

**UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI**

**EFFECTIVE HOSPITALITY DEVELOPMENT IN THE NORTHERN
REGION: A CASE STUDY OF TAMALE METROPOLIS**

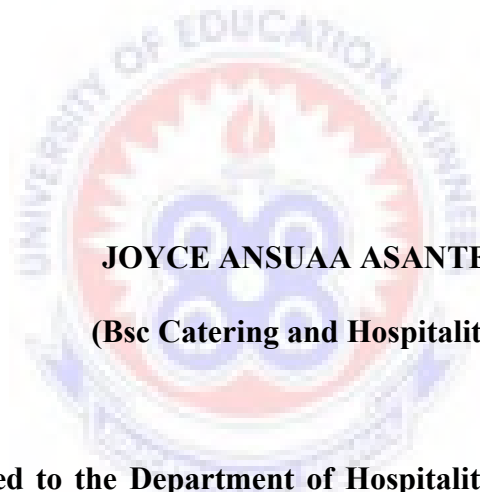


JOYCE ANSUA ASANTE

FEBRUARY, 2019

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

**EFFECTIVE HOSPITALITY DEVELOPMENT IN THE NORTHERN
REGION: A CASE STUDY OF TAMALE METROPOLIS**



JOYCE ANSUA ASANTE
(Bsc Catering and Hospitality)

**A project submitted to the Department of Hospitality and Tourism Education,
University of Education Winneba, in partial fulfilment of the requirements for
the award of Master of Technology (Catering and Hospitality) Degree.**

FEBRUARY, 2019

DECLARATION

STUDENT'S DECLARATION

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

SIGNATURE:

DATE:.....

SUPERVISOR'S DECLARATION

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

NAME OF SUPERVISOR: MR. MICHAEL TSOGALI

SIGNATURE

DATE:

ACKNOWLEDGEMENT

I am grateful to my supervisor, Mr. Michael Tsorgali for his guidance and patience throughout the work. My sincere gratitude goes to all the lecturers of Catering and Hospitality Department for their hardwork towards the programme. Special thanks go to Rev. Bernard Anane Agyei (Church of Pentecost-Assin Fosu) and Rev. Dr. George Asante (Christ Apostolic Church-Osu) for their advice.



DEDICATION

The work is dedicated to my husband, Mr. Eric Owusu, siblings, John Kwabena Kyeremeh Asante, Elizabeth Asante Nyarko and mother, Esther Akua Kumi, children, Samuel and Samuela for their love and support during the programme.



TABLE OF CONTENTS

| Content | Page |
|--|-------------|
| DECLARATION..... | ii |
| ACKNOWLEDGEMENT | iii |
| DEDICATION..... | iv |
| TABLE OF CONTENTS..... | v |
| LIST OF TABLES..... | viii |
| LIST OF FIGURES..... | ix |
| ABSTRACT..... | x |
| CHAPTER ONE: INTRODUCTION | |
| 1.1 Background of the Study | 1 |
| 1.2 Statement of the Problem | 3 |
| 1.3 Purpose of the Study | 5 |
| 1.4 Objectives of the Study | 5 |
| 1.5 Research Questions | 6 |
| 1.6 Significance of the Study | 6 |
| 1.7 Scope of Study | 6 |
| 1.8 Organisation of the Study | 7 |
| CHAPTER TWO: LITERATURE REVIEW | |
| 2.1 Introduction | 8 |
| 2.2 Concept of Hospitality | 8 |
| 2.3 Hospitality Industry | 10 |
| 2.4 Concept of Hospitality Development | 12 |



| | |
|--|----|
| 2.5 Hospitality Development Sustainability | 13 |
| 2.6 Factors that influence Hospitality Development in Countries | 15 |
| 2.7 Employee and Hotel Performance | 18 |
| 2.8 Challenges facing Hospitality Development | 22 |
| 2.9 Management of Hospitality Development | 29 |
| 2.10 Theories on Hospitality Development | 31 |
| CHAPTER THREE: METHODOLOGY | |
| 3.1 Introduction | 37 |
| 3.2 Research Design | 37 |
| 3.3 Population | 38 |
| 3.4 Sampling Procedure and Sample Size | 38 |
| 3.5 Data Collection Instruments | 40 |
| 3.5.1 Questionnaire | 40 |
| 3.5.2 Interview guide | 41 |
| 3.6 Data Analysis Procedure | 41 |
| 3.7 Ethical Considerations | 41 |
| CHAPTER FOUR: RESULTS AND DISCUSSIONS | |
| 4.1 Introduction | 43 |
| 4.2 Demographic Characteristics of Respondents (Hotel Managers) | 43 |
| 4.3 Underlying factors which influence Hotel Development (Managers) | 47 |
| 4.4 Challenges to effective Hotel Development Practices (Managers) | 49 |
| 4.5 Strategies for Improving Hotel Development Practices (Managers) | 52 |
| 4.6 Underlying factors which influence Hotel Development (Supervisors) | 54 |
| 4.7 Challenges to effective Hotel Development Practices (Supervisors) | 56 |

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

| | |
|------------------------------------|----|
| 5.1 Introduction | 58 |
| 5.2 Summary of Findings | 58 |
| 5.3 Conclusions | 59 |
| 5.4 Recommendations | 60 |
| 5.5 Suggestion for further studies | 61 |
| REFERENCES | 62 |
| APPENDIX A | 74 |
| APPENDIX B | 79 |
| APPENDIX C | 81 |
| APPENDIX D | 82 |
| APPENDIX E | 83 |



LIST OF TABLES

| Table | Page |
|--|-------------|
| 3.1: Distribution of study population and sample selected | 39 |
| 4.1: Underlying factors which influence hotel development (Managers) | 49 |
| 4.2: Challenges to effective Hotel development practices (Managers) | 51 |
| 4.3: Strategies for Strategies for Improving Hotel Development Practices (Managers) | 53 |
| 4.4 Underlying factors which influence hotel development (Supervisors) | 55 |
| 4.5 Challenges to effective Hotel development practices (Supervisors) | 57 |



LIST OF FIGURES

| Figure | Page |
|---|-------------|
| 4.1: Gender characteristic of Respondents | 44 |
| 4.2: Age interval of the Respondents | 44 |
| 4.3: Educational background of Respondents | 45 |
| 4.4: Respondents years served in the Educational Sector | 46 |



ABSTRACT

The survival of any organization highly depends on the quality of service delivered to its customers to maximize their satisfaction which hotel industry of Ghana is no exception. The need to ensure effective development practices is crucial to the success of hotels. The study sought to examine effective hotel development practices using Tamale Metropolis as the study area. The target population involves hotel managers (5), hotel supervisors (15), frontdesk officers (5), house keepers (36) and food and beverage personnel (42). The sample size was selected using simple random and purposive sampling techniques respectively and questionnaires as well as interviews served as the mode of collecting data from respondents. Results were analysed using descriptive statistics in the form of percentages, mean scores, relative importance index and standard deviation. It was found that among the underlying factors which influence hotel development in Tamale Metropolis were competent workforce, satisfying customer needs, reliable communication system, quality of product and motivation. Key challenges affecting hotel development practices include inadequate training for employees, ineffective communication, poor customer service delivery, poor motivation and improper managerial behaviour of authorities. The continuous existence of these setbacks has not helped in improving the sector adequately. The failure to recruit competent staff for various activities affect smooth and better handling of customers which create disaffection due to poor quality of service delivery. These practices and challenges can be curbed by adopting appropriate strategies such as proper training, attractive motivation, effective communication and sound managerial behaviour.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

It is important to note that hotel business is very competitive and provision of quality service has been seen as a determinant factor for hotel businesses survival. In the era of global competition, many service firms like hotels focus on service quality and excellence to acquire and retain a pool of loyal and profitable customers (Franck, 2000). Gale (2008), indicated that hotel industry is service oriented business. Archer (2005) describes the development of hospitality industry all service activities effectively exhibited by the hotel to serve the hotel clients. Customer satisfaction is one of the most important outcomes of firms in a market-oriented firm where the obvious need of firms is to satisfy their customers, expand their business and improve profitability (Chen, 2007). Chen and Song (2009), argue that it is essential to invest in quality improvement if a firm wants to increase sales or market share and that the increase of sales and market share depends on how much a firm is able to attract and retain existing and potential customers.

The Hospitality industry, as experienced by other businesses, are facing various external pressures (from communities, competitive forces and also governmental regulations) that push for environmentally friendly practices. In addition, the increase in environmentally mindful tourists reveals a future trend that could jeopardise the industry if environmental matters are not addressed. Moreover, commitment to environmentally friendly practices could lead to better organizational performance as indicated by several researchers (Siti-Nabiha et al., 2014). In the context of the hotel industry, environmental management can

be seen as the management influenced adoption of a continuous process by which a hotel's activities are monitored and suitable programs and activities implemented to reduce the negative impact on the environment (Mensah, 2006).

Faulk (2000) declared that the first step towards a total quality environmental management system is the initial situation analysis of the organization's environmental practices to assess operational impacts, current attitudes and communications practices. Environmental practices which drive operations, programs and activities are the essential components in an environmental management system that seeks to protect, enhance and reduce the organization's impact on the environment (Siti-Nabiha, et al., 2014), however, focusing solely on environmental impact is not enough. Hospitality industry should lead to the development of physical, economic and socio-cultural infrastructures that translates into regional development (Gartner, 1996). As such, research on the importance of the environment to the tourism industry is not complete without the inclusion of general development and more particularly, sustainable development issues (Siti-Nabiha, et al., 2014).

Ghana is a high cost tourism destination (relatively high airport taxes resulting in high air fares). One industry closely related to the hotel industry is the tourism industry. When tourism blossoms, the hotel industry benefits the most as more and more foreign visitors troop into the country and utilise hotels to the advantage of the hotel industry. Unfortunately, Ghana is a high cost tourism destination with relatively high airport taxes resulting in high air fares. Hiked fuel prices and other operational costs also make transportation very costly and this deters travelers from coming to Ghana or staying for

long which is bad for the hotel business (Ackuayi , Kotoku, Dzeto & Bonsu-Owu, 2014).

Durbarry (2002) shows the importance of satisfying customers in businesses by highlighting that: reducing customer defections can boost profits by 25–85 per cent; that the price of acquiring new customers can be five times greater than the cost of keeping current ones and that the return on investment to marketing for existing customers can be up to seven times more than to prospective customers. Walker (2007), informs that the hotel or the hospitality development help the hotels to get and retain customers. He continues that getting customers is an important step towards the success of businesses and also caution that getting customers may come accidentally and thus might not guarantee retention of those customers. From that intellectual angle, hotel entrepreneurs and managers are expected to make sure that any customer who calls in must leave satisfied as a way of boosting the organisation's image and attracting even more customers in addition to retaining old customers.

1.2 Statement of the Problem

The chief function of businesses in the hospitality industry is to serve people whether it is food, lodging or a combination of these and other services. The importance of hotel development in hospitality cannot be overstated, because every job ultimately aims for guest satisfaction. Workers in every facet of hospitality, from dishwashers to managers and owners, affect the guest experience. One problem with measuring customers' satisfaction is that there may often be discrepancies between the consumer's viewpoints and the provider's understandings of what constitutes quality service (Pariseau &

McDaniel, 1997). Any differences between consumer viewpoints and the organization's perception of consumer viewpoints on quality are important to identify and determine the level and quality of the service provided (Douglas & Connor, 2003). Previously scholars have tried to look at the link between quality management practices and in hotels and organizational performance (Feng, Terziovski & Samson, 2008) with little or no concentration on hospitality development. Every industry is posed with its own unique set of challenges.

The extent of these challenges and its impacts to the nation's economy are sometimes more serious than we often anticipate. Hospitality is one very important facet of Ghana's economy. This is in close connection with tourism and hotels. A lot of revenue is generated from the tourism industry as a result of the influx of foreign visitors to the country. These visitors often have nowhere to stay than to book hotels and guesthouses. Unfortunately, the hotel industry in Ghana, as with many other parts of Africa is plagued with major challenges. Within Tamale Metropolis, there have been lack of adequate and quality skilled personnel. One very pertinent problem in the hotel industry in Ghana (Tamale to be specific) is the general lack of skilled personnel in various positions at various hotels. Although the relatively bigger hotels employ highly trained and skilled personnel in management, marketing, food and beverage etc. to take care of the operations of these hotels, the very small ones usually pay less attention to this detail. This affects them as interpersonal relationships with guests as well as technical know-how for marketing and general management becomes a problem. In the end, avoidable mistakes are made and this hampers the growth of the individual hotels and in the long

term, the development of the entire industry. Improving customer satisfaction is a critical component of the hospitality industry's value proposition to the guests. Consequently, the hospitality industry spends millions of dollars per year to better assess guest satisfaction and understand the elements of loyalty. With an understanding of what causes guests to stay and to return, hoteliers can act to increase loyalty.

Without proper hotel development, employee-guest encounters can go off track, affecting the income of the hotels. Hotel development can be expensive, but the benefits can outweigh the costs involved in Tamale Metropolis, there are evidence of collapsing hotels. This hotels situation may be sufficiently and practically explained by limited development of hotels. This being the case for responsible management and other stakeholders to improve the hotels by exploring the issues of hospitality in hotels, identify the hotel challenges facing hotels in providing of good services and to develop measures to improve hotels' development activities. This study is conducted to assess the status of hotels development in Tamale Metropolis.

1.3. Purpose of the Study

The purpose of the study is to enhance effective development of the hospitality industry in the Northern Region.

1.4. Objectives of the Study

The study sought to:

- Explore the factors which influence hospitality development of hotels in Tamale Metropolis.

- Identify the challenges confronting hospitality development in Tamale Metropolis.
- Develop measures to improve hospitality development within Tamale Metropolis.

1.5 Research Questions

The research questions for the study are:

- What are the factors which influence hotel development in Tamale Metropolis?
- What are the challenges facing hospitality development in Tamale Metropolis?
- What measures can be put in place to improve hotels development?

1.6 Significance of the Study

The study is expected to contribute to existing knowledge on hotel development practices and its challenges. To the academia and other interested sectors, the work is expected to serve as a reference material on best practices towards effective hotel development practices. Recommendations of this study are expected to curb challenges affecting hotels in their quest to achieve favourable development and provide better customer services. The work is expected to provide adequate insight to policy makers in their decision making towards hotel development practices.

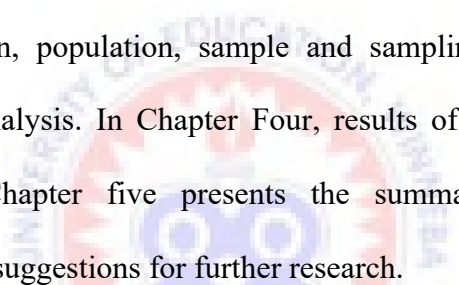
1.7 Scope of the Study

The study is focused on hotels development components of issues of hospitality, challenges facing hotels in provision of good customer services and lastly measures that can be put in place to improve hotels' development delivery. Moreover, the study was

conducted at Tamale – the Northern Regional Capital. Concerning the time scope, the study focused on operations between 2017-2018, a period of one year.

1.8 Organization of the Study

The study was presented in five chapters under various headings. Chapter one presents the background to the study, statement of the problem, purpose of the study, research questions, scope of the study, significance of the study and organization of the study. Chapter two provides a comprehensive literature review relating to the subject under study. Chapter three presents the methodology used in the study. It contains the research design, instrumentation, population, sample and sampling procedure, data collection procedure and data analysis. In Chapter Four, results of the study and discussion are presented. Finally, Chapter five presents the summary of findings, conclusion, recommendations and suggestions for further research.



CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In this chapter, the researcher review literature relevant to the study. The chapter consider issues like hospitality industry, hospitality development, challenges to hospitality development, hospitality development sustainability, factors that influence hospitality development in countries, employee performance and hospitality industry performance, theories on hospitality development and management of hospitality development.

2.2. Concept of Hospitality

Hospitality is the relationship process, presentation, formality and procedure experienced between a visitor/ customer/ guest and a host. It specifically includes the reception and entertainment of those who require or invited to experience an organization's service. Taking all this into account is in order so as to provide excellent customer service. The way in which different cultures and subcultures expect to be treated in terms of the hospitality offered wavers greatly and it is important that hospitality is measured in terms of what the customer expects as opposed to what the employees themselves expect (Kamau & Waudu, 2012).

According to the North American Industry Classification System (NAICS 2012), the hospitality industry is classified as part of the larger service-providing industry and is divided into two sectors: food and accommodation services and arts and entertainment. The hotel and restaurant industries are included within the food and accommodation sector. People who work at an amusement park are included within the arts and

entertainment sector. Within the food and accommodation sector, there are two sub-sectors: accommodation and food services and drinking places. Establishments such as hotels, which provide customers with lodging, and places that prepare meals, snacks or beverages for immediate consumption are considered hospitality establishments. Job descriptions within the food and beverage hospitality industry include hotel, motel and resort desk clerks, fast food cooks, restaurant cooks, waiters, waitresses and combined food preparation and serving workers (NAICS 2012).

The hospitality field, by definition, is a service industry. Its task is to create shareholder wealth by servicing and satisfying guests. Industry segments include, among others: hotels, restaurants, private clubs, managed food service, event planning, tourism related businesses, and travel providers. More often than not, the product purchased is either intangible or the perceived quality of the product purchased is impacted by the service method in which it was received (Baltin, 2009). Golden (2004) noted that in hospitality, the service provider is “part of the product itself”. For guests to be satisfied, they not only must believe that they have received a valuable service for their dollar, but also feel valued and respected by the workers providing the service (Daniels & Radebaugh, 2006; Wheaton & Rossoff, 2008).

According to Baltin (2009), hospitality is:

- the act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation;
- refers to the relationship process between a guest and a host;

- the reception and entertainment of guests, visitors, or strangers with liberality and goodwill;
- derived from the Latin word *hospitare* meaning to “receive as a guest

2.3 Hospitality Industry

The hospitality industry encompasses many segments. To gain a better understanding of what the hospitality industry is, it was important to understand several definitions, explanations and classifications. A brief review of the history of hospitality industry was also included. Khehra (2008) defined the hospitality industry as products and services offered to the consumer away from home. It encompasses travel, lodging, eating, entertainment, recreation, and gaming. Each component of the industry is very complex unto itself, and often interrelates either vertically or horizontally with other components.

The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The usage rate, or its inverse "vacancy rate", is an important variable for the hospitality industry (Gronroos, 2000). To Gronroos (2000), the hospitality industry include the organizations which provide food and/or drink and/or accommodation to people who are away from home and concluded that hospitality industry is about service. The industry provides service to people when they are away from their home, and sometimes even when they are home. For example, home delivery of food would be part of the hospitality industry as would a masseuse that does home visits or a cook that does at-home cooking lessons or catering. Holloway and Taylor

(2006) noted four segments of the hospitality industry to include: Travel and Tourism, lodging and recreation.

The food and beverage sector which is professionally known by its initials as F&B is the largest segment of the hospitality industry. The food and beverages industry comprises of establishments primarily engaged in preparing meals, snacks, and beverages for immediate consumption on and off the premises. When a restaurant is part of a hotel, services it renders can enhance the guest experience by providing excellent food and first-class customer service (Holloway & Taylor, 2006).

Travel and tourism deal with services related to moving people from place to place. Buses, cabs, planes, ships, trains and so on are all part of the travel industry. Leisure travel is when a person spends money on lodging, food, and recreation while taking a vacation trip, and business travel is when a person travels for work and spends money on lodging and food. Some people also spend on recreation while on a business travel. The major function of the tourism is to encourage people to travel. When people travel, either for business or leisure, they spend money on hospitality.

Lodging means accommodation for a period or a place to sleep for one or more nights. Fancy hotels, youth hostels, elder hostels, campgrounds, motels and other businesses that provide a place for people to sleep overnight are all in the lodging industry. Lodging businesses markets to other market segments such as business travelers, leisure travelers, long-stay travelers, budget travelers, and special travelers like people working with the government, airlines, and military (Holloway & Taylor, 2006).

Recreation is any activity that people do for rest, relaxation, and enjoyment. The goal of recreation is to refresh a person's body and mind. Any business that provides activities for rest, relaxation and enjoyment, to refresh a person's body and mind is in the recreation business. Entertainment businesses which provide shows such as movie or theater, attractions which are places of special interest of visits such as zoos and museums, spectator sports and participatory sports are all parts of the recreation business

2.4 Concept of Hospitality Development

The ability to add value and create a sustainable hotel project starts from the first brush on paper and opportunities for this are all the way through to the final touch of paint on the finished product. The design of these can also have an impact on the overall profitability of the hotel operation, as design deficiencies affect the operation of a hotel and ultimately have a negative impact on the bottom line and hence asset value (Baltin, 2009). The hotel will be more often than not, be managed by a professional hotel operator (Baltin, 2009). It is always of benefit to ask a consultant to run a competitive tender processes (be it tailored or to the wider market) when looking for a hotel company to manage your property, as this provides the opportunity to drive the process in order to achieve the best commercial deal terms available in the market. Hospitality development is a set of activities that are carried out in the hospitality industry such as hotel to prioritize operational needs and challenges, develop alternative concepts to meet the needs, and select a preferred one as the basis for subsequent system or capability development of the industry (Baltin, 2009).

2.5 Hospitality Development Sustainability

According to Houdré (2008), sustainable development is a holistic concept based on a simple principle. As outlined in the 1987 Brundtland report, the concept involves development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This report explains how an effective way to operationalize the concept of sustainable development in the corporate world is to apply what John Elkington called the triple bottom line. This strategy maintains its first focus on an operation's profitability, but it also includes people and environment. The goal of sustainable development is clearly to secure economic development, social equity, and environmental protection. As much as they could work in harmony, these goals sometimes work against each other. The rapid development of good living, travel, and the consumer society has often resulted in less protection to the environment and to some groups of the world population. The players who have signed on for Sustainable Development include governments, non-government organizations, corporations, and high-profile individuals (Houdré, 2008).

Jin-zhao and Jing (2009) espoused that in 2005, labor expenses remained the largest single expense item for hospitality managers, accounting for 44.6 percent of total operating costs. Consequently, any trend or issue that could potentially impact labor costs must be taken seriously by hospitality owners and managers alike. Due to the magnitude of the expense, labor costs and issues have always consumed a substantial portion of the time and efforts of hospitality managers. Now, with news of union contract negotiations, changes to immigration laws, and proposed legislation to increase the minimum wage, hospitality managers are on edge. The cost of labor is the biggest expense in all

categories of hotels. Even with the advent of select-service properties, hospitality developers cannot avoid the human component of hospitality operations. While managing labor expenses is important, hospitality managers are also aware that employees are an integral part of the lodging experience. The interaction between hospitality guests and employees has a dramatic impact on the customer experience and the success of the business operation. Therefore, a fine balance must be drawn between cost controls and guest satisfaction (Jin-zhao & Jing, 2009).

Sustainable development has been extensively discussed in tourism sectors because such development can meet the needs of tourists, provide opportunities to enhance economic growth, protect physical locations, and improve the quality of life of residents while enhancing opportunities for the future through the coexistence of tourism development and environmental quality. Thus, community-based tourism development has become an important tool for sustainable management (Lee, 2013). World Trade Organization (WTO) suggests the definition such as the sustainable tourism development concept could include the regional development dimension in host regions while protecting and enhancing opportunities for it in the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes and biological diversity and life support systems.

Cichy, Beck and Elsworth (2009) indicated that the development of appropriate complementary products will increase the attractiveness of the destination and increase tourist spending in the local economy. In existing destinations, hoteliers and tour operators, local government and local communities all need to be empowered to take

control of their destination within the context of the domestic and international tourism market. Local benefits, including poverty elimination, will be maximized where tourism develops strong linkages into the local economy. The distribution of employment, including gender distribution, and access for local entrepreneurs from the formal and informal sectors to the hospitality market are essential to poverty elimination. Infrastructural development can also be planned so as to benefit local communities through the provision of roads, telephones, piped and treated water supplies, waste disposal and recycling and sewage treatment.

2.6 Factors that influence Hospitality Development in Countries

In pursuit of better employee performance and customer satisfaction, organizations are looking for and investing in strategies to enhance output. Heterogeneity being a key characteristic of services, service firms are determined to optimize their employees' output in order to ensure that their customers are always contented as a result of consuming quality delivered services (James & Mona, 2011). Service firms are thus implementing Quality Control (QC) in their operations so as to ensure that their employees always perform their tasks right the first time and that their customers' expectations are always met or exceeded after consumption of the firm's products or services.

With increased competition and consumer awareness of quality, organizations are implementing quality control techniques in their operations to ensure that they perform their operations, production and delivery of their goods or services, correctly the first time. Examples of quality control techniques that can be implemented by organizations to

ensure efficiency and effectiveness of its operations in terms of providing products and services that are dependable, satisfactory and economical, ensuring economic production of products and delivery of services of uniform quality acceptable to the customer, and preventing the occurrence of defect products or service, include; Quality at the source, Inspection, Statistical Quality Control (SQC), Quality Circle, and Total Quality Management (TQM) (Barnes, 2008).

Employee performance is influenced by motivation. Armstrong (2009) points out that motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. Buchner (2007) points to control theory as a basis for critically assessing performance feedback provided through performance management. Stearns and Aldag (1987) define feedback as information that is received about activities in the organization. The information about activities is fed back to key decision makers who then use it to correct situations in the organization. On-going feedback and support are considered an absolute necessity though the extent to which it takes place is questionable (Coens & Jenkins, 2000). The annual appraisal remains the dominant mechanism whereby objectives are set and feedback is provided (Armstrong, 2009). In situations where performance is less than expected a reappraisal will allow employees to see how their performance is reviewed and what is required to engender improved performance (Williams, 2002).

Customers and partners alike tend to place greater importance on organizations which utilize IT to a greater extent than their competitors (Buhalis & Main, 1998). Much more attention should be paid to IT subjects because of constantly changing conditions, especially in the current situation where hotels are forced to confront and deal more

effectively with the speed and competition, and be increasing customer expectations (Aksu & Tarcan, 2002). Hospitality literature supports the essential role of IT in refining customer service, (MacDonald & Smith, 2004) improving operations (Ham, Kim & Jeong, 2005), increasing revenues and minimizing costs (Huo, 1998). A number of researchers have identified a positive and significant relationship between the use of IT and the development of a competitive advantage (Cho & Olson, 1998). Competition within the hotel industry is affected by increased globalization, technological advancements, horizontal and vertical integration, and changes in customer expectations (Aksu & Tarcan, 2002). Hotels and their business partners see the Internet as an opportunity to cost-effectively reach out to new customers via cyberspace and enhance business efficiency among business partners. Some of the most common reasons for a hotel to go online may include taking reservations, promoting hotel operations, selling products and services, creating and establishing an identity or brand awareness, providing customer service and product support, generating repeat traffic, and advertising an event, product, or service (Lin & Huang, 2006). To maintain a competitive advantage, Internet marketing strategies should be in compliance with the hotel's overall marketing strategies (Wan, 2002).

Researchers and marketers have begun to question the actual return on the hotel's investment; specifically, spending more on quality improvements with the purpose of satisfying customers (Zeithaml, Berry & Parasuraman, 1996). This question continues to surface even though the market clearly demonstrates that customer always seeks quality regardless of how much he or she pays (Gitomer, 1998). In this light, some researches argue that improving service quality alone does not achieve desired customer loyalty.

Rather, improvement of overall customer satisfaction is what leads to greater loyalty and repeat customer (Rungting, 2004).

2.7 Employee and Hotel Performance

Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development (Ainsworth, Smith & Millership, 2008). The idea is that performance management is best served by developing a system that is interactive and capable of resolving performance related issues. Organizations make investments in their human capital to improve performance and target higher niches in the market through delivery of high quality services (Appelbaum, Bailey & Berg, 2000). Employee performance affects the overall performance of an organization and its bottom-line (Purcell & Hutchison 2007).

Campbell (1990) suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge refers to knowledge about facts, principles, ideas, objects, etc. It represents the knowledge of a given task's requirements. If declarative knowledge is knowing what to do, procedural knowledge and skill is knowing how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, and interpersonal skill.

Therefore only actions which can be scaled or measured are considered to constitute performance (Boohene & Asuinura, 2011; Shipton et al., 2006). Katou (2011) on the other hand looks at organizational performance in terms of the ability of employees to

meet set deadlines/objectives, teamwork, low turnover rate, increased profitability, employee satisfaction, improved employee wellbeing, productivity, complete integration and synergy between individual career goals and alignment to the firms objectives, growth, sense of identity, social responsibility and flexibility. Waiganjo et al. (2012), Hussain and Rehman (2013) and Wan-Jing and Tung (2005). further assert that traditionally performance in many organizations has been conceptualized in terms of financial output or organization's profitability and the non-financial measures such as corporate image, market share, organizational culture and values, and quality of output, (Lall Madhurima, 2007; Wright et al., 2005) In conclusion, the study sought to investigate the causal relationship between Employee resourcing and development practices and Employee Performance.

Performance is a complex and dynamic concept which has been conceptualized in two ways namely the drivers of performance and the results of performance (Lubbe, 2000). Organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share. Competition in the global economy has intensified the importance of identifying the drivers of sustainable performance. The search for such drivers is no longer restricted to tangible factors but has expanded to include intangibles. Performance may be measured by both quantitative and qualitative methods. This study used financial measures such as profits and non-financial measures such as company image, market share, service quality as well as customer and employee turnover.

Prasad and Dev (2000), states that non-financial measures are better performance indicators in the service industry than financial measures. This is because non-financial measures are better measures of value and motivation which complement short-run financial figures as indicators of long-term goals. Performance is regarded as an output which is aligned to objectives or simply profitability and is explained in terms of expected behavioural output and also results. Ransley and Ingram (2000), asserts that the only worthy performance measure is financial performance because of its value to shareholders, executives and the market. This measure is an indicator of organizational success and sustainability because it is the reason for the existence of firms. The financial success of an organization is a measure of a firm's performance because it depicts the ability of an organization to operate above all its costs.

Raleigh and Roginsky (2009), states that a firm's performance should not be measured by financial performance but also operational and market indicators. Financial Performance for this research will be measured using profitability and growth in sales while non-financial indicators will be service quality and customer satisfaction. Non-financial measures have been deemed to be more effective in motivating managerial performance because they are more reflective of the overall corporate strategy (Rushmore & Baum, 2001). The hotel industry is a service sector with inseparable products which demand for different methods of measurement (Selwitz, 2000). A hotel is obliged to not only deliver services and products but also to increase customer satisfaction by providing quality and hence improvement of profits (Swarbrooke, 2009).

According to Taggart and McDermott (2003), the construct “employee performance” has two dimensions. First one refers to “task performance” (or technical job performance) and second dimension is about “contextual performance” (or interpersonal job performance) (Victorino & Dev, 2005). The following subsection explains these two concepts relevant to their application in the hotel industry. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organization’s technical core (Robbins, 2005). Porter and Steers (2003) also explain task performance as a set of explicit obligations that an employee must fulfil to receive compensation and continued employment. Task performance in the hotel setting includes employee behaviours that are directly involved in the transformation of organizational resources into the services that the hotel renders (Palmer, 2001). For example, for a front desk staff task performance would include check in and checkout, up selling of rooms and customer service.

Contextual performance comprises organizational activities that are voluntary, not prescribed by the job, and do not contribute directly to the technical core (Van Scotter & Motowidlo, 2006). Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs (Van Scotter, 2000). Although this distinction does exist, the current study focuses on task, or in-role, performance.

2.8 Challenges facing Hospitality Development

According to Ackuayi et al. (2014), hospitality development in the Ghana are faced with many challenges. Among some of the challenges include: weak institutional coordination, infrastructure and capacity challenges just to mention but a few. Capacity is a major challenge facing the growth of tourism in the area. The inadequate capacity manifests in the form of unqualified community members managing the sites. Both the tour guides and the managers do not have any formal training in hospitality. Similarly, the centres do not have enough rooms to accommodate visitors. The situation has made capital to ‘fly’ to private guest house operators in the community. Roads leading to the sites are in bad condition and inaccessible during the rainy season. This has made the cost of transportation to these sites very expensive. The introduction of the ‘okada’ (commercial motor transport) mode of transport has brought a sigh of relieve to tourist even though they are not the safest mode of transportation. Existing health facilities in the attraction communities have inadequate capacity and work within stipulated time periods.

The Hospitality Industry faces three major but interconnected challenges, namely globalisation, the growing importance of knowledge as the engine of economic development and national prosperity, and the impacts of the information and communication revolution, all of which have striking implications for education institutions and economies. Rothman (2007) examined common industry problems by targeting training and workplace relationships and issues. A self-completed questionnaire was distributed to employees at 27 operations and a hospitality school, with a response rate of 29.0 % ($N = 534$). Understaffing was the most common problem (90.8%)

occurring in the workplace; additionally, theft (77.6%), poor training (75.5%), and unfair dismissals (56.6%) were common workplace complaints (Rothman, 2007). According to Rothman, poor training produces workplace problems; training improvement could reduce under-staffing and theft issues.

Ainsworth, Smith and Millership (2008) emphasized that inadequate investment in the Hotel Industry and If the industry is attractive enough, a lot of foreign investors will be trooping in and chasing after our hotels to invest in them. Bigger chains will also be willing to build more hotels and open more state-of-the-art branches in the country. Hotel chains like Accor, Marriott, Movenpick, Kempinski and Ibis styles have all invested in the Ghanaian market and the more investment we get, the better it is for the development of the industry. In some other countries across Africa, the impact of investment in the hotel industry by the individual governments as well as foreign chains is visible through the growth and development of these industries.

Chand (2007) established that the hotel industry is known as one of the poor pay masters. The salary paid to the employees is much lesser as compared to any other industry. There are several reasons for the same. Moreover, due to extreme competition in the hotel market hotels are struggling for their survival and due to the high overhead and other fixed costs that the hotels have, generating profits is a very challenging task. Thus salary or the labour cost is the only cost that may be controlled or kept within a limit. In addition to that, the forces of demand and supply of labour have kept the salary at a lower level. However, due to the increasing competition in the industry, employees have options available due to which the attrition rate have increased in the industry. To curb

this and to keep the employees satisfied and motivated the hotels have revised their compensation strategies by introducing the following monetary benefits to its employees:

- Better salary & wages
- Incentive schemes
- Overtime compensation.

Labor shortages and their impact on the industry in almost every geographic location are consistently among the most difficult challenges noted by hoters. In many communities, hospitality expansion is limited not by capital, but rather by human resources. A shrinking labor force is the number one challenge facing the global hospitality industry, according to the International Society of Hospitality Consultants, which recently convened to brainstorm world issues and rank them according to importance. The problem of attracting and retaining qualified workers, once an issue only in an isolated number of markets, is increasingly becoming a global challenge. Demography, wage levels, failure to adequately address worker satisfaction and a reputation for long hours and low pay are all cited as contributing factors. Creative hospitality professionals have begun to develop innovative strategies for capturing and keeping high quality workers (Jin-zhao & Jing, 2009).

Hospitalities are increasingly challenged to find ways to reduce costs without sacrificing the quality standards imposed to consistently meet guest expectations. The idea of “doing more with le requires managers to think about ways to operate more effectively (in other words to “do the right things in the right way) and to examine possibilities for cost savings that will not affect the guest’s perception of value. Consumers have become more

sophisticated and, as a result, so have the types of products and services that they desire. Amenities, including business centers, exercise and recreational facilities, and guest-room innovations, increase costs but, if not carefully selected, may not appeal to many guests being served by a specific property. Multiple telephone lines, interactive opportunities for ordering room service, and guest-room check-out are examples of amenities that guests increasingly desire, but that are very expensive to install and implement (Suddaby, 2007).

Butler (2007) noted that when the nation's economy is good, business travel generally increases. Hospitality occupancy rates and rack rates increase, which results in higher profit levels. The reverse is also true: business travel slows when the economy slows. Then occupancy and rack rates decrease. Discounts to increase occupancy are offered, which yield lower revenues and profit decreases. Nickson, Warhurst and Dutton (2005), noted a lot of factors that hinder the hotels in provision of good customer services but notable among are: poor customer relationship and bad management practices. Medlik and Ingram (2000), on the other hand noted that services make up the main part of the hotel product. According to them, there is a strong relation between the levels of satisfaction of hotel guests and the service quality that these hotels provide. Although services cannot be very easily defined or explained, there are some common characteristics for all services. In this context services are (Gronroos, 2000):

- less tangible
- usually perceived as activities
- produced and consumed at the same time
- designed so that the customer is part of the production process of the service (at least to some degree)

- perceived in a subjective manner.

The aforementioned special characteristics of services make it very difficult to say what actually determines the quality of services in tourism and hospitality. The cause for this is that the factors that have some effect on the final service quality are quite variable. Communication of the service personnel with guests is highly unpredictable because “individual’s unique expectations and perceptions of the interaction affect the process” (Garvin, 2008).

Establishing good customer relations is one of the best ways to ensure that the institution get repeat business, and your customers will refer your products or services to their family and friends. Poor management in customer service can lead to disgruntled customers and a bad reputation for your company. Successful businesses need effective managers who can build and maintain strong customer relations. Establishing good customer relations is one of the best ways to ensure you'll get repeat business, and your customers will refer your products or services to their family and friends. Poor management in customer service can lead to disgruntled customers and a bad reputation for a firm. Robbins (2005), noted the following as the consequences of poor customer management. Poor management of customer relations leads to ineffective sales calls and lost opportunities. For example, some customer relations management models, often known as customer relationship management, use technology to evaluate company goals, sales objectives and company deadlines to help sales agents sell products or services. More effective customer relationship management use client demographics, customer needs and customer priorities to increase sales and maintain customer loyalty. A

customer-oriented style of management is more effective because it focuses on what customers want, and not what company leadership expects (Robbins, 2005).

Mediocre customer relations lead to increased competition. If your company does not know how to effectively ensure strong customer relations, then you can bet your competitors will try to steal your clients. They might offer better services, free technical training, troubleshooting advice, free product samples or one-on-one personalized assessments to meet customer demands. Companies that focus on their internal pipeline, rather than customer needs, will likely lose out to their competitors. Poor customer relations management gives your competitors an edge (Robbins, 2005). Ineffective customer relations management often results in undisciplined. Robbins (2005), emphasised that when a hotel is trying to increase consumer awareness, engage new clients and satisfy current customers, sales agents must step out of the box. Upper management must provide training and motivation so sales agents engage in ongoing product and consumer research; discover innovative sales practices; establish personal connections with clients; provide excellent customer service; implement effective problem-solving techniques; and meet personalized goals.

It is surprising how much the relationship between a manager and a worker affects the worker's job performance. Bad management practices deflate employee morale, cause stress that results in sometimes serious health issues, and cost the company more than just the cost of high turnover. It is surprising how much the relationship between a manager and a worker affects the worker's job performance. Bad management practices deflate employee morale, cause stress that results in sometimes serious health issues, and cost the company more than just the cost of high turnover. Disgruntled and mishandled

employees stop caring about how well they perform their jobs, are more likely to demand more money for extra tasks, and may even hurt the company via theft (Robbins, 2005).

Grubb (2007) emphasised that employees cannot read employers' minds. Managers who are poor communicators confuse their workers. Some managers are in a hurry and can't be bothered to take the time to give thorough instructions, while others may simply not be skilled at giving direction. Regardless, when employees have to guess what they are supposed to do they will likely get it wrong, which results in poor work performance. An unskilled manager will then blame the employee for his confusion, causing resentment and anger. A resentful, angry employee is less likely to put all of his energy into his job, and may even look for a different job.

Hemdi and Nasurdin (2008) looked at reasons for stress among hotel employees and the effects of stress on their job performance and noted that the negative stress caused by poor management in organizational settings can be debilitating. Not only do stressed-out employees perform their jobs less well and have less energy, they also suffer health consequences and may become quite ill as a result of stress caused by poor management. Hemdi and Nasurdin (2008) noted that employees who work for bad bosses are less likely to take on additional tasks and are not energetic when doing their jobs. They tend not to care about the quality of their job performance. They are also more likely to steal from the company. All of these behaviors are costly to the business owners.

Low employee morale in your organization can be a result of bad management. When employees complain to each other, complete their tasks with minimal effort or fail to finish their work assignments on time or at all, they may be suffering from a lack of

motivation due to a manager who does not relate to the staff. Employees may perceive inequitable treatment of some co-workers that results in favoritism; or they don't have leadership necessary to keep them on task. In addition, a poor supervisor may not pay attention to the needs of employees, such as allowing a balance between work duties and personal life or providing training.

West (2003) emphasised that if management does not clearly define performance expectations or follow up with employees about their levels of productivity, their organization can experience reduced revenues. When employees join the company should receive a performance plan with the standards for their positions listed. Regular appraisals help employees to know that the organization is satisfied with their performance. If management does not set performance standards and follow up with reviews, staff members may not feel appreciated. Continually wondering if they are meeting expected requirements will sap productivity. Without set standards, management will face a disciplinary challenge when poor work performance eventually does affect productivity (West, 2003).

2.9 Management of Hospitality Development

The future of hospitality management industry is being shaped by the current boom in the Internet of things (IoT) technology. HSP must stay on the leading edge of IoT technology to maintain a competitive edge in the market. The IoT is the interconnection of everyday physical devices like sensors, actuators, identification tags, mobile devices, etc., such that they can communicate directly or indirectly with each other via local communication networks or over the Internet (Munir, Kansakar & Khan, 2017). The incorporation of IoT

technology in the hospitality industry qualifies hotels as smart buildings which are important facets of smart cities (Mohanty, Choppali & Kougianos, 2016).

Noel et al. (2004) states that performance management is the process through which managers ensure that the employees' activities and outputs contribute to the organization's goals. Brown (2005) notes that performance management is introduced in order to: provide information on and improve organizational and/or employees' effectiveness, provide information on and improve organizational and/or employees' efficiency, improve employees' levels of motivation, link employees' pay with perceptions of their performance, raise levels of employee accountability and align employees' objectives with those of the organization as a whole (Brown, 2005). Employee performance measurement has greatly been developed in the performance management literature (VanDyk & Herholdt, 2004; Robbins, 2003; Mello, 2006; Koestenbaum, 2002). Mello (2006) identifies three fields of performance that need to be evaluated during performance management, namely traits-based measures, behaviour-based measures as well as outcomes and results-based measures. He explains that traits-based measures focus on general abilities and characteristics of the employee and behaviour-based performance measures as those measuring what an employee does by observing and analysing specific behaviour of the employee. Koestenbaum (2002) points out that such cultural fit implies loyalty and commitment to the organisation. The third measure is that of outcomes or results produced by the employee, and these, are the measures that focus on specific accomplishments or direct outcomes of an employee's work. Examples include measures of number of units sold, divisional profitability, cost reduction, efficiency, and quality.

The growing complexity of the customer/employee interaction, driven by technology and the information age, will shape human resources needs in the future. The customer, armed with more information, will expect frontline and other hospitality staff to be at least as knowledgeable about the firm's offerings as they are themselves. This will be difficult in an industry characterized by low-skilled, low-paid personnel and a high degree of cultural and behavioral diversity among its employees. Visioning the future: major forces driving change in the hospitality industry' considers seven areas decisive to the future development of the industry. Each is examined to determine the scope and complexity of the issue and the timing of its impact. That is assets and capital, health and safety, new management , marketing, distribution and capacity management, technology, sustainable development, social issues (Jin-zhao & Jing, 2009).

2.10 Theories on Hospitality Development

Social exchange theory has been used to assess the support of residents for tourism development. The residents of a community decide whether to become dependent on the benefits and costs of tourism by weighting economic, social, cultural, and environmental concerns. Based on this theory, if the host residents perceive that they are likely to benefit from such exchanges without incurring intolerable costs, then these residents are likely to support and participate in exchanges with visitors and to support additional community-based tourism development (Lee, 2013).

In the context of the hotel industry, environmental management can be seen as the management influenced adoption of a continuous process by which a hotel's activities are monitored and suitable programs and activities implemented to reduce the negative

impact on the environment, declared that the first step towards a total quality environmental management system is the initial situation analysis of the organization's environmental practices to assess operational impacts, current attitudes and communications practices. Environmental practices which drive operations, programs and activities are the essential components in an environmental management system that seeks to protect, enhance and reduce the organizations impact on the environment (Siti-Nabiha et al., 2014).

However, focusing solely on environmental impact is not enough. Hospitality industry should lead to the development of physical, economic and socio-cultural infrastructures that translates into regional development. As such, research on the importance of the environment to the tourism industry is not complete without the inclusion of general development and more particularly, sustainable development issues. Understanding the impact of hospitality on the environment should involve examining multi-disciplined development, and needs to include both social and economic concerns. The implication is that the environment covers a wide range of dimensions and relates not only to social involvement in the local community but also economic issues relating to organizational interactions with customers and other stakeholders (Siti-Nabiha et al., 2014). In Malaysia, research on environmental management practices in hotels is limited with most studies having a focus on specific areas like environmental awareness and impact, environmental management practices of small and medium sized hotels and elements influencing environmental responsibility. For example, explored the awareness and attitudes of small and medium hotel managers in Kuala Lumpur (Malaysia) towards environmental management. She found that there was a lack of adequate knowledge about

environmental management and most hotels did not go beyond practices that reduced their water and energy costs. The lack of environmental actions was due to the perception that such actions might affect the assurance of exceptional service quality and consequently lower guests' satisfaction (Siti-Nabiha et al., 2014).

Customers expected and experienced services model (Gronroos, 2001). Gronroos (2001) argues that if expectations were unrealistic, the total perceived quality would be low, irrespective of the experienced quality measured in an objective way being good. However, SERVQUAL is the most common model used by researchers but it has strong structure and specifies the factors of customer perspective as well. Though SERVQUAL has been generally robust as a measure of service quality, the instrument has been criticized on conceptual and methodological grounds. The main criticism of SERVQUAL has focused on the use of expectation as a comparison standard. It has been argued that expectation is dynamic in nature, and that it can therefore change according to customers' experiences and consumption situations. One of the main problems mentioned in the literature is the applicability of the five SERVQUAL dimensions to different service settings and replication studies done by other investigators failed to support the five dimensional factor structures (Parasuraman *et al.*, 1991). Dessler (2007) noted that the expected quality is a function of factors, namely, marketing communication, word of mouth, company/local image, price, customer needs and values.

Image as used in this context is used to refer to the customers' mental setting about the hotel and expected services Marketing communication includes advertising, direct mail, sales promotion, websites, internet communication and sales campaigns. These are directly under the control of the company unlike the image and word of mouth factors,

which are indirectly controlled, by the company (Dessler, 2007). Image of the company plays a central role in customer perception of service quality. Thus, it is imperative that image be properly managed. External impact on these factors could possibly occur, but they are a function of the previous performance of the firm, supported by for instance advertising. Lastly, the needs of the customers as well as the values that determine the choice of customers also affect their expectations. Thus, the level of total perceived quality is not determined simply by the level of technical and functional quality dimensions, but rather by the gap between the expected and experienced quality (Dessler, 2007).

According to the SERVQUAL model, good service can be measured by identifying the gaps between customers' expectations of the service to be rendered and their perceptions of the actual performance of service. That gap in this study will be filled by collecting the empirical evidences about the hotel services from their guests and hotel staffs will also express challenges that they face on service delivery. It is logical that customers to any service come with expectations. An ability to meet and exceed customer expectations may assure a firm of a repeat business and its growth. A good service is obtained when the experienced quality meets the expectations of the customers (Parasuraman *et al.*, 1991).

According to equity theory, satisfaction exists when consumers perceive their output/input ratio as being fair (Ramlall, 2004). Equity models are derived from the Equity Theory (Adams, 1963), cited in Ramlall (2004) are based on the notion of input-output ratio, which plays a key role in satisfaction (Osteraker, 2009). According to this

theory, parties to an exchange will feel equitably treated (thus, satisfied), if in their minds, the ratio of their outcomes to inputs is fair (Riedl, 2002). Whether a person feels equitably treated or not may depend on various factors including the price paid, the benefits received, the time and effort expended during the transaction and the experience of previous transactions (Sachau, 2007). This implies that comparative baseline may take many different forms.

Translated into a tourism context, the Equity theory suggests that tourists compare perceived input-output (gains) in a social exchange: if the tourist's gain is less than their input (time, money, and other costs), dissatisfaction results (Schneider, 2004). Satisfaction is therefore, "a mental state of being adequately or inadequately rewarded" (Blalock, 2004). In the handful of studies that have examined the effect of equity on customer satisfaction, equity appears to have a moderate effect on customer satisfaction and post-purchase communication behavior.

Application of Equity theory to the challenges facing tourism hotels towards provision of customer services is that, satisfaction is seen as a relative judgment that takes into consideration both the qualities and benefits obtained through a purchase as well as the costs and efforts borne by a consumer to obtain that purchase. For instance, it found that consumers were less satisfied and had a less positive attitude toward a hotel when they heard that other customers received a better price deal and better service than them. In other words, their perceptions of equitable treatment by the hotels translated into satisfaction judgments and even affected their future expectations and purchase intentions (Ramlall, 2004). This study was guided by customers expected and experienced service

model because the way guest adapt service offered in tourist hotels reduced or minimized challenges facing tourist hotels towards provision of good customer service (Ramlall, 2004).



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used to gather data for the study. The discussions in this chapter include; research design, study area, population of the study, sample and sampling techniques, research instruments, and data collection and analyses procedures.

3.2 Research Design

Descriptive survey research was adopted for this study. The purpose for choosing this was its capability of describing situations which involves hotel development practices in the Northern Region. In order to achieve the objective of the study, triangulation approach which involves the use of more than one method to gather data on one phenomenon understudy was employed. The idea behind this choice was to enhance indepth understanding of issues pertaining to the study. This approach ensured that both quantitative and qualitative techniques were employed for the study. The quantitative approach on one hand ensured that data were analysed in numerical terms using percentages, mean scores and standard deviation were employed to elucidate on describing hotel development and their impact customer service delivery in hotels. The qualitative technique was adopted to buttress and encourage opinions of participants directly in the form of their voices.

3.3 Population

The target population for the study is made up of hotel employees and management staff of the selected hotels of AAA, BBB, CCC DDD and EEE in Tamale Metropolis.

3.4 Sampling Techniques and Sample Size

Simple random sampling was adopted to select five hotels included in the sample size out of ten top hotels in Tamale Metropolis. The purpose of using this technique was to ensure that individuals within the population has equal chance of been selected among the sample size. To avoid bias while selecting five hotels, the researcher prepared a list of ten top hotels on piece of paper and numbered them and mixed all the pieces of paper together in a box then asked his colleague to pick five pieces randomly. The hotels in reference are AAA Hotel, BBB Hotel, CCC Hotel, DDD Hotel lodge and EEE Hotel. The hotels were represented with these initials to ensure anonymity and not create possible victimization based on the findings of the research. Simple random sampling was used in selecting hotel employees. In order to avoid bias, the researcher collected lists of staff on duty from hotel managers, and wrote their names on pieces of paper by numbering them. This was done by writing YES or NO on pieces of paper equal to the number of employees on duty during the day of selection from the various departments of the hotel. Pieces of paper written YES are equal to the number of the respondents required to participate in the research. Pieces of paper written YES and NO mixed together in a box, shaken well and then picked by the employees (on attachment). Those who picked YES were included in the sample size, due to the nature of hotel industry which works on shift basis.

Purposive sampling was used in selecting hotel managers. In purposive sampling, subjects are selected because of some characteristic. This technique was adopted because the researcher wanted to focus on core people who manage the hotels selected without involving people who may not be of interest to the study. In this study, 5 hotel managers were purposively selected. So the number of sample size in this study was 103 (Table 3.1) of which 98 were employees. In order to select the sample size, the researcher adopted a formula by Nwana (1992) who suggests that if the population was in few hundreds, a 40%-50% or more sample size was better, if several hundred, a 20% sample size could be used, if a few thousand, a 10% sample could be selected and if several thousands, 5% or less sample size was appropriate.

Table 3.1: Distribution of study population and sample selected

| Selected Hotels | Employee Population | 40% Employee Selected | Number of Managers Selected |
|------------------------|----------------------------|------------------------------|------------------------------------|
| AAA Hotel | 58 | 23 | 1 |
| BBB Hotel | 45 | 18 | 1 |
| CCC Hotel | 49 | 19 | 1 |
| DDD Hotel | 56 | 22 | 1 |
| EEE Hotel | 40 | 16 | 1 |
| Total | 248 | 98 | 5 |

Source: Field survey, 2018

3.5 Data Collection Instruments

3.5.1 Questionnaires

Questionnaires were designed, developed and administered to hotel managers and supervisors. The issues contained in the questionnaire involved challenges of the hotels, service quality and customer satisfaction. The questionnaires consist of demographic characteristics of respondents, challenges that hotels face towards providing good customer services and strategies to improve the sector are also emphasised. The questionnaire consists of both closed and opened-ended questions. The open-ended questions are structured in a way that allows the views and comments of the respondents while the respondents are restricted to the provided answers that they are supposed to choose from. The questionnaire was designed in a manner that the respondents name was not required on any part of the sections.

The questionnaires contained items on a Likert-type scale. All of the questions were closed-ended. Questionnaire had 17 items that collect data on the subject under study. Items 1 to 5 measured issues of hospitality that the development, items 6 to 12 measured the challenges facing hotels in providing of good customer services, while items 13 to 18 were measures to improve hotels' development of customer services. All of the questions were of 5-point scale ranging from strongly disagree (1) to strongly agree (5). A pilot study to test the questionnaire was carried out at a neighbouring hotel outside the metropolis to check for ambiguities and make the necessary corrections before the final one were presented to the participants. The questionnaires were given to the participants

to be completed within two weeks. Some of the respondents were able to complete it the same day and handed it over to the researcher.

3.5.2 Interview guide

The interviews were focused on frontdesk officers, house keepers and cooks of the selected hotels within the Tamale Metropolis. The interview was done when the researcher visited the selected hotels. The issues that were concentrated on during the interviews includes issues that affect hotel development, challenges facing hotels in providing good customer services and strategies to improve hotel customer services.

3.6 Data Analysis Procedure

After sorting out the questionnaires, the data were computed and analyzed using the Statistical Package of Social Sciences (SPSS) version 16.0. The statistical analysis such as frequencies, percentages, mean and standard deviation were used according to respective research questions of the study. With regard to the qualitative data, thematic analysis were used.

3.7 Ethical Considerations

In the context of research, according to Creswell (2013) ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work, or are affected by it”.

The following ethics were observed in the research study:

- **Informed consent:** Participants should be given the choice to participate or not to participate, and furthermore be informed in advance about the nature of the study.

- **Right to privacy:** The nature and quality of participants' performance must be kept strictly confidential.
- **Honesty with professional colleagues:** Findings must be reported in a complete and honest fashion, without misrepresenting what has been done or intentionally misleading others as to the nature of it. Data may not be fabricated to support a particular conclusion.
- **Confidentiality/Anonymity:** It is good research practice to offer confidentiality or anonymity, was meant to lead to participants giving more open and honest responses.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter of the study deals with presentation of results and discussion from the collected data. The results were presented using descriptive statistics in the form of percentages, Mean scores, Relative Importance Index (RII) and Ranking. Out of 103 stakeholders selected for the study, 92 responded and this gives a response rate of 89%.

4.2 Demographic Characteristics of Respondents (Hotel Managers)

The demographic characteristics of respondents in the study entail their gender, age and educational background. These are ascertained in the study to know whether there was positive link between the variables and hotel development activities.

Figure 4.1, presents the gender distribution of respondents of the study. It was significant in identifying the gender characteristics of respondents to determine the number of males and females working at the various hotels selected for the study. The results show that majority of respondents were female who constituted 52% whilst their male counterparts had 48%. This implies that the hotel industry has attracted more females than males.

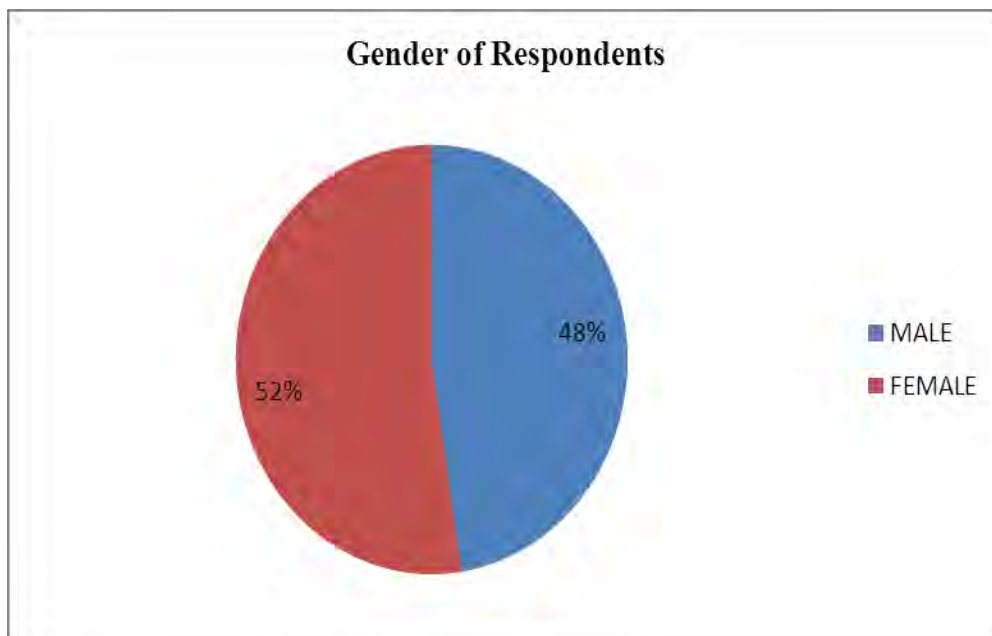


Figure 4.1: Gender of Respondents

Source: Field Survey (2018)

The researcher probed further to ascertain the age bracket of respondents. It was found in Figure 4.2 that majority of respondents are 31-44years (37%). Some of the respondents indicated to be 45years and above (34%). The least were found to be 18-30years (29%). The result implies that majority of the respondents were in their youthful ages.

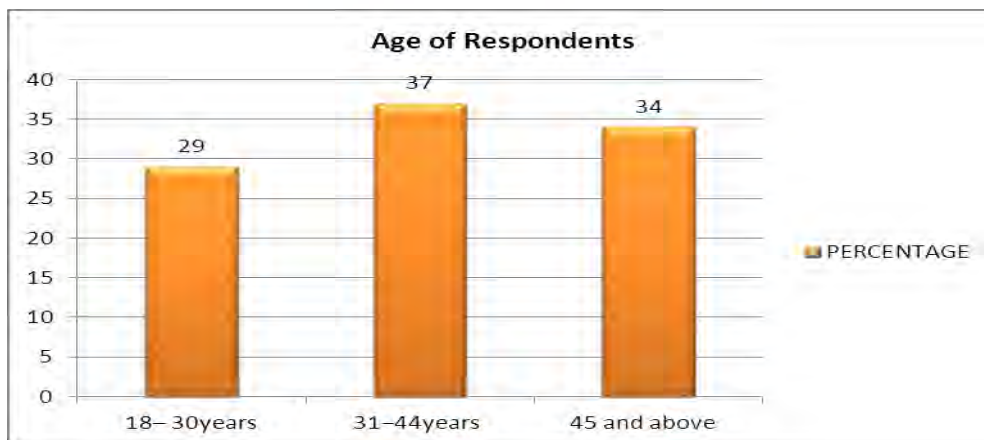


Figure 4.2: Age of the Respondents

Source: Field Survey (2018)

In analysing respondents educational background, the result indicates majority of respondents had completed vocational education (52%). Moreover, 21% of respondents had completed tertiary education. Some of them are found to have no formal education (9%) and 18% being JHS/SHS certificate holders. The results indicate that more than half of the respondents are not highly literates in terms of formal education. There was a positive link between a person's educational background and effective hotel development practices. The more enlightened a person becomes in terms of education, the higher the possibility of practicing good hotel development practices. Good education equips people with the right skills and experiences in dealing with good service delivery to customers in hotels.

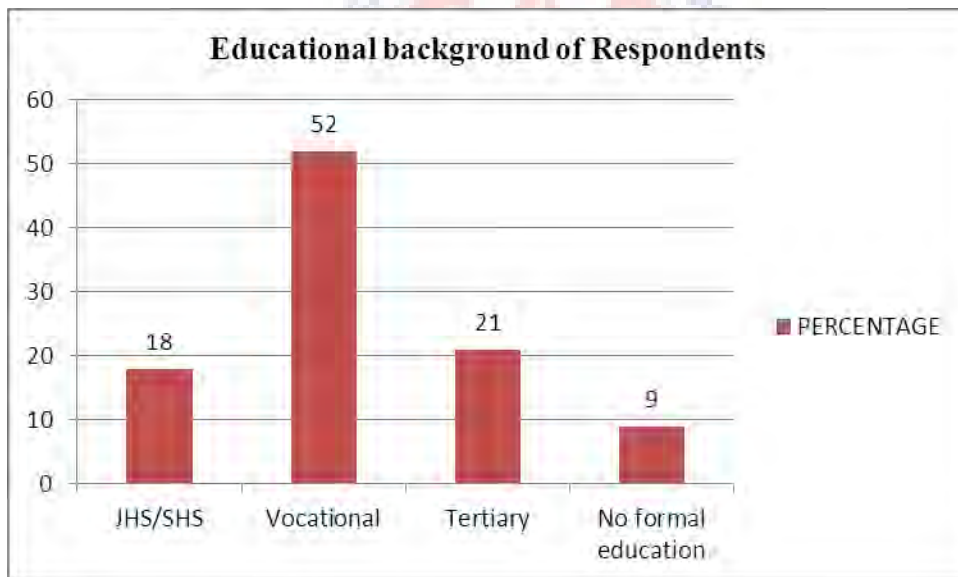


Figure 4.3: Educational Background of Respondents

Source: Field Survey (2018)

The respondents were further probed to ascertain the number of years they have been in active business. The responses from Figure 4.4 show that most of the respondents have been in business for 5-9years (32%). Next to this was 10-14years and less than 4years respectively (27%). Some of the respondents stressed that they have been in working for 15 and above years (14%). The results imply that most of the respondents have adequate experience in their activities. Since longer service normally comes with experiences, there was the possibility of people with greater experience to have some knowledge on the need to provide quality services to customers.

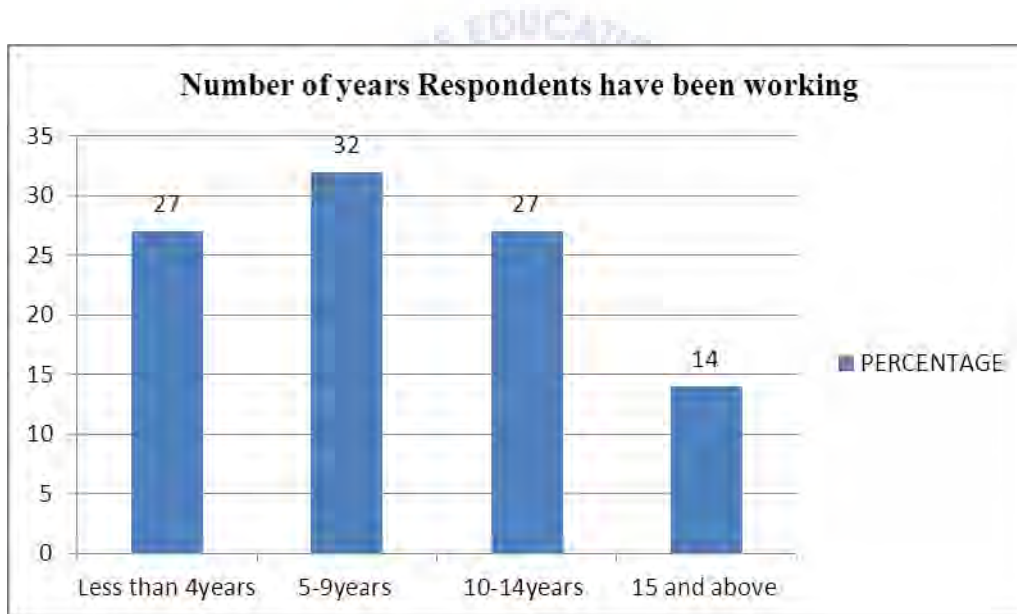


Figure 4.4: Number of Years Respondents have being working

Source: Field Survey (2018)

4.3 Underlying factors which influence hotel development (Managers)

The researcher found it imperative to examine factors which influence effective hotel development by getting responses from managers (Mean= 3.85, RII= 0.863). The competence of employees recruited in hotels go a long way in determining their success. It was established that well qualified and competent employees tend to be more productive than people with little knowledge on the job. Even though materials and other logistics are required to run hotel activities, it is worth stating that human capital plays very critical role in ensuring that such resources are put to good use by the hotels. The organisations can get the best of equipment, structures, food stuffs and technology but human beings (employees) are required use such resources in achieving organisational goals and objectives. Parasuraman et al. (1991), stressed that employees are vital to ensuring provision of quality service to customers of hotels.

The study revealed that, the second dominant factor which influenced hotel performance was satisfying customer needs (*Mean= 3.79, RII= 0.810*). It is imperative for organisations to prioritise the needs of its customers since they serve as the ‘lifeblood’ of the organisations. Hotels that are able to meet the demands of its customers get better sales and make substantial profit whereas those with poor service to its customers are left to struggle on the market which affect their expansion. Lashley and Morrison (2000) and Powers (2006), reiterated that the quality of service is measured by the needs of customers and actual product and services provided to them. Therefore, greater satisfaction will be achieved when expectations of customers are met. From the interviews, one of the food and beverage personnel stated that:

‘It is good to ensure that we cook the best of meals to our cherished customers because its part of major ways to retain them because if they do not get their expected meals, they will not patronise the food we sell over here’

A front desk officer did state that:

‘Customers who are satisfied with our foods and services rendered to them usually make referrals to their friends and this has resulted into significant growth in the level of patronage in this hotel’

The third dominant factor rated by managers was quality of product and services provided by hotels which is acceptable by customers. Reliable communication system in organisations was a good tool in enhancing the smooth flow of information within hotel activities. Clear medium of communication in hotels facilitate utilisation of information for organisational good. From the interviews, it was emphasised by one of the house keepers that;

‘When there is clear medium of communication, it helps us to know the kind of things expected of us at a particular point in time especially, when there are changes made to our normal daily routine activities’

Table 4.1: Underlying factors which influence hotel development (Managers)

| Factors | Mean | RII | Rank |
|---------------------------------|-------------|------------|-----------------|
| Competent workforce | 3.85 | 0.863 | 1 st |
| Satisfying customer needs | 3.79 | 0.810 | 2 nd |
| Quality of product and services | 3.62 | 0.789 | 3 rd |
| Reliable communication system | 3.57 | 0.716 | 4 th |
| Motivation | 3.43 | 0.676 | 5 th |

Source: Field survey, 2018, RII= Relative Importance Index

4.4 Challenges to effective Hotel development practices (Managers)

The researcher found it imperative to examine barriers to effective hotel development by getting responses from supervisors. Lack of adequate training for employees on best practices towards hotel development activities was found to be a major setback (Mean= 3.92, RII= 0.904). Lack of adequate training for employees deprive employees the opportunity to enhance their skills, knowledge and abilities on hotel development best practice issues. It has been a common trend that management over the years have not prioritise provision of training for employees on how to effectively deal with hotel activities. Perhaps, it is tempting to assert that one of the motives is to deny employees to uncover their breaches with procurement and other transactional matters which affect quality of assessment work done by employees. Thus their fear that well empowered employees would challenge their wrongdoings.

The second dominant barrier rated by respondents was poor customer relationship ($Mean= 3.87$, $RII= 0.892$). The existence of poor customer handling and treatment on the part of hotel staff is critical to the survival of any hotel. Poor service delivery to customers create dissatisfaction which leads to poor patronage to the hotels product and services. It was found that most hotels are hugely challenged due to their poor service and product delivery to customers. Sustaining better customer relations is a pre-requisite in ensuring effective hotel development activities. The occurrences of these affect referrals on their activities to friends and families by their customers. It was stated by one of front desk officers that;

‘ In some cases, customers who felt they have not been provided with the best of service have openly criticised our quality of food and some of the rooms which they perceive to be below acceptable standards’’

Robbins (2005), and Nickson et al. (2005), shared similar view that poor customer relations was a major hindrance to effective execution of hotel activities.

The third dominant factor enumerated by respondents was poor managerial practices ($Mean= 3.82$, $SD=0.873$). Hotel development activities are hindered by ineffective managerial activities of managers. Poor leadership styles exhibited by managers of hotels affect the quality of work done by employees. Lack of effective supervision on activities of employees coupled with hostile working environment engineered by conducts of managers and supervisor create work dissatisfaction and stress which lower morale of employees towards their work. This supports the finding of Hemdi and Nasurdin (2008), and West (2003), that poor managerial acts of managers affect workers morale and

reduce productivity on hotel activities. From the interviews, it was stated and alleged by one of the cooks that;

‘‘Some managers have used their positions to intimidate employees and to a large extent of making sexual advances of some cooks and other personnel. Some have fallen victims for fear of losing their jobs, she added’’

Table 4.2: Challenges to effective Hotel development practices (Managers)

| Challenges | Mean | RII | Rank |
|--|------|-------|------------------|
| Inadequate training for employees | 3.92 | 0.904 | 1 st |
| Poor customer relationship | 3.87 | 0.892 | 2 nd |
| Poor managerial capacity of managers | 3.82 | 0.873 | 3 rd |
| Ineffective communication | 3.75 | 0.861 | 4 th |
| Improper management of risks | 3.71 | 0.840 | 5 th |
| Organisational culture that does not recognise collaboration and trust | 3.68 | 0.828 | 6 th |
| Logistics constraint | 3.52 | 0.801 | 7 th |
| Poor planning | 3.43 | 0.788 | 8 th |
| Inadequate human capital | 3.39 | 0.765 | 9 th |
| Poor marketing strategies adopted by hotels | 3.17 | 0.708 | 10 th |
| Poor working relations among employees and management | 3.03 | 0.685 | 11 th |

Source: Field survey, 2018.

RII= Relative Importance Index

4.5 Strategies for Improving Hotel Development Practices (Managers)

It was appropriate after examining challenges confronting effective hotel development practices to identify various strategies suitable to curb the situation. It was shown in Table 4.3 that provision of conducive and comfortable working environment for employees was crucial in ensuring successful achievement of organisational goals (*Mean= 3.76, SD= 0.18*). A working environment free from harassment, unnecessary stress, intimidation and bully on the part of management and work colleagues is likely to promote healthy working relations among employees and that of management. This support the view of Tosun (2003), that people prefer to work in a friendly environment in which they feel accepted and respected by their coworkers and by management.

Proper and adequate provision of training for employees on hotel development practices was the second highest rated factor which most respondents preferred as best option to deal with challenges of hotel development (*Mean=3.71, SD= 0.19*). It is proper for management of hotels to provide training for employees equip them with necessary skills and empower them in executing their duties. The training could be in-service where experts from the hotels are hired to impart knowledge on the said workers to improve their understanding on hotel development activities. Moreover, management can engage the services of external experts to deal with identified needs of workers which demands training to enhance their delivery of activities towards better customer service delivery system at the hotels. This is in line with the views of Narain (2008), and Konovsky and Pugh (2004), that training is the most effective way to increase employee skills and, in turn, improve customer service and satisfaction.

Effective communication ($Mean=3.66$, $SD=0.21$) among workers undertaking hotel activities is key to enhancing better sharing and utilisation of vital information needed for providing good services and products to customers. Comprehensive communication plan ought to be established to promote clear line of duty, chain of command and span of control within hotels. This will help improve dissemination of information in hotels to promote quality service delivery to customers. Clear communication will enhance information flow among employees and management as well. This supports Ryan and Huimin (2007), that communication is probably the most important step to achieve improved satisfaction among employees that consequently leads to increased customer satisfaction.

Table 4.3: Strategies for Strategies for Improving Hotel Development Practices (Managers)

| Strategies | Mean | SD |
|--|------|------|
| Positive work environment | 3.76 | 0.18 |
| Proper and adequate provision of training for employees on effective hotel development | 3.71 | 0.19 |
| Effective communication | 3.66 | 0.21 |
| Proper planning | 3.61 | 0.22 |
| Effective dispute resolution | 3.53 | 0.20 |
| Motivation | 3.18 | 0.22 |

Source: Field survey, 2018

4.6 Underlying factors which influence hotel development (Supervisors)

Respondents (supervisors) were probed further to identify various factors which influence hotel development. As captured in Table 4.4, it was found that apathy towards change in terms of technology was a significant factor which determines development activities of hotels (Mean=3.73, RII= 0.086). Some organisations find it difficult to adopt new systems of conducting their activities which hotels are no exceptions. In this new age of technology, some hotels are not prepared to adopt new strategies through the use of sophisticated technology to conduct their activities. The use of computers for instance to keep records make it easier to store and retrieve information without delay. It is far better than using manual ways of keeping huge sum of papers and files which occupy space. The use of appropriate technology leads to efficiency which in effect leads to improved performance and productivity.

Competition was the second factor rated by respondents on factors affecting hotel development practices in the Tamale Metropolis (Mean=3.68, RII= 0.079). Competition within the hotel sector is vital in promoting innovative ideas to improve upon products and services delivered to customers. Through competition firms ensure that right measures in the form of technology, better dishes and rooms in the various hotels are well managed. This is because, hotels that are not able to meet customers' expectations are not patronised and this affects their survival on the market. For instance, customers with good formal educational background will normally prefer hotels with services like WIFI and other internet connection to help them access tangible information for their business

activities and academic works. From the interview, one of front desk officers selected indicated that;

‘In most cases, customers who are highly literates prefer the existence of WIFI to help them access information for their activities and people who do not get these are sometimes not enthused to patronise our services again’

The third factor enumerated by respondents was the issue of cashflow for operation and administrative purposes (Mean=3.56, RII= 0.072). Provision of adequate funds to cater for operational and administrative cost on hotel activities is needed to determine the rate at which it can develop. Hotels with adequate funds to deal with their expenses are more likely to excel in their service delivery than the ones with poor availability of funds.

Table 4.4: Underlying factors which influence hotel development (Supervisors)

| Factors | Mean | RII | Rank |
|--|-------------|------------|-----------------|
| Apathy to change (technology) | 3.73 | 0.086 | 1 st |
| Competition | 3.68 | 0.079 | 2 nd |
| Cashflow | 3.56 | 0.072 | 3 rd |
| Human resource | 3.48 | 0.061 | 4 th |
| Inability of hotels embark on effective segmentation | 2.95 | 0.057 | 5 th |
| Organisational culture | 2.64 | 0.033 | 6 th |

Source: Field survey, 2018

4.7 Challenges to effective Hotel development practices (Supervisors)

Supervisors from the selected hotels were probed to identify some of the challenges to effective hotel development. It was found that paying lip service towards concerns raised by customers was a major factor which affects the fortune of hotels (Mean=3.68, RII=0.082). The mean score ascertained indicate that failure to address customers' grievances was the highly rated factor which influences the success of hospitality. It has been the practice of some hotel authorities not acting on concerns raised by their customers. In some cases, attention has not been given to suggestions in terms of quality of food served, existence of technology such as WIFI, cleanliness and to some extent fees charged. Robbins (2005), alluded that effective customer relationship can be achieved through hotel agents paying much attention to the needs of customers.

It was further founds that unskilled labour filled in various position at the various hotels was a challenging factor which affect the quality of services delivered to customers (Mean=3.52, RII= 0.076). The mean score and relative importance index achieved indicates that unskilled labour was highly prevailing in the hospitality sector within Tamale Metropolis. It emerged that most of the people recruited into hotel activities are not professionals in the hotel industry and some may even lack requisite skills to perform their duties well. This situation is worrying since it retards development and initiative to the hotel industry. Failure to get people with necessary skills and capabilities to work make it difficult in achieving desirable outcome towards organisational goals.

Aside these, the issue of poor motivational packages given to employees was another factor which affects the development of hotel activities (Mean= 3.47, RII= 0.071). The

mean score obtained indicates an overwhelming support for the assertion that motivational strategies influence hospitality development positively. Absence of attractive motivational packages such as bonuses, salaries, allowance and other conditions of service trigger apathy towards work progress which affect performance and productivity. It was established that employees who are not content with their salaries and other conditions of service tend to work without putting much effort in their activities. This has the tendency of creating burnouts which affects organisational success. Gounaris and Boukis (2013) and Deci and Ryan (2005), noted that motivated employees work hard and are anxious to provide customers with the best service possible.

Table 4.5 Challenges to effective Hotel development practices (Supervisors)

| Challenges | Mean | RII | Rank |
|--|-------------|------------|-----------------|
| 'Lip service' to customers' needs | 3.68 | 0.082 | 1 st |
| Unskilled labour | 3.52 | 0.076 | 2 nd |
| Poor motivation packages for employees | 3.47 | 0.071 | 3 rd |
| Poor communication | 3.41 | 0.063 | 4 th |
| Rigid organisational culture | 2.86 | 0.054 | 5 th |
| Poor customers relationship | 2.64 | 0.033 | 6 th |

Source: Field survey, 2018

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings that emanated from the study; it presents the conclusions and the suggestions/recommendations made to improve effective development of hotels within Tamale Metropolis.

5.2 Summary of Findings

- It was established from the study that, among the underlying factors which influence hotel development in Tamale Metropolis were competent workforce, satisfying customer needs, reliable communication system, quality of product and motivation.
- Satisfying customer needs was a major determinant which affects customers' loyalty to the selected hotels. Thus when customers are provided with their expectations, it affects the rate at which hotel products and services are patronised.
- The quality of service and product delivered to customers also influenced their decisions towards patronage of hotel activities. For instance the existence of WIFI and other internet access, provision of affordable breakfast and other forms of food serve as catalyst which attract customers.
- It emerged that among the key challenges affecting hotel development practices include inadequate training for employees, ineffective communication, poor

customer service delivery, poor motivation and improper managerial behaviour of authorities.

- It was found that appropriate strategies to deal with situation can be achieved through adoption of positive managerial approaches, better conditions of work and improved training.

5.3 Conclusions

Developing the hotel sector in the Tamale Metropolis has been a crucial attempt made by the industry over the years by concerned stakeholders. Factors which influence effective hospitality development that emanated from the survey include motivation, reliable communication, satisfying customer needs and competent workforce. However, measures put in place by various hotels has not yielded significant output expected. This has been attributed to poor training provided to employees to equip their skills; the issue of unskilled labour; ineffective communication; lack of good managerial practices, poor customer service relationship and poor motivational packages for employees. The continuous existence of these setbacks has not helped in improving the sector adequately. The failure to recruit competent staff for various activities affect smooth and better handling of customers which create disaffection due to poor quality of service delivery. These practices and challenges can be curbed by adopting appropriate strategies such as proper training, attractive motivation, effective communication and sound managerial behaviour.

5.4 Recommendations

The following recommendations are made to address the findings:

- Hotels are expected to act swiftly on concerns raised by their customers. Timely response given to customers' expectation will help build better customer relationship which will promote referrals that promote sales of hotel products and services.
- It is appropriate for management of hotels to organise adequate training for their employees. This is supposed to be done after identifying specific needs which ought to be given needed attention on employees to enhance their work output. Providing better training will help equip skills and capacity of employees towards their activities thereby enhancing innovative ways of conducting hotel activities to improve sales and customer satisfaction.
- It is prudent for management of hotels to adopt positive leadership and managerial styles that will enhance conducive and serene atmosphere for employees to work and serve customers adequately. This will help improve working relations among employees and that of management. This when achieved will reduce the likelihood of stigmatisation, apathy and burnout on the job which at the end will help improve performance and productivity of employees.
- Good and attractive motivational packages should be provided to employees to serve as a catalyst for them to improve upon their performance. Attractive conditions of services will attract competent employees to be recruited in the various hotels. Good workforce is crucial to the success of developing hotels adequately.

- It is prudent to state that effective communication system should be developed in the various hotels to enhance smooth flow of information among employees and management. This will improve sharing and dissemination of information for the success of organisations to be achieved.

5.5 Suggestions for future studies

This study was concentrated at hotels within Tamale Metropolis only without taking into consideration other hotels within Northern Region. It is expected that future studies deal extensively on the effective hotel development using the entire Northern Region and beyond.



REFERENCES

- Ackfeldt, A. L., & Coote, L. V. (2005). A study of organizational citizenship behaviours in retail setting. *Journal of Business Research*, 58(2), 151-159.
- Ainsworth, M., Smith, N. & Millership, A. (2008). *Managing Performance, Managing People: Understanding and Improving Team Performance*. Leads Press.
- Akin Aksu, A., & Tarcan, E. (2002). The Internet and five-star hotels: a case study from the Antalya region in Turkey. *International Journal of Contemporary Hospitality Management*, 14(2), 94-97.
- Allen, T. D., & Russell, J. E. A. (2000). Ratings of organizational citizenship behaviour: Does the source make a difference? *Human Resource Management Review*, 10(1), 97-115.
- Archer, B. (2005). Importance of Tourism for the Economy of Bermuda. *Annals of Tourism Research*, 22(4), 918-930.
- Baltin, B. (2009). *Hotel Development*. Washington: The Urban Land Institute.
- Barnes, D. (2008). *Operations Management: An International Perspective*. Cengage Learning EMEA.
- Blalock, H. M. (2004) Contextual-effects models: Theoretical and methodological issues. *Annual Review of Sociology*, 10, 353-372.
- Boohene, R. & Lartey, A. E. (2011). The Effect of Human Resource Management Practices on Corporate Performance: A Study of Graphic Communications Group Limited. *International Business Research*, 4(1), 266-272.
- Bordens, K. S. & Abbott, B. B. (2002). *Research design and methods: A process approach*. New York: McGraw-Hill.

- Bryman, A. (2004) *Social Research Methods* 2nd edn. Oxford: Oxford University Press.
- Bryman, A. (2012). *Social research methods*. 4th ed. New York: Oxford University Press.
- Bryman, A. & Bell, E. (2003), *Business research method*, New York: Oxford University Press
- Bryman, A. & Bell, E. (2015). *Business research methods*. New York: Oxford University Press, USA.
- Buhalis, D., & Main, H. (1998). Information technology in peripheral small and medium hospitality enterprises: strategic analysis and critical factors. *International Journal of contemporary hospitality management*, 10(5), 198-202
- Burstein, L. (2000). The analysis of multilevel data in educational research and evaluation. *Review of Research in Education*, 8, 158-223.
- Butler, J. (2007). Green hospitality development gaining in popularity. Available from October, 2018 from http://www.hospitality-online.com/News/PR2007_4th/Oct071
- Chand, M. (2007). The Indian Hotel Industry: Employee Relations. *An international journal* 29(6): 576-594.
- Chen, K. (2005). Tourism Expansion and Corporate Earnings in the Tourism Industry. *Service Industries Journal*, 30 (8), in Preaa.
- Chen. M. H. (2007). Macro and Non-macro Explanatory Factors of Chinese Hotel Stock Returns. *International Journal of Hospitality Management*, 26 (4), 991-1004.
- Chen, C., & Song, W. (2009). Tourism Expansion, Tourism Uncertainty and Economic Growth: New Evidence from Taiwan and Korea. *Tourism Management*, 30 (3), 812-818.

- Cho, W., & Olsen, M. D. (1998). A case study approach to understanding the impact of information technology on competitive advantage in the lodging industry. *Journal of Hospitality & Tourism Research*, 22(4), 376-394.
- Cichy, R., Beck, J. & Elsworth, J. (2009). *Six Practices of Hotel Entrepreneurship*, 30-32.
- Clark, V. P. & Creswell, J. W. (2011). Designing and conducting mixed methods research. *Australian and New Zealand Journal of Public Health*, 3(4), 93-94.
- Cohen, L., Manion, L., & Morrison, K. (2011). *Research Methods in Education, 7th Edition*. Routledge, Taylor & Francis Group, London & New York.
- Creswell, J. W. (2012). *Qualitative inquiry and research design: Choosing among five approaches*. London: Sage.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. London: Sage publications.
- Daniels, J.D. and Radebaugh, L.H (2006). *International Business*. New York: Harper and Row Publishers
- Deci, E. L., and Ryan, R. M. (2005). *Intrinsic motivation and self-determination in human behaviour*. New York: Plenum
- Delaney, J. T., and Huselid, M. A. (2006). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949-969.
- Dessler, G., (2007) *Human Resource Management*, 10th Edition. Prentice Hall Inc.
- Dörnyei, Z. (2007). *Research methods in applied linguistics: Quantitative, qualitative, and mixed methodologies*. Oxford: Oxford University Press.

- Durbarry, R. (2002). The Economic Contribution of Tourism in Mauritius. *Annals of Tourism Research*, 29 (3), 862–865.
- Fitzsimmons, J. & Fitzsimmons, M. (2004). *Service management for competitive advantage*. McGraw-hill. New York.
- Franck, C. (2000). Tourism investment in Central and Eastern Europe, *Tourism Management*, 11, 333- 338
- Francois, P. (2000). Public service motivation' as an argument for government provision, *Journal of Public Economics*, 78, 275-299.
- Gale, D. (2008) Hotels' 325, *Hotels*, 7, 38-52
- Garner, R. & Scott, G. M. (2013). *Doing qualitative research: designs, methods, and techniques*. New Jersey: Pearson Education.
- Garvin, D.A. (2008). *Managing Quality: The Strategic and Competitive Edge*. Free Press, New York.
- Gitomer, J. (1998). *Customer Satisfaction is Worthless, Customer Loyalty is Priceless*. Bard Press.
- Golden, F. (2004). The most important hotel feature? Survey says location.” *Travel Weekly*, 53(16): 39.
- Gounaris S, & Boukis A, (2013). The roles of employee job satisfaction in strengthening customer repurchase intentions, *Journal of Services Marketing*, 27(4), 322 – 333
- Gronroos, C. (2000) *Service Management and Marketing: Managing the Moments of Truth in Service Competition*. Pearson Education, New York.
- Gronroos, C. (2001). The perceived service quality concept – a mistake? *Managing Service Quality*, 11(3), 150-200.

- Grubb, T. (2007). Performance appraisal reappraised: It's not all positive. *Journal of Human Resource Education*, 1(1), 1-22.
- Ham, S., Kim, W. G., & Jeong, S. (2005). Effect of information technology on performance in upscale hotels. *International Journal of Hospitality Management*, 24(2), 281-294.
- Hemdi, M. A., & Nasurdin, A. M. (2008). Investigating the influence of organizational justice on hotel employees' OCB intentions and turnover intentions. *Journal of Human Resources in Hospitality and Tourism*, 7(1), 1-23.
- Holloway, J.C. and Taylor, N. (2006). *The Business of Tourism*. Seventh Edition. Prentice Hall Financial Times.
- Houdré, H. (2008). Sustainable development in the hotel industry [*Electronic article*]. *Cornell Hospitality Industry Perspectives*, 1(2), 6-20
- Hussain, T., & Rehman, S. S., (2013). Do Human Resource Management Practices Inspire Employees' Retention? *Research Journal of Applied Sciences, Engineering and Technology*, 6(19): 3625-3633.
- Jamal, M. (2007). Job stress and job performance controversy revisited: An empirical examination in two countries. *International Journal Stress Management*, 14, 175-187.
- James, A. F, & Mona, J. F. (2011). *Service Management: Operations and Information Technology*. McGraw- Hill.
- Johns, N., & Drake, L. (2007). The Use of Data Envelopment Analysis to Monitor Hotel Productivity. *Progress in Tourism and Hospitality Research*, 3 (2), 119-127.

- Katou, A. (2011). Test of a causal Human Resource Management-Performance Linkage Model: Evidence from the Greek manufacturing sector. *International Journal of Business Science and Applied Management*, 6(1): 17-30.
- Khehra, P. K. (2008). Manpower Crunch. *Hotel Business Review*. Mar-Apr '08, 4(2).
- Konovsky, M. A., & Pugh, S. D. (2004). Citizenship behaviour and social exchange. *Academy of Management Journal*, 37, 656-669.
- Lall Madhurima (2007). *The Impact Of Human Resource Management Practices on Organizational Performance*. Paper Presented at the 8th International Conference in HRD Research and Practice, Oxford, 2007.
- Lane, H.E. and Dupre, D. (2006). *Hospitality World: An Introduction*. New York: Van Nostran Reinhold Publishers.
- Lashley, C., (2010). Costing staff turnover in hospitality service organizations”, *Journal of Services Research*, 1(2).
- Lashley, C. & Morrison, A. (2000). *Franchising Hospitality Services*. Oxford: Butterworth Heinemann Publishers.
- Lawson, F. (2007). *Hotels & Resorts: Planning, Design and Refurbishment*. London: Architectural Press, Butterworth Heinemann Publishers
- Lee, T. (2013). Influence Analysis of Community Resident Support for Sustainable Tourism Development. *Tourism Management*, 34, 37-46.
- Lee-Ross, D. & Johns, N. (2007). Yield management in hospitality SMEs. *International Journal of Contemporary Hospitality Management*, 9(2), 66-69.
- Lin, Y. S., & Huang, J. Y. (2006). Internet blogs as a tourism marketing medium: A case study. *Journal of Business Research*, 59(10), 1201-1205.

- Lubbe B, (2000). *Tourism Distribution: Managing the Travel Intermediary*. Cape Town: Juta Publishers.
- Medlik, S., & Ingram, H. (2000). *The Business of Hotels* (4th ed.). Oxford: Butterworth Heinemann
- Merchant, K., & Van der Stede, W. (2007). *Management Control Systems Performance Measurement, Evaluation and Incentives* (2nd ed.). Edinburgh Prentice Hall.
- Merriam, S. B., (2002). *Qualitative research in practice: Example for discussion and analysis*. San Francisco, CA: Jossey-Bass.
- Miller, E., Walker, R., & Drummond, D. (2007). *Supervision in the hospitality industry: applied human resources* (5 ed.). New York: John Wiley & Sons.
- Mohanty, S. P., Choppali, U., & Kougianos, E. (2016). Everything you wanted to know about smart cities: The internet of things is the backbone. *IEEE Consumer Electronics Magazine*, 5(3), 60 – 70.
- Mugenda, O. M & Mugenda. A.G. (2003). *Research Methods, Quantitative and Qualitative Approaches*. Nairobi: Acts press.
- Munir, A., Kansakar, P. & Khan, S. U. (2017). IFCIoT: Integrated fog cloud IoT: A novel architectural paradigm for the future internet of things. *IEEE Consumer Electronics Magazine*, 6(3), 74 – 82.
- Narain, S. (2008). *Inside hotels*. Singapore: Page One.
- Ngahu, H. (2001) Factors of business success and growth, *business review 2nd edition pp 212- 215*
- Nickson, D.,(2007) *Human Resource Management For The Hospitality and Tourism Industries*, Elsevier.

- Nickson, D., Warhurst, C., & Dutton, E. (2005). The importance of attitude and appearance in the service encounter in retail and hospitality. *Managing Service Quality*, 15(2), 195- 208.
- Oh, C.O. (2005). The Contribution of Tourism Development to Economic Growth in the Korean Economy, *Tourism Management*, 26, 39-44.
- Osteraker, M. C. (2009). Measuring Motivation in a dynamic organization-a contingency approach, *Strategic Change* 8, pp103-109.
- Palmer, A. (2001). *Principles of services marketing* (3rd ed.). Berkshire: McGraw-Hill
- Parasuraman, A., Berry, L., & Zeithaml, V. (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*, 67(4), 420 - 450.
- Powers, T. (2006). *Marketing Hospitality (2nd Edition)*, New York: John Wiley & Sons Publishers.
- Porter, L. W., & Steers, R. M. (2003). *Motivation and work behaviour* (7th ed.). New York: McGraw Hill.
- Prasad, K. and Dev, C.S. (2000). "Managing Hotel Brand Equity." *Cornell Hotel and Restaurant Administration Quarterly*, 41(3): 22 – 31.
- Price, A., (2007) *Human Resource Management in a business context*, 3rd Edition, Thomson Learning, London.
- Punch, K. F. (2007). *Introduction to social research*. 2nd ed. London: SAGE Publications Ltd.
- Raleigh, L.E. and Roginsky, R.J. (2009). *Hotel Investments: Issues and Perspectives (2nd Edition)*. Lansing: Educational Institute - American Hotel and Motel Association.

- Ramlall, S. (2004). A Review of Employees Motivation Theories and Their Implications for Employee Retention within Organizations, *The Journal of American Academy of Business, Cambridge*, pp52-63.
- Ransley, J. & Ingram, I. (2000). *Developing Hospitality Properties and Facilities*. Oxford: Butterworth-Heinemann Publishers.
- Riedl, A. (2002). Motivation for Learning, Theoretical and Practical Aspects, *Training on Teaching Methods in Vocational Education*, PP3-12.
- Robbins, S. P. (2005). *Organizational behaviour* (11th ed.). New Jersey: Pearson Education International.
- Rothman, M. (2007). Lessons learned: Advice to employers from interns. *Journal of Education for Business*, 82(3), 140-144
- Rungting, T. (2004). *Beyond Service Quality and Expectation: The Critical Impact of Emotions and Service Experience on Customer Satisfaction*. Dissertation submitted to the faculty of the University of North Carolina at Chapel Hill. Chapel Hill.
- Rushmore, S. & Baum, E. (2001). *Hotels and Motels: Valuations and Market Studies*. Illinois: Appraisal Institute.
- Ryan, C. & Huimin, G. (2007). Perceptions of Chinese Hotels. *Cornell Hotel and Restaurant Administration Quarterly*. 48 (4), 380- 391.
- Sachau, D.A. (2007). Resurrecting the Motivation-Hygiene Theory: Herzberg and the Positive Psychology Movement, *Human resource development review* 6 (4), 377-393.

- Schneider, B. (2004). HRM-A Service Perspective: Towards a Customer-focused HRM, *International Journal of service Industry Management* 5 (1), 64-76.
- Selwitz, R. (2000). "Rewards are possible for Middle East: Africa Development." *Hotel and Motel Management*, 215(19): 44.
- Shipton, H., West, M., Dawson, J., Birdi, K. & Patterson, M. (2006). HRM as a predictor of Innovation. *Human Resource Management Journal*, 16(1): 3-26.
- Siti-Nabiha, A. K., George, R. A., Wahid, N., Amran, A., Mahadi, R., & Abustan, I. (2014). The Development of a Green Practice Index for the Malaysian Hotel Industry. *Issues in Social and Environmental Accounting*, 8(1), 23-47.
- Sommerville K., L., (2007). *Hospitality Employee Management And Supervision, concepts an practical applications*, New Jersey, John Wiley & Sons.
- Suddaby, C. (2007). The Top Ten Issues for 2007, Fort Quarter 2006 edition. Available from October, 2018 from <http://www.colliershospitality.com/innvestment>.
- Swarbrooke, J. (2009). *The Development and Management of Visitors Attractions*. Oxford: Butterworth Heinemann Publishers
- Taggart, J.H. and McDermott, M.C. (2003). *The Essence of International Business*. Edinburgh: Prentice Hall Publishers.
- Tosun, T. O. (2003). Tourism Growth, National Development and Regional Inequality in Turkey. *Journal of Sustainable Tourism*, 11, 133-161.
- Van Scotter, J. R. (2000). Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment. *Human Resource Management Review*, 10(1), 79-95.

- Van Scotter, J.R., & Motowidlo, S.J. (2006). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81(5), 525-531.
- Victorino, L., & Dev, C. (2005). Service innovation and customer choices in the hospitality industry. *Managing Service Quality*, 15(6), 555-576.
- Waiganjo, E., Wangithi, E. M. & Kahiri, J. (2012). Relationship between Strategic Human Resource Management and Firm Performance of Kenya's Corporate Organizations. *International Journal of Humanities and Social Science*, 2(10): 62-70.
- Walker, J.R.,(2007) *Introduction to Hospitality Management*, 2nd Edition, New Jersey. Pearson Education, Inc.
- Wan, C. S. (2002). The web sites of international tourist hotels and tour wholesalers in Taiwan. *Tourism Management*, 23(2), 155-160
- Wan- Jing, C., & Tung, H. (2005). Relationship between strategic HRM and firm performance: A contingency perspective. *International Journal of Manpower*, 26 (5): 222- 229.
- West, G. R. (2003). Economic Significance of Tourism in Queensland. *Annals of Tourism Research*, 20 (3), 490-540.
- Wheaton, W. C., & Rossoff, L. (2008). The Cyclic Behavior of the US Lodging Industry, *Real Estate Economics*, 26 (1), 67-82.
- Wright, P., Gardner, T., Moynihan, L., & Allen, M. (2005). The Relationship between HR Practices and Firm Performance: Examining Causal Order. *Personnel Psychology Journal*, 58(2): 409-446.

Zeithaml, V.A., Berry, L.L., & Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, 60, 31-46.



APPENDIX A

QUESTIONNAIRE FOR HOTEL MANAGERS

EFFECTIVE HOSPITALITY DEVELOPMENT IN THE NORTHERN: A CASE STUDY OF TAMALE METROPOLIS

This study is being conducted to examine effective hospitality development using Tamale Metropolis. The researcher is a Master of Technology (Catering and Hospitality) student who would appreciate very much if you could take some time off your tight schedule to complete the questionnaire. The questionnaire is for academic purposes only and the responses will be treated with the utmost confidentiality.

SECTION ONE: DEMOGRAPHICS OF RESPONDENTS

All responses will be confidential and will not be connected in any way to yourself or your institution

SECTION A: Background Information of Respondents.

1. Please indicate your gender. *Please tick [✓]*

Male Female

2. What age category do you belong? *Please tick [✓]*

a. Less than 30 years

b. 31 – 40

c. 41-50

d. 51+

3. What is your highest educational qualification? *Please tick [✓]*

- a. J. H.S c. HND
b. S. H. S d. First degree
e. Post-graduate
f. No formal education
Others (Please state) _____

4. How long have been working at your organisation? *(Please tick)*

- a. Less than a year
b. 1-10 years
c. 11-20 years
d. 20+ years
Other (Please state) _____

SECTION B: FACTORS WHICH INFLUENCE HOTEL DEVELOPMENT PRACTICES

5. Rank the following components of **Factors which influence Hotel Development Practices** in a range of one (1) to five (5) [Please use the following 5-point scale: **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree**
Just tick (✓) the blank space for the answer which is right to you.

| No. | FACTORS | RESPONSES | | | | |
|-----|---------------------------------|-----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Reliable communication system | | | | | |
| 2 | Motivation | | | | | |
| 3 | Satisfying customer needs | | | | | |
| 4 | Competent workforce | | | | | |
| 5 | Quality of product and services | | | | | |
| 6 | Others (specify) | | | | | |

SECTION C: CHALLENGES TO HOTEL DEVELOPMENT PRACTICES

6. Rank the following components of **challenges associated hotel development practices** in a range of one (1) to five (5) with one (1) being the most important factor and (5) being the least important factor. Just tick (√) the blank space for the answer which is right to you.

| No. | CHALLENGES | RESPONSES | | | | |
|-----|-----------------------------------|-----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Poor customer relationship | | | | | |
| 2 | Inadequate training for employees | | | | | |
| 3 | Improper management of risks | | | | | |
| 4 | Ineffective communication | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 5 | Poor managerial capacity of managers | | | | | |
| 6 | Organisational culture that does not recognise collaboration and trust | | | | | |
| 7 | Logistics constraint | | | | | |
| 8 | Inadequate human capital | | | | | |
| 9 | Poor working relations among employees and management | | | | | |
| 10 | Poor marketing strategies adopted by hotels | | | | | |

SECTION D: STRATEGIES TO IMPROVE HOTEL DEVELOPMENT

7. Rank the following components of **strategies to improve hotel development** in a range of one (1) to five (5) with one (1) being the most important factor and (5) being the least important factor. Just tick (✓) the blank space for the answer which is right to you.

| No. | STRATEGIES | RESPONSES | | | | |
|-----|--|-----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Proper and adequate provision of training for employees on effective hotel development | | | | | |
| 2 | Proper planning | | | | | |
| 3 | Positive work environment | | | | | |
| 4 | Effective communication | | | | | |

| | | | | | | |
|---|------------------------------|--|--|--|--|--|
| 5 | Motivation | | | | | |
| 6 | Effective dispute resolution | | | | | |
| 7 | Others (specify) | | | | | |
| 8 | | | | | | |

8. In your view, what do you think can help improve hotel development activities?

.....

.....

.....

.....



APPENDIX B

QUESTIONNAIRE FOR HOTEL SUPERVISORS

EFFECTIVE HOSPITALITY DEVELOPMENT IN THE NORTHERN: A CASE STUDY OF TAMALE METROPOLIS

This study is being conducted to examine effective hospitality development using Tamale Metropolis. The researcher is a Master of Technology (Catering and Hospitality) student who would appreciate very much if you could take some time off your tight schedule to complete the questionnaire. The questionnaire is for academic purposes only and the responses will be treated with the utmost confidentiality.

SECTION A: FACTORS WHICH INFLUENCE HOTEL DEVELOPMENT PRACTICES

Rank the following components of **Factors which influence Hotel Development Practices** in a range of one (1) to five (5) [Please use the following 5-point scale: **1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 =Strongly Agree**

1. Just tick (✓) the blank space for the answer which is right to you.

| No. | FACTORS | RESPONSES | | | | |
|-----|-------------------------------|-----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Apathy to change (technology) | | | | | |
| 2 | Cashflow | | | | | |
| 3 | Human resource | | | | | |
| 4 | Competition | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| 5 | Inability of hotels embark on effective segmentation | | | | | |
| 6 | Organisational culture | | | | | |
| 7 | Others (specify) | | | | | |

SECTION B: CHALLENGES TO HOTEL DEVELOPMENT PRACTICES

2. Rank the following components of **challenges associated hotel development practices** in a range of one (1) to five (5) with one (1) being the most important factor and (5) being the least important factor. Just tick (√) the blank space for the answer which is right to you.

| No. | CHALLENGES | RESPONSES | | | | |
|-----|--|-----------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Lip service' to customers' needs | | | | | |
| 2 | Poor customers relationship | | | | | |
| 3 | Unskilled labour | | | | | |
| 4 | Rigid organisational culture | | | | | |
| 5 | Poor motivation packages for employees | | | | | |
| 6 | Poor communication | | | | | |
| 7 | Others (specify) | | | | | |

3. In your view, what do you think can help improve hotel development activities?

.....

APPENDIX C

INTERVIEW GUIDE FOR HOUSE KEEPERS

I am Joyce..... from the University of Education, Winneba, Department of Catering and Hospitality to conduct a research titled “Effective Hospitality Development in Tamale Metropolis”. You have been selected as one of my interviewees. Be assured that the information gathered will be used only for the research purpose. Hence, you are kindly requested to provide the necessary information which is very helpful to the quality of the research.

1. How many years have you served in this hotel?
2. What are your perceptions about hotel development in terms of retaining your clients?
3. What are the major issues in the hospitality that affect hotel development?
4. What are the major challenges facing hotels in providing of good customer services.
5. What strategies do you in turn put in place to improve hotels’ customer services?

APPENDIX D

INTERVIEW GUIDE FOR FRONT DESK OFFICER

I am Joyce..... from the University of Education, Winneba, Department of Catering and Hospitality to conduct a research titled “Effective Hospitality Development in Tamale Metropolis”. You have been selected as one of my interviewees. Be assured that the information gathered will be used only for the research purpose. Hence, you are kindly requested to provide the necessary information which is very helpful to the quality of the research.

6. How many years have you served in this hotel?
7. What are your perceptions about hotel development in terms of retaining your clients?
8. What are the major issues in the hospitality that affect hotel development?
9. What are the major challenges facing hotels in providing of good customer services.
10. What strategies do you in turn put in place to improve hotels' customer services?

APPENDIX E

INTERVIEW GUIDE FOR FOOD AND BEVERAGE OFFICER

I am Joyce..... from the University of Education, Winneba, Department of Catering and Hospitality to conduct a research titled “Effective Hospitality Development in Tamale Metropolis”. You have been selected as one of my interviewees. Be assured that the information gathered will be used only for the research purpose. Hence, you are kindly requested to provide the necessary information which is very helpful to the quality of the research.

11. How many years have you served in this hotel?
12. What are your perceptions about hotel development in terms of retaining your clients?
13. What are the major issues in the hospitality that affect hotel development?
14. What are the major challenges facing hotels in providing of good customer services.
15. What strategies do you in turn put in place to improve hotels’ customer services?