd ed), Upper Saddle River, NJ Pearson Education Inc.

Levy-Bonvin, J. (2003) Hotels, A Brief History EHLITE- Institute of Technology and Entrepreneurship. Switzerland Retrieve from http://www.hospitalitynet.org/news/4017/990.html

Louis, L., (2003). Total Quality Concept. New York. McGraw-Hill.

Lovellock, W. and Wright, G. (2006). The role of the hospitality industry in global economic development. Journal of hospitality and tourism management, pp, 56-89

Mohsin, A. and Lockyer, T. (2010). Customer Perceptions of Service Quality in Luxury Hotels in New Delhi, India: An Exploratory Study. International Journal of Contemporary Hospitality Management, 22(2), 160-173.

Murasiranwa, F. Naseem, U. and Nisemina, H. (2010). Factors that determine service quality in hospitality industry: A case study among hotels and restaurants in India. International journay of hospitality management, pp, 23-45

O'Gorman, K. D. (2007a). Dimensions of Hospitality: Exploring Ancient and Classical Origins. In C. Lashley, A. J. Morrison & P. Lynch (Eds.),Hospitality: A Social Lens.Advances in Tourism Research (pp. 17-32*). *Oxford: Elsevier.

O'Gorman, K. D. (2009). Origins of the Commercial Hospitality Industry: From the fanciful to factual. *International Journal of Contemporary Hospitality Management . ISSN 0959-6119*, PP. 1 - 19.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for further research. *Journal of Marketing*, *58*(1), 111-124.

Pearcea, P., and Benckendorffa, P. (2006). Benchmarking, Usable Knowledge and Tourist Attractions. *Journal of Quality Assurance in Hospitality & Tourism*, PP. 29 - 52.

Rajagopal, V. (2014). Guest Service / Customer Experience Mgmt Closing the Gap Between Guest Expectation and Management Perception. HotelExecutive.com http://hotelexecutive.com/business_review/2382/closing-the-gap-between-guest-expectation-and-management-perception 27/08/14

Ranaweera, C., and Prabhu, J. (2003). On the relative importance of customer satisfaction and trust as determinants of customer retention and positive word of mouth. *Journal of Targeting, Measurement and Analysis for Marketing,* 12(1), 82–90.

Raspor, S. M. (2009). Measuring Perceived Service Quality Using servqual: A Case Study of the Croatian Hotel Industry. *Journal of Quality Mnagement* , PP.195 - 209.

Reyad, A. (2005). Service Quality in Hospitality Industry. Paper presented in WTO-OMT seminars on quality systems and management in tourism (Cairo, Egypt). Retrieve from; http://www.world-tourism.org/quality/E/pres.htm

Roberta, H. and Bernard, P. (2003). Total quality management: A key tool for marketing the hospitality and tourism industry. International of performance management, pp, 34-63

Russell, R. (2003). Strategic Management. New York. McGraw-Hill.

Sahney, S., Banwet, D.K. and Karunes, S. (2004). "A SERVQUAL and QFD approach to total quality education: A student perspective", *International Journal of Productivity and Performance Management*, Vol.53, No.2,

Soteriadis, M. and Varvaressos, S. (2006). Quality Service in Hotel Businesses. Centre International de Recherches et d'Etudes Touristiques, Collection Studies & Reports, Série C, Volume C-8, Aix-en-Provence.

Stephen, F. (2010). Hotel Management Roles within the Hotel Industry. Austin State University.http://www2.sfasu.edu/cte/Michelle_Files/HMS_302_Web_Content/302_Safety_10.html

Stokes, (2007). Keeping customer for Life. Warner Books Inc.

Tannor, L.L, (2014).A Guide to Writing Dissertation. Ghana, Blessed Publication Ltd.

Taylor, W. J. and Kimes, S.B. (2010). How Hotel Guest Perceive the fairness of Differential Room Pricing. USA, Cornell University. Retrieve from http://www.chr.cornell.edu

Trochim, W.M.K(2006).Sampling. Research Methods Knowledge Base. Retrieved from; http://www.socialresearchmethods.net/kb/order.php

Turkson, E. D. (2012). *Quality Assurance in the Hospitality Industry: A Case Study of Capital View Hotel, Koforidua.* Kumasi. Available at: *http://dspace.knust.edu.gh:8080/xmlui/handle/123456789/4845*

Uyen, K. M. (2015). Factors Affecting Guest Perceived Service Quality, Product Quality, and Satisfaction–A Study of Luxury Restaurants in Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science Vol. 3, No. 4,*, PP. 284 - 291.

Vasile, D.C. (2009). Customer Contributing to improving Service quality in the hospitality Industry. Amfiteatu Economic Vol XI, NO 26. Retrieve from

Yashroy, U. (2001). Origin of hospitality industry, Indian Express Newspapers. Retrieved from http://www.expresshospitality.com.

Yılmaz, İ. (2009). Measurement of Service Quality in the Hotel Industry. Anatolia: An International Journal of Tourism and Hospitality Research, 20(2), 375-386.

Yoon, S. and Suh, H. (2010), Ensuring IT consulting SERVQUAL and user satisfaction: a modified measurement tool. Information Systems Frontiers, 6(4), p. 341-351

Zenithal, V. and Bitner, M.J. (2000). Service Marketing: Integrating Customer Focus across the Firm. New York: Irwin McGraw - Hill Publishing, (2nd ed).

Zeithaml, V. A. (2003). Services Marketing. Integrating Customer Focus. Mc Graw-Hill.

Zenithal and Bitner, (2000). Customer satisfaction. England: Cliff Prentice-Hill Inc

APPENDIX A

QUESTIONNAIRE FOR CUSTOMERS

PREAMBLE

The researcher is a master's student pursuing Technology in catering and hospitality programme. As a requirement for the acquisition of the master degree, the researcher is undertaking a study on assessing quality assurance in the hospitality industry. Please your response to these questions will assist the study immensely. Information gathered from you will be used only for academic purpose and confidentiality is much assured.

A) Personal information

Tick in the appropriate box and where necessary, provide information to the following statements:

1. Age: 18-25 ☐   26-45 ☐   46-70 ☐   Others…………………..

2. Gender: Male ☐   Female ☐

3. What is your occupation? ……………………..

5. How long have you been a customer of this Hotel? ....

A) Customers' expectations on quality service

6. How does the management of the Hotel relate to you as a customer?

68

Excellent ☐   Very Good ☐   Good ☐   Poor ☐

7. How were you treated by the staff and management of the hotel? Excellent ☐

Very Good ☐   Good ☐   Poor ☐

8. How do they respond to your request?   Excellent ☐   Very Good ☐   Good ☐

Poor ☐

9. How clean is the Hotel premise? Excellent ☐   Very Good ☐   Good ☐   Poor ☐

10. Do the products and services meet your expectations?   Yes ☐   No ☐

Give reason(s)

…….…………………………………………………………………………………………

11. How will you grade the services and products of the Hotel? Excellent ☐   Very Good ☐

Good ☐   Poor ☐

12. How would you rate the following?

a.) Hotel rooms.   Excellent ☐   Very Good ☐   Good ☐   Poor ☐

d.) Food and beverage. Excellent ☐   Very Good ☐   Good ☐   Poor ☐

b.) Conference hall.   Excellent ☐   Very Good ☐   Good ☐   Poor ☐

c.) Internet service.   Excellent ☐   Very Good ☐   Good ☐   Poor ☐

13. Have you had any sort of dissatisfaction with any of the services and products provided by

the hotel?   Yes ☐   No ☐

If 'yes' reason(s)……………………..

………………………………………………………………………………………

14. Were you offered the opportunity to express your dissatisfaction?   Yes ☐   No ☐

If 'No' give reason(s)…………………………………………………………………….

……………………………………………………………………………………….

………………………………………………………………………………………

C) Strategies to improve quality services in hotels

15. Would you recommend a potential customer to the Hotel? Yes ☐   No ☐

Why?…………………………………………………………………….

…………………………………………………………………………………………

16. Suggest ways that management can improve on the service and product quality.

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………………………………………………………

APPENDIX B

QUESTIONNAIRE FOR HOTEL STAFF

The researcher is a master's student pursuing Technology in catering and hospitality programme. As a requirement for the acquisition of the master degree, the researcher is undertaking a study on assessing quality assurance in the hospitality industry. Please your response to these questions will assist the study immensely. Information gathered from you will be used only for academic purpose and confidentiality is much assured.

A) Personal information

Tick in the appropriate box where necessary and provide information to the following statements:

1. AGE: 18-25 ☐   26-45 ☐   46-70 ☐   Others……………

2. Gender: Male ☐   Female ☐

4. Position. ……………………………………………………………………

B) Hotel staff experiences on quality service delivery

5. How long have you been with the hotel?…………………………………………….

6. Have you been given any training on quality service delivery when you were employed?

Yes ☐   No ☐

If 'No' why…………………………………………………………………………

7. Do you have quality assurance policy or programme as an organization? Yes ☐ No ☐

 If yes, please mention some of these policies…………………………………………..

……………………………………………………………………………………………

8. How often does your hotel embark on quality assurance programmes? When problems arise ☐

Every three months ☐   Yearly ☐   Others………………………

71

9. Do you include customer's opinion in the production of your services?   Yes ☐   No ☐

10. Who solves problems that are encountered by customers? Management Alone ☐

Employees Alone ☐   Management and Employee ☐

11. How fast are customer complaints on products and services addressed?   Immediately ☐

one week ☐   two weeks ☐   three weeks ☐   others specify …………..

C) Benefits of ensuring quality products and services in hotels

12. Ensuring quality of products and services reduces cost. Agree ☐   Sometimes ☐

Disagree ☐

13. Ensuring quality of products and services make customers satisfied. Agree ☐

Sometimes ☐   Disagree ☐

14. Ensuring quality of products and services retains customers. Agree ☐   Sometimes

Disagree ☐   ☐

D) Challenges affecting quality of service in hotels

15. What are the difficulties affecting quality service delivery?

....………………………………………………

…………………………………………………………………...

E) Strategies of ensuring quality service delivery

16. Would you say that the hotel is quality oriented in service delivery? Yes ☐   No ☐

Explain……………………………………………………………………………………

…………………………………………………………………………………………………

17. In your opinion, suggest how the quality of service and product can be improved in your

Hotel …………………………………………………………………………….

…………………………………………………………………………………………

APPENDIX C

INTERVIEW SCHEDULE FOR HOTEL MANAGERS

The researcher is a master's student pursuing Technology in catering and hospitality programme. As a requirement for the acquisition of the master degree, the researcher is undertaking a study on assessing quality assurance in the hospitality industry. Please your response to these questions will assist the study immensely. Information gathered from you will be used only for academic purpose and confidentiality is much assured.

1. What is your position in this hotel?

2. Do you have quality assurance policies as a hotel? If yes, please mention some of these policies.

3. Do you include customers' opinions in your service production?

4. How often does your hotel embark on quality assurance programs?

5. How fast are customers complaints addressed?

6. Do you give orientation to your employees on how to interact with the customers?

7. How does quality assurance benefit your hotel?

8. What factors are impacting the hotel performance negatively

9. What are the ways to improve quality of service delivery in your hotel?

APPENDIX C

INTERVIEW SCHEDULE FOR FOOD AND DRUG AUTHORITY AND

DEPARTMENT OF TOURISM CULTURE AND CREATIVE ART

The researcher is a master's student pursuing Technology in catering and hospitality programme. As a requirement for the acquisition of the master degree, the researcher is undertaking a study on assessing quality assurance in the hospitality industry. Please your response to these questions will assist the study immensely. Information gathered from you will be used only for academic purpose and confidentiality is much assured.

1. What has been the mandate of FDA in ensuring quality food service in the hotels

2. How often does the FDA carry out its inspection duties at hotels to ensure quality food?

3. Has FDA ever come across any poor quality of food served in hostels and what sanctions were taken against such offenders

4. What other sanctions were taken against hotel managers who violate FDA rules and regulations

5. After registration and issuing of license to the hotel operators, how does FDA ensure that they renew their linces

6. What are the duration for the renewal?

7. What type of technical support has fda been providing for hotels industry and how often is the support given?

8. What are some of the challenges facing hotel owners or managers in their attempt to provide quality food to clients

9. What are some of the strategies adapted by the fda to help hotels to improve on food quality

10. 13. Are they other comments?

APPENDIX D

OBSERVATION GUIDE

Hotel environment

1. Is hotel environment clean? ………………

2. Is hotel car or garage spacious to accommodate customers' vehicles?............

Hotel reception

3. Is the receptionist clean and decently dressed? …………………

4. Is the receptionist desk tidy? ....

5. Is the receptionist smart in receiving customers? ....

6. How are customers responding to the actions and in actions of the receptionist? ....

Hotel rooms

7. Are the rooms of the hotel clean? …………………………..

8. Who usually clean them? …………………………………

9. How often are they clean in a day? …………………………..

10. What are the facilities in the room? ………………………

11. Are the facilities up to standard? ....
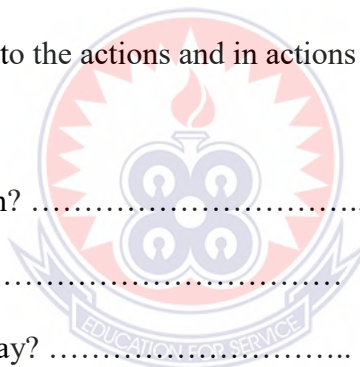
Hotel restaurant

12. Is the hotel restaurant clean? …………………………….

13. Are the caterers and waitress decently dressed? …………………………

14. How fast do waitress and waiters respond to customers' request? ………………….

15. How do customers react to behavior and attitudes of the caterers, waitress and waiters?

Other observation

16. How good is the internet service of the hotel? ....

75