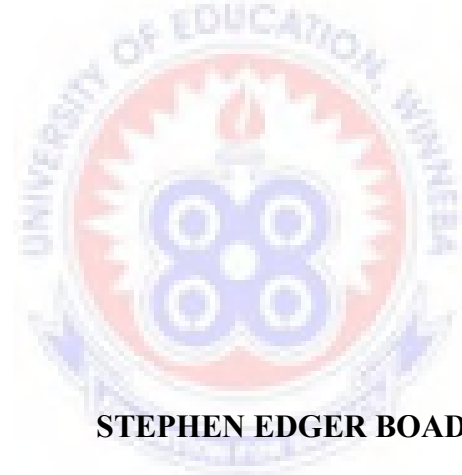UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

ASSESSING CUSTOMER DISSATISFACTION IN THE HOTEL INDUSTRY

IN ASSIN FOSU MUNICIPALITY

STEPHEN EDGER BOADI

OCTOBER, 2017

UNIVERSITY OF EDUCATION, WINNEBA

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STEPHEN EDGER BOADI

(7111182011)

A Project Report submitted to the Department of CATERING AND HOSPITALITY EDUCATION, Faculty of VOCATIONAL EDUCATION, submitted to the School of Graduate Studies, University of Education Winneba, in partial fulfillment of the requirements for the award of Master of Technology (Catering and Hospitality) degree.

OCTOBER, 2017

DECLARATION

STUDENT'S DECLARATION

I, **Stephen Edger Boadi**, declare that this Project Report, with the exception of quotations and references contained in the 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:……………………………….

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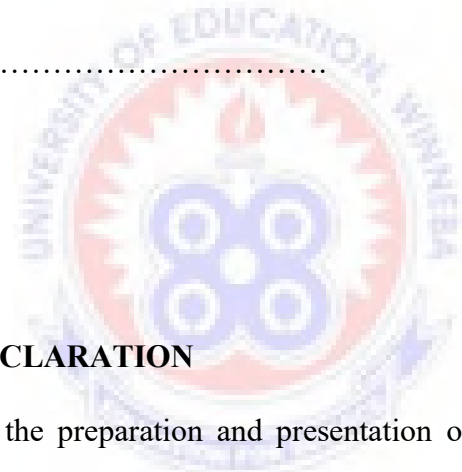
SUPERVISOR'S DECLARATION

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

NAME: **MRS. VIDA COMMEY**

SIGNATURE:………………………………..

DATE:………………………………………..

ACKNOWLEDGEMENT

I am particularly grateful and indebted to Mrs. Vida Commey, a lecturer of University of Education, Winneba (Kumasi Campus) for her assistance, guidance, ideas, encouragement and constructive suggestions as well as the precious time she sacrificed in supervising the work. I am also grateful to Mr. Gabriel Brobbey, a teacher of Obiri Yeboah Senior High School, AssinFosu, who provided wise counsel when developing the work. His encouragement and insightful suggestions inspired me to continue with my work in the face of some challenges.

I am also thankful to all my friends, colleagues and family members who in diverse ways contributed towards the completion of my course as well as this dissertation. Special thanks are due to Richmond Nana Arkorful for his painstaking efforts in typing the work. In innumerable ways my wife Rosemond Afoakwa and my children have contributed immensely to bring this work to a successful end to them I am indebted.

DEDICATION

I dedicate this dissertation to my wife Rosemond Afoakwa and my children.

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ABSTRACT

The hotel industries are shifting their focus from transactional exchange to relational exchange for developing mutually satisfying relationship with customers. Serving the customers, in true sense, is the aim of every hotel management as the customer was, is and will remain the central focus of all hotel industries or organizational activities. The purpose of the study was to assess customer dissatisfaction in the hotel industry in the Assin Fosu Municipality. Areas examined include the demographic characteristics of customers, causes and effects of customer dissatisfaction and strategies hotel industries have taken to reduce customer dissatisfaction. The population of the study comprised all the workers, management and customers of the six hotels selected for the study. A questionnaire was employed to collect data for the study. A sample size of 158 respondents was selected using census, purposive sampling and simple random sampling techniques. Descriptive statistics was used to analyze the data gathered. Among other things it was found out from the study that the youth patronize the services of the hotels either as workers or clients. The study also revealed that customers do not often go to the hotels and even those who patronize the services do so when they are on official business trips. It was further revealed that improper portering and general services such as room space, hygiene, privacy, location, food and drinks served and non-acceptance of credit cards were disincentive to customers which make them dissatisfied with the services of the hotels. On the basis of the findings, it was recommended that hotel management should offer proper portering and general services to customers to ensure their regular patronage of the facilities and clearly defined responsibilities given to staff members.

CHAPTER ONE

INTRODUCTION

1.0   Overview

This chapter focuses on the background of the study, statement of the problem, the purpose of the study, the objectives and research questions. Again, the significance of the study, limitation and delimitation of the study, definition of terms and organisation of the study were discussed in this chapter.

1.1   Background of the Study

Research on customer satisfaction, dissatisfaction and complaining behavior has primarily focused upon one of the following research avenues 1. Attempt to isolate and correlate consumer complains. 2. Identification of problem sources and reactions to those problems. 3. Development of the theory regarding the determinants of consumer satisfaction (Bearden & Mason, 1984).

Customer satisfaction has been the subject of considerable research and has been defined and measured in various ways (Owens, 2000). Customer satisfaction may be defined as the customer's fulfillment response to a consumption experience or some part of it (Bolton, 1986). Satisfaction and dissatisfaction are two ends of a continuum where the location is defined by a comparison between expectations of outcome. Customers would be satisfied if the outcome of the service meets expectations. When the service quality exceeds expectations, the service provider has won a delighted customer. Dissatisfaction will occur when the perceived overall service quality does not meet expectations (Ceserani, Foskelt and Kinton, 1992). Sometimes customers' expectations are met, yet the customer is

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not satisfied. This occurs when the expectations are low. For example, the customer expects the flight to be late and it gets late (Bolton, 1986). Customer satisfaction is considered to be one of the most important outcomes of all marketing activities in a market-oriented firm. The obvious need for satisfying the hotel's customers is to expand business, to gain higher market share and to acquire repeat and referral business all of which lead to profitability (Barden & Mason 1984). Studies conducted by Cronin & Taylor (1992) in service sectors such as banking, pest control, dry cleaning and fast food found that customer satisfaction has a significant effect on purchase intentions in all four sectors. In recent times, the service organizations (hotel industries) are shifting their focus from "transactional exchange" to "relational exchange" for developing mutually satisfying relationship with customers (Jaipuria, 2007).

Jaipuria again stated that, serving the customers, in true sense, is the aim of every hotel manager as the customer wants was, is and will remain the central focus of all hotel industries or organizational activities. The hotel industry, especially the luxury segment hotels need to be purely customer-centered and focused on the needs of the customers. The hotel industry has been an important sector which has rendered a tremendous contribution to the economy of Ghana (Ghana Tourist Board, 2003).As a lucrative business sector; it is faced with some challenges. Notable among them are severe competition and rising customer dissatisfaction. According to Kotler (2000), customer dissatisfaction leads to collapse or decline of hotel activities. In Ghana, just like many other developing countries, the hotel industry is playing a vital role to achieve socio-economic development goals. In tourism, services provided for guests include accommodation, food, money exchange, transport and entertainment. Although all these services are important to make tourists

comfortable and satisfied, some services such as accommodation and catering are rated high and deemed paramount (Ghana Tourist Board, 2003).

Customers will not blindly accept poor service quality from a hotel. They expect high quality services in return for the money they spend on hotels. Of late, there has been an increasing public concern about the problem of ineffective management (leadership) and poor customer services in the hotel industry. In the mid-twentieth century, mass production techniques and mass marketing changed the competitive landscape by increasing product availability for customers. However, the purchasing process that permitted the shopkeeper and customer to spend high quality time interacting with each other was also fundamentally changed. Shopkeepers lost track of their customers' individual needs as the market became full of products and service options. Many organizations, including the hotel industry, today are striving to boost long-term customer loyalty (Bondar, 2014).

Although a great deal of time has been spent on "customer satisfaction" in reality the issue may not be how we keep customers satisfied, but rather what do we do about "dissatisfied customers". Research has established that most important causes relating to customer dissatisfaction are rudeness, unconscious projected personal attitude of "I hate my job and / or people I serve", honoring promises and lack of accepting personal or customer responsibility. In the hotel industry just lodging of complaint is akin to running an obstacle course. To the detriment of the entire hospitality industry, it is almost impossible to let a manager or corporate office know about a rude employee or a failure to deliver promised service. The inability of the industry to resolve issues that hinge on customer dissatisfaction results in new frustration, anger and loss of reputation. Often the

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managers of the industry ignore legitimate grievances or issues with customers in such a way that they turn a minor grievance into a major concern. While improved customers satisfaction may result in increased profits, increased customer dissatisfaction will result in not only decreased profits but also in a possible business failure.

A comprehensive customer feedback management system in the hotel industry is vital. Achieving and maintaining customer satisfaction is critical given the enormous pressures of the current economic climate on the industry. Measuring customer dissatisfaction in the hotel business has never been easy. The key obstacle to valid data gathering in any hotel is based on satisfaction feedback initiatives and customer participation. Response rates are often low. Furthermore, a guest's perception of quality service depends on an extremely broad variety of factors ranging from a receptionist's smile to the type of pillows on the bed or even the selection of times in the breakfast buffet.

As Shahmohammadi (2014) contends, any business begins and ends with the customer. The customer satisfaction is the holy grail of success for businesses in the hotel industry (Armstrong, 2005). The goal of every successful business is to maintain a high level of customer satisfaction by providing their clientele with value added transaction through positive customer service interactions. In turn the customer's expectation is to feel important and assisted during the interactions that ultimately lead to their desired result. Customer service representatives are often trained to know the basic elements of providing excellent customer service. They are taught to listen, to be patient, tolerant and above all helpful to customers. Thus, a person with a short fuse or quick temper is not ideal for the customer service position which deals with array of personalities. Yeung, et. al (1996)

think that customer satisfaction is inarguably the core concept that is at the crux of the marketing department of the industry.

Hotel administrators may be pre-occupied with the provision of hotel inputs such as buildings, furniture and others but pay little attention to the customer dissatisfaction processes in the hotel industry. The situation requires an in depth research to guide hotel management policy and development and promote quality customer services. As Heneveld (1993) contends;

a. Policy is not necessarily an effective instrument for change and what leadership and management do with customers are to a large extent independent of national policy.

b. Selection of the right mix of inputs will not necessarily lead to improved quality of service; rather what leadership and management do with customers contribute significantly to effective relationship in the sector.

c. Resources (facilities, equipment, employees and management) all come together to form a social system that takes place in the hotel industry.

It is generally conceded that the success of any human endeavor is closely related to the quality of the personnel who perform tasks necessary to achieve the purpose as well as the conditions that affect their physical and mental well-being (Werther & Davis, 1996). This assumption is as applicable to hotel systems as it is to any organized human institution. The extent to which hotels succeed in delivering services with an efficient use of scarce inputs will depend largely on the quality of personnel engaged in the administrational processes and on the effectiveness with which they discharge their duties.

The outcomes of investment in human resources are nothing but increased productivity and efficiency, as well as good employee's attitudes towards work and customers

According to Armstrong (2005), the hardest thing to repair is a business reputation. Thus, the marketing costs of customer dissatisfaction may be enormous. To help the business and employee deal with issues of customer dissatisfaction, Armstrong offers the following suggestions:

1.   Know more about what you are selling.

2.   Provide structures to receive complain.

3.   Empower employees to take decisive and spot decisions.

4.   Be mindful of what you say and how you say it.

5.   Treat each customer on his or her special needs.

This research assesses the customer dissatisfaction and its effects on hotel industry in Assin Fosu Municipality. There is no gain saying that effective hotel management requires competent and dynamic leadership, well-motivated staff professional working support and supervision to achieve the goals and objectives of the organisations. The changing trend of events in the world makes hotel management practices more prominent to avert customer dissatisfaction. Mankoe (2007) also holds the view that hotel authorities, including directors and their cohort of supervisors as well as department heads stand to gain if through their own initiatives, hotel industry provides avenues for their customers to be satisfied.

1.2   Statement of the Problem

The role of hotel industry in the development processes of the country cannot be underestimated. The industry contributes to the social and democratic development and also lays the foundation for sustainable economic development. The provision of good quality hotel services to realize the above objectives depends to a large extent upon the quality of management, employees and infrastructure available to the customers. The hotel industry is one of the sources of income generating avenue for every nation, entertaining and accommodating tourists globally. Quality management, employees and infrastructure are necessary for effective running of a hotel to ensure customer satisfaction. The same cannot be said of hotels in Assin Fosu. Even though there are six hotels in the municipality, a cursory observation in the hotels seem to indicate that there is institutional rigidity and inertia in the hotels which have the tendency to create customer dissatisfaction that weaken efforts at rendering quality services. Quality services or products, speed of service and responsiveness of customer service are the core expectations of any hotel and therefore stakeholders will be interested to know about the issues that impact on them whether positively or negatively. What then are the causes of customer dissatisfaction? What are the effects of customer dissatisfaction in the hotels at Assin Fosu? What are the strategies employed to address customer dissatisfaction in the hotels at Assin Fosu? These are pertinent issues that require indepth investigation so as to ensure clearer and better understanding of customer dissatisfaction in the hotels at Assin Fosu.

1.3 Purpose of the Study

The purpose of this study was to assess customer dissatisfaction and its effects on hotel industry in Assin Fosu Municipality. The specific objectives were to

1. Ascertain the causes of customer dissatisfaction in the hotel industry.

2. Determine the effects of customer dissatisfaction in the hotel industry.

3. Find out the strategies the hotels in the area has put in place to reduce customer dissatisfaction.

1.4 Research Questions

In order to attain the above set objectives of the study the following research questions guided the study:

1. What are the causes of customer dissatisfaction in the hotels at Assin Fosu?

2. What are the effects of customer dissatisfaction in the hotels at Assin Fosu?

3. What are the strategies hotels at Assin Fosu have employed to reduce customer dissatisfaction?

1.5 Significance of the Study

The study will serve as a guide to educational practitioners and policy makers in formulating sustainable and more successful strategies aimed at meeting the needs of customers at all levels in the hotel industry. This will ensure that staff members have the important role to play towards the fulfillment of the vision and the realization of the goals and objectives of the institutions.

The study will help contribute to the knowledge and skills required to ensure good customer satisfaction practices in the Ghana hotel industry. The reason is that the study will unveil certain customer satisfaction practices that have not been given the needed attention and are seriously affecting the effective administration of the hotels in the Assin North Municipality in the Central Region of Ghana.

Again, the revelation of the causes and effects of customer dissatisfaction in the hotel industry will enable all stakeholders in the industry to put their resources together to help address such challenges which in effect assist customers and staff members to enjoy good conditions of service.

Finally, the study will assist other researchers and the general public to get information on the issues that bother on effective management of customer satisfaction practices in the hotels in Assin North Municipality and thus draw informed conclusions on how to avert customer dissatisfaction in the organisations. This will motivate other researchers to conduct research in other areas that require further investigations.

1.6   Limitations of the Study

The data was gathered at a time when most of the customers (respondents) had come for funeral celebration of their beloved ones. Due to this, some respondents could not respond to the questionnaire and others delayed in their response. Also, some of the respondents were not comfortable responding to some of the items of the questionnaire as they delve deep into their private lives. Some of the questions were therefore not answered by the respondents. Their responses may not depict the true state of affairs in some of the

hotels because the employees might feel they could be victimized even though they have been assured of maximum confidentiality.

1.7   Delimitation of the Study

Hotels can no longer rely on bureaucratic methods to deal with customer dissatisfaction. Trust and competence are becoming increasingly necessary for the redefined roles within the hotels (Werther and Davis, 1996). The personnel envisioned here include those who will have the ability, motivation and creativity to enable the system to surmount its infirmities, adjust the hotels and provide leadership that shapes the industry. For these reasons, the study comprises workers and customers of Life Time, Babevan and Even Me hotels at Assin Fosu. Due to competition in recent times in the hotel sector, the study covers employees of the hotels who are always in contact with the customers and can best express the difficulties they encounter when delivering their services as well as customers experiences with the employees of the hotels. Life Time, Babevan and Even Me hotels were selected because the researcher stays at Assin Fosu and had sometimes ledged his visitors with these hotels. Also, the selected hotels are springing up very fast in Assin Fosu.

1.8   Definition of Terms

Customer Dissatisfaction: Customer service is under-appreciated function in a business, consequently, it is also under-invested in by start-ups and expansion stage companies.

Customer Loyalty: This is the degree to which customers experience positive feelings for and exhibit positive behavior towards a company or brand.

Dissatisfied Customer: Is the one who feels a business did not provide a product or service as expected.

1.9   Organisation of the Study

The study is organized under five main chapters. Chapter one deals with the background of the study, statement of the problem, purpose of the study, research questions and the significance of the study. It also covers the delimitation and limitations of the study. Chapter two looks at the review of the relevant literature.

Chapter three focused on the method used to carry out the study. The chapter comprised the research design, population, sample and sampling procedure, research instruments, data collection procedure and how the data was analysed.

Chapter four discusses the result of the study. Chapter five is devoted to the summary of the study, main findings, conclusion, recommendations and suggested areas for further research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0   Overview

The hotel industry is a significant growth area employing a number of Ghanaian people. The industry operates in a wide range of sectors, its activities impact on the daily lives of almost every member of the society. People working in the hotels provide food, drink and accommodation to meet the needs of the domestic and international leisure and tourism market. They also provide hospitality services in the offices, factories, department stores, hospitals, prisons, sports centres, leisure centres, club and so on. The hotel industry therefore does not just include the commercial or profit sectors where payment is made directly by the customer, but also the non-profit sector where payment is made directly.

While there is a clear overlap with tourism, the hotel industry consists of all these business operations which provide for their customers any combinations of the three core services of food, drink and accommodation. There are however a number of sectors within the hotel industry that can be regarded separately from tourism, for example industrial catering and those aspects of hospitality that attract only the local community.

The related literature for this study is centred on customer dissatisfaction in the hotel industry. The essence of this review is to assess the various theoretical and empirical issues on customer dissatisfaction of some researchers and authors to provide a direction for the study. The areas include the demographic characteristics of the customers and the staff (age, gender, educational level and occupation), customer dissatisfaction, causes of customer dissatisfaction, effects of customer satisfaction and strategies for improving performance of workers in the hotels in Assin Fosu Municipality.

Customer satisfaction is a marketing term used to measure or estimate the products or services rendered by an institution or an organization to meet the expectation of customers (Werther & Davis, 1996). To them customer satisfaction is important in the sense that it provides marketers organization owners with a metric that they can use to manage and enhance their businesses. In the view of Armstrong (2005), customer dissatisfaction is a situation where the number of customers or percentages of total customers whose reported experience with an organization, its products or its services fall below the specified satisfaction goals. Within organisations or hotels, customer dissatisfaction can have powerful effects on the activities of the industry. The dissatisfaction may affect sales and productivity level of the hotels. Therefore, it is important for hotels to effectively manage customers' satisfaction. To be able to do this, hotels need reliable and representative measures of satisfaction.

In reaching satisfaction, hotels generally ask customers whether their product or service has met or exceeded expectations. Thus, expectations are a key factor behind satisfaction. When customers have high expectations and reality falls short, they will be disappointed and will likely rate their experience as less than satisfying. For this reason, a luxury resort, for example, might receive a lower satisfaction rating than a budget motel even though its facilities and service would be deemed superior in absolute terms (Hickie, 2012).

Expectations of a customer on a product tell us his anticipated performance for that product. Consumers may have various types of expectations when forming opinions about a product's anticipated performance. For example, four types of expectations are identified by Miller (1977); ideal, expected, minimum tolerance desirable. Within a dynamic

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perspective, customer satisfaction can evolve over time as customers repeatedly use products or interact with service (Shahmohammadi, 2014).

1.2   Strategic Partnerships

Some hotel policies and programmes fail to forge strategic alliances within their organisations because they are not viewed as vital. Some of the hotel programmes falter because they are not based on the needs of the organization or are not result oriented. Still others fail because the industry professionals do not properly communicate the values and interventions and consulting services to decision makers within the organization (Gilley & Eggland, 2002).

Although these are all contributing factors, most of the hotel programmes fail because customers' needs are not satisfied. Consequently, hotel services are not perceived as important. When customers do not believe the programmes of the hotel, this can or will help management improve upon their performance, quality, efficiency or productivity. Failure will not compel customers to believe and view their services as essential to accomplishing the strategic goals and objectives of the hotels.

What management of the hotels can do to prevent customer dissatisfaction is to develop strategic business partnerships, which are intra-hotel alliances formed to ensure successful completion of the hotels' overall strategic plan. They are further defined as mutually beneficial relationships created to help the organization better achieve its goals and objectives. Such relationships are synergistic by design. The principal benefit for customers is improved performance and hotel management will enjoy increased credibility within the industry.

When management becomes strategic business partners, they begin breaking down the walls between themselves and their customers. Lasting commitments are forged, investments are made in learning and discoveries made of everything pertinent about customers and their departments. Consequently, management become immersed in their customers' performance problems, needs, concerns, and expectation strategic business partnerships encourage them to fully understand their customers' contributions as well as the values they bring to an interaction. Hopefully, an exchange of values will result (Carrell, Elbert & Hatfield, 2000).

Strategic business partnerships enable hotel management to develop personal relationships that foster trust and honesty. Alliances allow the industry professionals and customers to develop a shared vision of the future through a free exchange of ideas, information and perceptions. Strategic business partnerships also promote the establishment of working relationships based on shared values, aligned purposes and visions and mutual support. According to Wilson (1987), strategic business partnerships allow people to develop five basic values;

1. trust-honest exchange devoid of hidden agenda.

2. accountability-personal responsibility for the partnership.

3. support-commitment to giving and receiving support.

4. truth-honest sharing of ideas and feelings.

5. effort-commitment to the mission.

Creating strategic business partnership demonstrates hotel managements' willingness to intimately know the people they serve as well as their ability to learn from customers. Furthermore, partnerships are based on business and performance needs of

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customers, not of the industry programmes. Consequently, hotel management direct all efforts at satisfying their customers, including designing and developing performance improvement and change interventions in accordance with the customer's expressed interest, as well as providing consulting activities that improve the organization and performance management systems.

Creating strategic partnership produces economic utility, which is measured in terms of increased organizational performance profitability, revenue, quality or efficiency. Overall, strategic alliances afford hotel management and the customers opportunities to work in harmony for the purpose of improving the economic viability of the organization and a healthy hotel industry benefit everyone.

Developing strategic partnership throughout the hotel industry is a five step process which offers hotel managers the opportunity to build long term alliances that strive to achieve the goals of the hotels. According to Gilley and Eggland (2002),the following are the process that ensure proper strategic partnership.

1.   Creating a Customer Service Strategy

Fostering quality strategic partnership begins by developing a customer service strategy that establishes an approach which directs all the efforts of management at satisfying their customers and practicing good customer service. From this perspective, a customer service strategy is not used to manipulate customers but is focused on identifying and addressing customers' businesses and performance needs. Consequently, appropriate intervention and consulting services are designed in accordance with the customers' expressed interest, which helps assure that managerial programme is designed to maximize

organizational performance. When intervention and consulting services are focused on customer needs, the customers will defend and support the activities of the hotels during difficult economic period. It will be considered as a long-term success of the industry.

2.   Auditing Intervention and Consulting Services

Once a customer service strategy has been developed, managers can begin auditing interventions and consulting services to determine their values and benefits. The primary aim of this activity is to identify the interventions and consulting services that bring the greatest value and benefit to the organization. Once established, managers are in a better position to determine whether their interventions and consulting services are helping their customers and thus the organization, achieve their business and performance goals.

3.   Developing Collaborative Customer Relationships

Collaborative customer relationships are not superficial, but are based on a deep concern for the well-being of customers and are established through management's sincere interest in and acceptance of their customers. A collaborative customer relationship helps managers to develop positive working environment that enhances communication. Therefore, managers must be skilled in creating anticipatory communications, establishing positive environments and overcoming customer resistance to change. Managers of hotels need to create customer exchanges that encourage open expressions of ideas and feelings, thereby creating an environment that fosters feelings of security. Customers will recognize that the lines of communication are open, increasing their willingness to discuss their business and performance problems with management of the industry.

4.   **Helping Customers Make Decisions**

Hotel management has the responsibility of helping their customers make positive performance improvement or organizational development decisions. The primary outcome of this responsibility is the selection of suitable interventions and consulting services that help the hotel achieve its goals and objectives, as well as help the customers meet their business and performance needs.

5.   **Identifying Demand States**

Creating strategic partnerships improve management response to customer demands by altering their interventions and services. Therefore, managers need to become knowledgeable about the concept of demand and the various demand states facing their industrial programmes. Based on this understanding, formative decisions can be made and appropriate customers service strategies identified and applied that will help managers become strategic business partners.

2.3   Identifying Demand States of Customers

Customers need predominantly manifest in demand concept. Demand is a degree to which people who have the capacity t and the willingness to exchange time, energy, money and commitment for desired hotel services demand can vary for the services rendered by the hotels. Management of the hotel industry responds to the customers' demands by adopting any of the three ways:

1. By accepting the customer's request and taking action

2. By refusing to address the customer's demand state, or

3. By analyzing the situation and determining its importance and seriousness

(Morris, 1995).

According to Gilley and Eggland (1992), several factors determine the complexity of the analysis to be used which include the time available for analysis of customers' demands, the seriousness of the performance problem or need, the level of management requesting an intervention or consulting service and the type of service being requested. To them, once this information has been gathered and assessed it should be carefully communicated to the person requesting the service of the hotel industry. Refusing a customer's demands is certainly an appropriate response if the evidence does not support the request. This can, however, be a risky approach given the political realities in most of the hotels.

Kotler (1999) says that six different demand states have been identified that trigger customer service response.

1. Negative Demand and Conventional Customer Service

Many programmes of the hotels face negative demand situation, a state in which most of the important customers maintain a negative perception of the hotel programmes, its practioners and consulting services. Some customers may even resent or avoid management as a result. When this demand state exists, the image and credibility of all associated with the hotels are negative.

Circumstances which contribute to negative demand by customers include poorly designed, developed and/or implemented services. Secondly, management services may not be based on customer business and performance needs. Thirdly, some management

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members of the hotels lack business competence and credibility within the industry. Also, overzealous senior managers are over supportive of the hotels, causing some middle managers and supervisors to believe they are being forced to support something in which they have little or no say. Furthermore, a comprehensive evaluation strategy, which could provide evidence of the values and benefits of the hotels, may not have been developed. Finally, managers lack understanding of the cultural and political issues that affect the hotels thus lacking the professional skills necessary to facilitate organizational change and development (Gilley& Eggland, 1992).

Any or all of these factors may produce negative demand for hotel services within the organization and ultimately contribute to the negative perception of the entire industry. Therefore, this situation must be addressed through development of a conventional customer service response designed to reverse negative demand. The most critical step in establishing conventional customer service is discovering why customers resist some hotel services. Resistance can be identified through classic research methods such as questionnaires, interviews and focus groups.

2.   Indifferent Demand and Promotional Customer Service

Many customers are indifferent toward hotel interventions and consulting services because these are perceived as having little value. When an indifferent demand is allowed to continue, the image and credibility of the hotels suffers.

As indifferent demand state may be the result of customers' limited familiarity with the hotels which often occurs when it is assumed that customers are more aware of interventions and consulting services than they really are. Over confidence may lead

managers of the hotels to believe that their services are favourably perceived among customers, when in reality, they are not. Consequently, indifferent demand may produce low familiarity and favourability, resulting in bankrupt hotel programmes and policies. Some services experience indifferent demand because customers lack knowledge of their purpose and application. Finally, intervention and consulting services are often indifferently perceived because they are not linked to the business goals and objectives of the hotels and do not help customers meet their business and performance needs.

Hotel managers facing an indifferent demand state must become proactive in their effort to prevent future image slippage. Altering indifferent demand, although difficult, can occur through promotional customer service designed to help customers become aware of their needs.

Promotional customer service consists of four activities. Firstly, hotel managers should dem0nstrate how their services can help solve serious performance problems. Secondly, hotels' image must be changed by creating partnership with critical stakeholders. In this way, customers will witness developmental and result-oriented approach of hotels, rather than training's for training sake that is so common in organisations. Also, interventions and consulting services should be linked to the goals and objectives of the organization and the business and performance needs of customers. Finally, a comprehensive promotional strategy needs to be designed to communicate the intent and purposes of hotels as well as the values and benefits of interventions and consulting services. This customer service activity focuses on organizational perceptions of hotels, its practitioners and offered services.

3.   Latent Demand and Developmental Customer Service

When customers have a need for hotel intervention and consulting service that is not currently available, latent demand exists. Hidden needs for performance improvement or organizational change may prevent the organization from achieving its desired business results. If needs are known, however, interventions or services can be designed, developed and implemented. More than any other demand state, latent demand provides a unique opportunity to improve hotel's image and credibility within the organization by creating timely, meaningful and valuable interventions consulting services.

Latent demand requires developmental customer service which includes uncovering existing organizational and performance needs, utilizing traditional needs assessment methods such as questionnaires, interviews, focus groups, reports and records. Developmental customer service fosters design and development of hotel intervention and consulting services aimed at helping customers.

4.   Declining Demand and Redesigned Customer Service

Hotel services regardless of their merit or popularity, experience periods of faltering or declining demand. This can occur gradually and is sometimes not noticed until the situation becomes serious. Reasons for this state can vary from the lack of usefulness of a skill, to introduction of new technology, rapid change, or shifting priorities. Some interventions and consulting services become popular quickly, but may decline in popularity at an equal rate.

A critical responsibility of managers is to discover the usefulness of their services and identify new ways for clients to use them. The formal term for this response is redesigned customer service, which may entail the complete overhaul of hotel interventions or expansion to enhance new interests. When this demand state exists, the promotional campaign focuses on the search for new customers within the hotel industry. The problem facing hotels during this period is the loss of customers' interest due to the belief that interventions and consulting services no longer address their business and performance needs or are not helping the hotel to attain its goals and objectives.

5.   Optimal Demand Consistent Customer Service

Optimal demand is a manager's dream come true, when present customers demand equals performance capacity of management team. Under this demand state, image and credibility are greatly enhanced. A situation where managers relax and react to issues is not a good strategy since demand can change rapidly. Maintaining a constant of hotel conditions is reflective of consistent customer service. It requires identification of external and internal forces that threaten to erode or accelerate demand and development of corrective measures that address ever-changing demand state.

2.3   Theories of Motivation

Motivation may be viewed as a causative factor, an incentive or drive for job performance. It may be explained as the process of moving oneself and others to work towards the attainment of individuals and organizational objectives. According to Owens (2000), motivation is made up of all those inner striving conditions describe as wishes and

desires that activates or moves individuals. Mankoe (2007) thinks that effective motivation can take place in the hotels if the three main features of motivation are well understood and enforced by all stakeholders in the hospitality industry. These include:

1. Effect: This refers to the strength of a person's work-related behavior or the amount of exertion a person exhibits on the job. For example, a manager might exhibit great efforts in planning and delivering his services to the customers while a sanitary labourer may also go at great length in keeping the hotel and its surroundings clean. Both are workers who exert good efforts in a manner that is appropriate to their job.

2. Persistence: This refers to the endurance or perseverance that the individuals exhibit in applying effort to their task. For example, if a worker works so hard at his work in one week and relaxes for the next three weeks, he cannot be described as highly motivated. Both effort and persistence determine the quantity and quality of work done by an individual worker.

3. Direction: It refers to the trend of person's work-related behavior. In other words, direction attempts to find out whether an individual channels his persistent effort in a way that will benefit the hotel.

Hence motivation is the force that energizes behavior, gives direction to behavior and underlies the tendency to persists, even in the face of one or more obstacles (Carrell, Elbert & Hatfield, 2000).

Motivation is a factor which closely affects the performance of work and the overall efficiency of a hotel (Musaazi, 1984). This signifies that a hotel will realize its goals fully, when workers and administrators are significantly motivated. In the view of

Musaazi, motivation is connected with incentives, but an incentive is more of a motivation devised by management. According to Armstrong (2005), motivation at work can take place in two ways. Firstly, people can motivate themselves by seeking, finding and carrying out work which satisfies their needs or at last leads them to expect their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise and many others. These two types of motivation are described by Rebore (2001) as intrinsic and extrinsic motivation respectively. Intrinsic motivation refers to the self-generated factors which influence people to behave in a particular way. These factors include responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work opportunities for advancement. Extrinsic motivation on the other hand refers to things that are done to or for people to influence them. These include rewards increase in pay, praise, promotion and punishment such as disciplinary action, withholding pay, or criticism.

Various researchers and writers have propounded several theories on motivation. Notable amongst them is the need theory. The need theories try to specify the kinds of need workers have and the conditions under which they will be motivated to satisfy those needs in a manner that is useful to their hotel. The most famous classification of needs is the one formulated by Maslow in 1954. He suggested that there are five major need categories which apply to people in general. Maslow arranged these into a series of different levels or order of importance. They are physiological, for example, food, water, sleep, air and sex. When these are satisfied, they are replaced by safety needs which reflect the desire for protection against danger or deprivation. These in turn, when satisfied, are replaced by the need for love or belonging to, which are functions of man's gregariousness and his desire

to belong to a group, to give and receive friendship and to associate happily with people. Also, when these needs are satisfied, there is the esteem needs which take a look at the need to have a stable, firmly based, high evaluation of oneself and to have the respect of others. Finally, individuals have a need for self-actualization or desire for self-fulfilment, which is an urge by individuals for self-development, creative and job satisfaction.

The implications of Maslow's theory are that the higher-order needs for esteem and self-fulfilment provide the greatest impetus to motivation. They grow in strength when they are satisfied while the lower needs decline in strength on satisfaction. But the jobs people do will not necessarily satisfy their needs, especially when they are routine (Armstrong, 2005). The theory shows the important issue in the regulation of behavior and also draws attention to the complexity of human motivation. The behavior of an individual at a particular moment is usually determined by his or her strongest need. It would seem significant, therefore, for managers to have some understanding about the needs that are commonly most important to people (Mankoe, 2007). It is, therefore, the responsibility of managers of the hotels to create the necessary enabling environment in which staff can satisfy their needs. Armstrong (2005) points out that, though Maslow's needs hierarchy has an intuitive appeal and has been very influential; it has not been verified by any empirical research it has been criticized for its apparent rigidity. For instance, different people may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy. It can be inferred from Maslow's theory that when a need is unsatisfied, it exerts a strong effect on the individual's thinking and behavior. Also, the theory indicates that when a need is satisfied, it is no longer an effective motivator.

Herzberg's motivation concept stem from Maslow's theory which shows that there are extrinsic job conditions whose absence or inadequacy brings about dissatisfaction among workers and customers. However, it must be said that if these conditions are adequate, it does not mean that the employees and customers are motivated. Herzberg referred to the extrinsic factors as dissatisfiers or hygiene factors which correspond to the lower level needs of Maslow's hierarchy on needs theory. The dissatisfiers essentially describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes. The other factors consist of the satisfiers or motivators because they are seen to be effective in motivating the individual to superior performance and effort.

Herzberg's theory implies that workers and customers need are categorized into two groups. The first group focuses on the need to develop in one's occupation as a source of personal growth. The other group also operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The achievement of the needs of the second group does not motivate the individual to high levels of job satisfaction and to extra performance on the job. The satisfaction of the second group of needs leads to prevention of dissatisfaction and poor job performance (Armstrong, 2005).

In reviewing theories on job satisfaction and motivation, O'Donnel (1994) states that a dissatisfied employee or customer of a hotel may not only feel bored but may also feel that he or she is not important and without power. This according to O'Donnel, encourages the workers and customers to engage, accidents, lateness, strike actions, absenteeism and frequent job and hotel changes. This reflects some of the events we find in

the hospitality industry where customers switch from one hotel to the other which are regarded as lucrative. Frequent strikes by workers and customers in the hotels affirm O'Donnel's argument. Henne and Locke (1985) indicate that when employees and customers are equitably treated, they become satisfied. Harvey (1986) thinks that the most essential and obvious thing that motivates customers is good and quality service. He adds however that other factors such as security, status, sense of belonging, the possibilities of improvement and enhancement of opportunities are available for variation and self-expression. Harvey maintains that incentives such as opportunities for promotion or to earn more money through bonus or merit rating schemes are probable factors that provide the most important motivational influence on employees. Money may in itself have no intrinsic meaning, but it acquires significant motivating powers because it comes to symbolize so many tangible goals. It acts as a symbol in different ways for different people and for the same person at different times (Armstrong, 2005). It could also be argued that people who work for money could find their duties less pleasurable and may not, therefore, do them so well when their financial expectations are not met.

The issuing of direction, however well-conceived and phrased, does not mean that they will be followed. Effective motivation succeeds not only in having an order accepted, but in gaining a determination to see that it is filled efficiently and well (Musaazi, 1984). A manager, therefore, needs keen appreciation of human behavior if he is to provide the maximum motivation among his colleagues. Some specific uses of motivation as suggested by Musaazi, include the following

1. Motivation helps managers of hotels better understand their staff and customers especially when new policies are to be implemented.

2. Good motivation of customers is related to morale. In large hotels, high morale is difficult to attain, and motivation is prime factor in achieving it.

3. Many hotel disputes and problems can easily be avoided if staff members and customers are motivated.

4. Motivation is a prime factor that assists hotels to change an otherwise mediocre group of employees into a highly productive team. Judged purely from the dissatisfaction of customers, hotels which have team of motivated workers tend to be better than those hotels in which qualifications and experiences of staff may not be inferior, but they lack motivation.

2.4   Attitudes of Customers

Attitude is a normal state of an individual which tends to act or respond or is ready to respond for or against objects or situation with which his or her vested feeling, interest, liking, desire, and so on, are directly or indirectly linked or associated (Bhattachartta, 2007). According to Harrell (2005), attitude is a tendency to respond favourably or unfavourably to objects or situations based on beliefs about them. Hence, attitude is neither a behavior nor cause of behavior but it relates to an interesting predisposition or a frame of reference, which influences the behavior of a customer. Hotel managers' decisions are concerned with feelings and emotions customers have towards the services of the industry. According to Holjevac and Raspor (2012), customers attitude seem related to customer behaviours such as attendance and length of stay by customers in the hotel and, though supporting evidence is limited, there is a common belief that positive attitudes contribute to increased customer attendance.

The discrepancy theory of satisfaction by Edwin Locke 1976, suggest that hotel activities affect customer attitudes through their effects on employee values and perceptions. The objective aspect of service rendered affect customers attitudes. Discrepancy theory also suggests that individual reactions to work can be different, even when the objectives work characteristics are the same. First, individual customers may place different premium on service facets. Customers with children may place greater importance on safe accommodation, food and entertainment. Younger customers may place importance on upward mobility, while older customers may be more concerned with using resources prudently. Second, individuals may differ in the amount of any service facet that they prefer. New customers may prefer a great deal of guidance and attention from management of the hotels, while regular customers may find such attention distracting or unnecessary. Third, individual customers may differ in the amount of service facet they perceive themselves as receiving. Some customers may make an effort to become quite well informed about the amount and quality of the services they receive from hotel managers, while others may be completely unaware of them.

Individual values are relatively fixed and are probably most readily changed through staffing activities. Hotels that provide realistic information about charges, conditions of the facilities, security, customer care and promotion services may find that they attract customers whose values and expectations meet the vision of the hotel. Discrepancy theory suggests that such customers will experience smaller discrepancies between what they desire and what they perceive they are getting, and thus may be more satisfied.

To attract new customers and to evaluate the human relations in the hotels, the attitude survey is indispensable. Bhattacharyya (2007) is of the view that attitude surveys focus on the feelings and motives of the customers' opinions about the hotel environments. Harrell (2005) thinks that the environments of the hotels changed dramatically as the hotels are downsizing, rightsizing, merging or being acquired. To him, these are circumstances that can lead to negative attitudes and self-defeating actions if the customers allow the circumstances to dictate their life. Bulin (2001) attests that usually, an attitude problem emerges in a hotel if the customers manifest some of the following behaviours:

1. Habitual absence

2. Frequent disparaging comments about the hotels, the managers and the employees.

3. Poor quantity and quality of work.

4. Petty thievery of customers' items.

5. Insubordination and refusal of workers to follow the instructions of management.

6. Aggressiveness and proneness to argument

7. Failure to follow safety procedures and programmes.

Changing attitudes, values and motivation of customers are now the major issues before the hotels. Through appropriate and suitable interventions, hotels can turn such change into advantages, ensuring quality of life, keeping pace with the changing customers' expectations (Bhattacharyya, 2007). To him, the following areas of attitudinal changes require management interventions:

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1. Attitudes towards perceived threats to customers.

2. Attitudes towards working conditions and any administrative machinery for the discussion or regulation of such conditions.

3. Attitudes towards worker training or promotion as a means of improving management and organizational goals.

4. Attitude towards methods of wage negotiations, whether by collective or local bargaining.

For hotels to survive in highly competitive times, administrators of the hotels must infuse attitudinal changes both at the top and at down levels of management. Tarlow (2008) suggests that hotels must learn to value teamwork and empowerment of employees at all levels. Bhattacharyya (2007) is also of the view that hotels will grow when administrators whip up the attitudes of employees by ensuring total quality management, teamwork, employee involvement and empowerment.

2.5 Summary

The centrality of the customer factor in the determination of high hotel performance cannot be overlooked. It must be indicated that managers may acquire other factors of hotel services land, vehicles and computers but it is the customers that help them to be meaningful or productive in any hotel. Thus, customers should be properly taken care of to maximize profit in the hotels.

The researcher discussed the strategic partnerships between hotel management and customers, identifying demand states of customers, theories of motivation and attitudes of customers. The review the literature has revealed that little has been done in Assin Fosu on

assessment of customer dissatisfaction in the hotel industry in terms of research. Thus, the

review has significantly contributed in no small way to make this study meaningful.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter showed the methodology used in conducting the research and provides a justification for each step taken. The purpose of this study was to assess the customer dissatisfaction and its effects on hotel industry in Assin Fosu Municipality in the Central Region – Ghana. The chapter specifically covers the research design, population, sample and sampling technique, research instrument, data collection procedure, data analysis procedure, ethical consideration and suspicion/fear of respondents.

3.1 Research Design

In this study, a descriptive survey was used to gather information on assessing customer dissatisfaction and its effects on hotel industry in Assin Fosu in the Central Region of Ghana. This type of research embraces a large proportion of marketing research, the objective being to provide an accurate snapshot of some aspects of the marketing environment. This means that it explores the nature of a group or a situation as it exists at the time of the study. Gay (1987) affirms that descriptive survey provides the procedural outline for investigating a variety of educational problems. He indicated further in his explanation that the research design constitutes the basic structure of a study and the variables involved in the study. Frankel & Wallen (1993) also think that descriptive survey affords the researcher the opportunity to obtain good number of responses from the respondents. The essence is that the respondents are offered the chance to take the questionnaire and answer them at their own leisure time. Also, the respondents'

confidentiality is protected. Again, it provides meaningful picture of events and seeks to explain people's perception and behaviour on the basis of information obtained at a point in time.

On the contrary, descriptive surveys sometimes produce unclear, misleading and weak or untrustworthy results. The reason is that, the survey occasionally delves deep into private and emotional matters and the respondents may not completely be truthful about. The researcher is also aware of situation where respondents give careless responses which sometimes are at variance with the proper opinions expressed. Notwithstanding these weaknesses, the researcher deems descriptive survey very appropriate for carrying out this study because the design will help the researcher to assess customer dissatisfaction on the hotel industry in Assin Fosu Municipality.

3.2 Population

The population of a study refers to the entire aggregation of cases that meet a designated set of criteria. It comprises the entire aggregation of elements in which the researcher is interested (Amedahe, 2000). The study was conducted in Assin Fosu Municipality of Central Region of Ghana and the target group was hotels. Six hotels were selected in the Municipality forming the population of the study. Specifically, the population consists of the Municipal officer in charge of hotel management and his deputy, 6 owners of hotels in Assin Fosu, 20 administrators, 50 employees and 100 customers out of the entire customers who patronize the services of the hotels. These categories of personalities were chosen for the study because they will help to reveal why customers feel

dissatisfied about some services provided in the hotel industry. This puts the target population at 178.

3.3 Sample and Sampling Technique

A sample size of 158 respondents comprising 6 owners, 6 administrators, 48 employees, two municipal hotel officers and 96 customers, which is about 88.8% of the total population, were selected using census, purposive sampling and simple random sampling techniques. These sampling methods were chosen so that views of respondents from both privileged and non-privileged backgrounds who patronize the hotels form part of the study. The essence is that the various hotels considered in this study have different kinds of resources which attract customers.

In selecting the hotels census technique was used because the hotels were few for the study, hence all the six hotels were used. According to Jaipuria (2007), census is a method of sampling where every element of the population is included in the investigation. This ensured that the data collected from each and every item of the population in order to make the results more accurate and reliable, because every item of the universe is required. The list of the hotels was collected from Ghana Tourist Board from Assin Fosu Municipality office. The names of the hotels are as follows: Babevan Lodge, Even Me Hotel, Royal Hotel, Tavie Hotel, Amansie Hotel and Okutupong Hotel. In a related sense, purposive sampling technique was used to choose the tourist board officer in the municipality and his deputy as well as the owners of the hotels. The selection of these personalities was found necessary in the sense that they ensure that government policies in the industry are implemented to ensure safety for all customers who seek for their services.

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Also, they have certain expertise or knowledge which is relevant to this study. The administrators were selected using purposive sampling techniques based on their expertise and qualities.

To ensure fair representation of employees, the researcher used simple random sampling technique. The process began by developing a sampling frame from the attendance book of the employees. The names of the workers in each hotel were written on slip of papers, folded and put into a container. After properly mixing the slips of papers, one slip was drawn at a time from the container without replacement. This process continued until eight (8) employees were selected from each hotel. Ninety six (96) customers were also randomly chosen within the period of the study.

3.4 Research Instrument

The research instrument used for the study was questionnaire. The questionnaire had an introductory section which explained the purpose of the study to the respondents. It was made up of four main sections 'A', 'B', 'C' and 'D' which were designed based on the issues raised in the research questions. The first section (Section A) was structured to obtain information on demographic data of the respondents. Items that constituted this section included gender, age, academic qualification, work schedule and periods the respondents have spent in the hotel industry. The second section (Section B) looked at the causes of customer dissatisfaction in the hotel industry. The section consisted of items spelt out on a five point Likert scale of Agree (3), Uncertain (2) and Disagree (1). The content of the items under this section focused on customer emotions, slow service, not fulfilling promises, staff not listening to customers, low quality of products and rude staff conduct.

The third section (C) also sought the views of respondents on the effects of customer dissatisfaction on the hotel business. The section is structured on a three point Likert scale of Agree (3), Uncertain (2) and Disagree (1). The final section of the employee questionnaire elicited responses on the strategies that can be employed to improve upon the performance of hotels to avert customer dissatisfaction in hotels in Assin Fosu. The content of this section included training, motivation, staff-customer relationship, respect and advertisement among others. Six (6) items were used for this purpose.

3.5   Pilot – Testing of Instrument

Pilot-testing was conducted in a hotel at Abura Dunkwa. This town was selected because it has the same features as the town (Assin Fosu) chosen for the study. According to Sarantakos (1987) pre-test are small tests of single elements of the research instrument and are predominantly used to check eventual mechanical problems of the instruments. This means that pre-testing is an important aspect of the research work. The essence is that the test assisted the researcher to estimate the cost and duration of the main study. Indeed, the test exposed the researcher to some poorly worded questions, ambiguities and items that respondents would have had difficulties understanding. This allowed for restructuring of some items. The researcher used purposive sampling technique to select a hotel in Abura Dunkwa which had similar features as those chosen for the main study. In order to obtain an external evaluation of the content validity, the researcher asked a number of experts including the supervisor to examine the test content systematically and evaluate its relevancy to the specified population.

Indeed, the experts agreed that the test was free from the influence of factors that are irrelevant to the purpose of the measurement. The content validity tested also revealed that the questionnaire deals with a specific topic and real-life practices under circumstances and conditions similar to those encountered on the job by employees and customers of the hotels. The reliability of the instrument was also tested using the SPSS version 17. The co-efficient obtained was 0.96. After the following tests, the necessary corrections were then made before gathering the main data.

3.6   Data Collection Procedure

Before carrying out the data collection exercise, the researcher collected a letter of introduction from the University of Education Winneba, Kumasi Campus. A photocopy of the letter was given to every administrator of the hotel considered for the study and dates fixed for the administration of the questionnaire. The researcher personally administered the questionnaires to the various groups of personnel of the selected hotels. During the period, the research established the necessary rapport with the respondents and assured them of anonymity and confidentiality of the responses they would give. This offered the respondents the needed impetus to freely complete the questionnaire.

The researcher gave the respondents especially the workers two weeks to fill the questionnaires. This decision was arrived at after respondents had mutually agreed to the two weeks suggestion from the researcher. Additional one week was given to the respondents as grace period due to the nature of their work. In the case of the customers, the researcher used three days to collect the information so that there will not be any tendency of a customer leaving one hotel to the other to have double responses. Indeed, the

anticipated dream of collecting back all filled questionnaire was realized due to the rapport the researcher and his respondents had established. The return rate was 100%.

3.7   Data Analysis

The data collected was analysed using descriptive statistics. The process started with the editing of the various items in each section of the questionnaire collected. This was followed by coding and scoring of the items to enhance easy identification before feeding them into the computer for the analysis to be done. The data gathered were analysed using the SPSS version 17. Tables of frequencies and simple percentage were run using SPSS computer software. The use of the tables with frequencies and simple percentages were to assist in the discussion and interpretation of the data collected on assessing customer dissatisfaction and its effects on hotel industry in Assin Foso Municipality.

3.4.1   Ethical Consideration

In the situation of research, ethics refers to the rightness of the researcher's behavior in relation to civil liberties of those who become the focus of the job or would be affected by it. The researcher tried as much as possible not to violate the general behavioural norms recognized by the focus affiliation of researchers. In line with the general ethical issues, the interviewees' consent was required on issues such as audio recording of responses, taking of photographs and convenience. The researcher made sure that issues of solitude and liberty was firmly adhered to.

3.7.2   Suspicion/Fear of Respondents

Doubt and /or fear were noted in the midst of all the respondents on the first visit to the hotels and guest houses, looking for their consent to carry out the research at their premises and for them to partake. Questions such as "Will the study lead to action and shutting down of their premises?", "Will they be relocated?", "What will happen if their promises do not match the standards?" and "What will you do with the results?" were posed. Again, remarks such as "my vending place does not conform to standards or please do not close it but allow me more time to comply" were made. During discussions with customers and staff it became clear that they feared for their possible dynamic elimination. Therefore, they were firstly unwilling to contribute in the research until assurances were given that no action whatsoever will be taken against them.
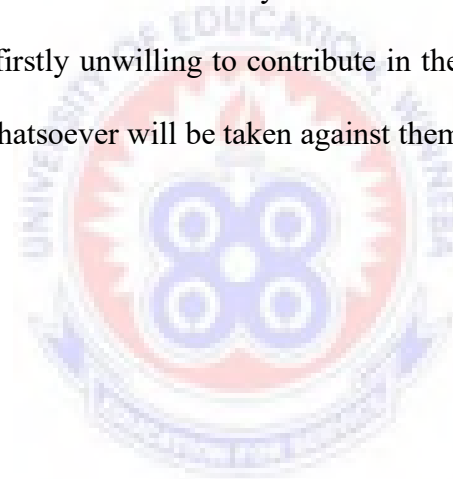
CHAPTER FOUR

RESULTS AND DISCUSSION

4.0   Introduction

In this chapter, the researcher analyses and discusses the data collected from respondents on assessing customer dissatisfaction and its effects on hotels in Assin Fosu. The research questions were used as a guide in the analysis of the responses. Issues on biographic data, factors that account for customer dissatisfaction, effects of customer dissatisfaction and strategies to deal with the customer dissatisfaction were analysed.

4.1   Biographical Data

The study examined the biographical data of the respondents under the following headings; gender, age, highest academic qualification and profession of the respondents. Table 1 displays the responses on the gender differences of respondents.

Table 1: Gender Distribution of Respondents

Gender	No	%
Male	75	47.5
Female	83	52.5
Total	**158**	**100**

Table 1 shows that the female respondents who either work or patronize the hotels were 52.5% of the total respondents as against male respondents of 47.5%. The large number of the female respondents can be attributed to the fact that an affirmative action, which seeks to hire, upgrade and use the services of females, is offered the desired attention in the municipality especially in the hotel industry.

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Respondents were also asked to indicate their ages. Table 2 brings the age categories of respondents to the fore.

Table 2: Age Distribution of Respondents

Age (Years)	No	%
18 – 20	42	26.6
21 – 25	31	19.6
26 – 30	28	17.7
31 – 45	15	9.5
46 and above	42	26.6
Total	**158**	**100**

From Table 2, it is observed that less than ten percent of the respondents fall within the age limit of 31 – 45years, 63.9% of the respondents were also in the age group of 18 – 30years while 26.6% of the respondents were forty-six years and above. The situation indicates that most of the people who work or patronize the hotels are the youth so they should be managed very well so that their interest in the tourism industry will be sustained in the future. The table also portrays an unequal distribution in terms of age among the users of the hotels as small numbers of the aged utilize the facilities. It could be inferred that the old people are focusing on their families and the projects they may go on retirement with so they travel less.

On the highest academic qualification respondents had attained, Table 3 reveals that 22.8% of the respondents have first degree and beyond, 65.2% of the respondents have diploma or secondary school certificates whiles 12.0% have basic school certificate. This shows that individuals who patronize are mostly educated and have learnt the uses and values of hotels in our society.

Table 3: Highest Academic Qualification of Respondents

Qualification	No	%
Basic	19	12.0
Secondary	62	39.2
Diploma	41	26.0
First Degree	24	15.2
Others (Masters Degree)	12	7.6
Total	**158**	**100.0**

It could be observed from Table 3 that 32.9% of the respondents were business persons, 31.0% were professionals whiles 20.3%, 13.9% and 1.9% of the respondents were students, farmers and cleaners respectively. This posits that the hotel industry is not the preserve of the elites but for any individual who is of age and can afford the price or cost of services rendered especially in the case of students and cleaners who use the facilities as customers. Table 4 further indicates that personality segregation and stigmatization are not encouraged in the hotels. This motivates both employees and customers to assume their tasks and services with clear conscience.

4.2   Factors that cause Customer Dissatisfaction

Research Question Two: "What are the factors that cause customer dissatisfaction in hotels in Assin Fosu Municipality?" The question sought to find out the causes of customer dissatisfaction in the hotel industry at Assin Fosu. To obtain information for the research question, items on the questionnaire employed respondents to indicate how the services they desire are handled by the workers and management of the hotels. The responses were presented in Table 4-10.

Table 4: Visit to the Hotels

Statement (Times of Visit)	No	%
Once a year	83	52.5
Thrice a year	16	10.1
Occasionally	33	20.9
Not so often	26	16.5
Total	**158**	**100.0**

Reacting to the number of times the respondents visit the hotels annually, Table 5 indicates that 52.5% of the respondents were of the view that they only visit the hotel once a year, 37.4% also said that they occasionally visit the hotel and further suggested that their attendance was not regular. However, 10.1% of the respondents also indicated that they visit the hotels thrice each year. The needs of hotels, customers and the services rendered should be surveyed and critically analysed as a basis for making informed decisions in many instances. The objectives here may be to teach and offer specific skills, provide the needed knowledge, or try to influence customer attitude to the hotels and the services offered. A hotel with low level of attendance may have an associated reason for customers who often visit. Priorities can be established carefully to respond to an array of reasons if long-range strategic planning is employed. Furthermore, the design of high-quality services often permits simultaneous outcomes of several kinds. Collaborative planning should be fully utilized, striving to find common bases for giving priority to selected goals without neglecting individual or group needs.

Table 5: Reasons behind Visit or Stay in a Hotel

Statement	No	%
Family Vacation lodging	23	14.6
Business official trips lodging	91	57.6
Recreation facilities	35	22.1
Dining out in restaurant and bars	9	5.7
Total	**158**	**100.0**

It can be seen from Table 5 that 94.3% of the respondents said that they visit the hotels when they are on official business duties, vacation or they have gone to a place to check on recreational facilities in the area. It can further be observed that 5.7% of the respondents affirm that they visit the hotel to either eat or drink. This point out those hotels is in most cases occupied by visitors who have no residential opportunities in the locality. However, the few who patronize the restaurants and bars give an indication that the customers want to be economical with their resources. They also see that hotel services as complementary and supplementary services which may stimulate socialization or provide knowledge and experience that can be obtained internally. Indeed, a well-coordinated hotel services have the advantage of actuality and immediacy.

On the issue of facilities, Table 6 shows that 41.1% of the respondents claimed they do not look at any of the standards while 58.9% of the respondents strongly believe that they prefer two to five star hospitality facilities. It could be inferred that customers need hotels where customers are respected and revered, spacious room, hygiene, privacy, luxury services and brands are also offered the deserved attention.

Table 6: Facilities Customers Prefer

Type of facility	No	%
2 star hospitality facilities	50	31.6
4 star hospitality facilities	32	20.3
5 star hospitality facilities	11	7.0
Don't often look at any of these standard	65	41.1
Total	**158**	**100.0**

Also, it could be deduced that customers apart from the proper environmental and hygienic practices they expect from management of hotel industry, they also look out for facilities where it is economical for them and their friends or colleagues. The fact that 41.1% of the respondents indicated that they don't often look at some special facilities or standards suggest that the customers are just moderate and are not enthused with the services the hotels render to them. The customers also revealed their dissatisfaction with the services of the hotels because their locations are not easily accessible to them. This affirms Gandolfo and Guzzo (2010) view that the customer may be dissatisfied not only with unhelpful staff but cramped conditions, lack of choice available, location, weather and even transportation.

Responding to whether the portering and general services rendered in the hotels meet their expectations, Table 7 reveals that 90.5% of the respondents were not pleased with them whiles 9.5% admitted that the services they received were at par with their expectation.

Table 7: Portering and General Services

Response	No	%
Yes	15	9.5
No	143	90.5
Total	**158**	**100.0**

It could be deduced from Table 7 that customers have perceptions of the amount they are prepared to spend and relate this to differing types of establishment and operations. Value is the personal estimate of a product's capacity to satisfy a set of goals and also perception of the balance between worth and cost. Good value for a hotel service is where the worth (the perception of the desirability of a particular product over another in order to satisfy a set of established goals) is perceived as greater than the total cost. Poor value is where the cost involved is perceived as greater than the worth. Table 7 further portrays that customers did not have the level of services they sought for. For example, a romantic night out may call for a quiet table in a top-class hotel, whereas a group of young friend might be seeking more informal services. This factor also takes into account the importance to the customer of other services such as booking and account facilities, acceptance of credit cards and the reliability of the operations product. The customer again seems dissatisfied because of the level of cleanliness and hygiene. This factor relates to the premises, equipment and staff. Over the last few years this factor has increased in importance in customers' minds. The recent media focus on food production and risks involved in buying food have heightened awareness of health and hygiene aspects of the hotels. The customers were also not satisfied with the atmosphere of the establishments. This factor takes account of issues such as design, décor, lighting, furnishings, acoustics, and smartness of the staff and the attitude of the staff.

Table 8: Services Customers Prefer

Responses	No	%
Specialised Porter services	38	24.0
Catering services	27	17.3
Recreation centres	23	14.7
Spacious Parking facilities	34	21.3
Proper security	36	22.7
Total	**158**	**100.0**

Table 8 reveals that 24.0% of the respondents pointed out that they want specialized porter services, 22.7% preferred proper security while 21.3% conceded that they prefer a specious car park. Also, 17.3% of the respondents demanded proper catering services, restaurants and bars while 14.7% need recreational centres in the hotels. The closeness of the percentage points depict that customers required all these services to be prudently run in all the hotels to meet their numerous needs. Customers expect management to attend swiftly to guests query and complaints as well as providing adequate security to baggage and other valuable.

On how customers rate the overall services provided by the hotels, Table 9 shows that 13.3% of the respondents rated them good while 77.2% considered the services of the hotels as bad and need improvements. It is however worthy to note that only 9.5 of the respondents still found the services as very good or excellent.

Table 9: Rating of Overall Service

Rating / Responses	No	%
Excellent	2	1.3
Very Good	13	8.2
Good	21	13.3
Need Improvement in services	65	41.1
Bad / Far below expectation	57	36.1
Total	**158**	**100.0**

It could be inferred from Table 9 that the monitoring and evaluation team in the hotel industry either do not visit such hotels or are relaxed with their standard requirements. Hence, customers are offered services which are far below the accepted norm or requirements. This most customers are finding it difficult to recommend the hotels to their friends and colleagues except in critical times.

Table 10: Revisit to the Hotels

Responses	No	%
Yes	12	7.6
No	146	92.4
Total	**158**	**100.0**

The development of a diverse range of hotel services has necessitated development in the approaches to services offered the customers. The traditional view of food and sleeping services was a delivery process, with the customer being considered a passive recipient of the service. Only the requirements of the operation itself would determine how the service was designed, planned and controlled. More recently this view has changed

significantly and for the better. The customer is now seen as central to the process and as an active participant within it. Increasing competition has meant that both the quality of the service and the perceived value of the experience by customers are the main differentiator between operations who are seeking to attract similar customers. Consequently, understanding the customers' involvement in the process, and identifying the experience they are likely to have, and should expect, have become critical to the business success of hotel services.

It is therefore discouraging that the hotels in Assin Fosu have not realized the competition and as many as 92.4% of the respondents have made up their minds not to revisit the hotels. It is also not surprising that people do not patronize the hotels because the customers feel dissatisfied with the services the hotels render. There is now less emphasis on sophisticated service techniques in some sectors but more emphasis throughout the industry on sound product knowledge, well-developed interpersonal skills, technical competence and the ability to work as part of a team. However, service, both in level and standards, still varies greatly throughout the whole range of hotel service operations.

4.3   Effect of Customer Dissatisfaction on Hotels

Research Question three: "What are the effects of customer dissatisfaction on hotels in Assin Fosu?" The question sought to find out the effects of customers dissatisfaction on the hotel industry. To answer this question, items on the questionnaire asked respondents to indicate the most challenging issues that confront the hotel industry when customers become dissatisfied with their services. Their responses were presented in Table 11. It can be observed from Table 11 that lack of commitment from staff members is

a major setback that administrators of hotels would be faced with. The reason is that 84.2% of the respondents admitted that employee in the hotels would not commit themselves so much to help achieve the objectives of the institutions. It could be deduced from the responses that workers in the hotel industry either do not look upon their work as fulfilling their existence or feel they are not involved in the decision-making processes on matters that affect them. It is reasonable, therefore, to believe that lack of commitment to work is the cause of irregular attendance, nominal supervision and a low level of effort on the part of workers in the hotels. Consequently, the gradual decline in the satisfaction level of customers in Assin Fosu could partly be attributed to this phenomenon.

Table 11: Effects of Customer Dissatisfaction on Hotels

Statement	Effect		Not an Effect	
	No	%	No	%
Long wait and response time	133	84.2	25	15.8
Poor attention to details	126	79.7	32	20.3
Unprofessional and impersonal interactions	107	67.7	51	32.3
A damaged reputation	123	77.8	35	22.2
Hotels lose best employees	107	67.7	51	32.3
Customer lifetime value drops	117	74.1	41	25.9
Collapse of the hotel industry	133	84.2	25	15.8
Poor income of the hotels	142	89.9	13	8.1
Low patronage of the hotels	143	90.5	12	7.5
Poor remuneration of workers	128	81.0	30	19
Enter a profit-sucking cycle	73	46.2	85	53.8

The working conditions of employees in the hotel industry in Assin Fosu is not pleasant as 79.7% of the respondents indicated that the situation will make customers develop poor attention to details. The employees also make customers wait long and delay

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in responding to the needs of the customers of the hotel. This is depicted by the claim of 84.2% of the respondents. If the conditions under which workers operate are not favourable, improved service outcome for customers cannot be expected as workers may lackadaisically approach their duties. Coombe (1988) opines that if any service industry will strive, then all matters that bear on the welfare, the development and effectiveness of the worker must be of prime importance.

Table 11 further shows that 53.8% of the respondents claimed hotels enter a profit-sucking cycle. This could be attributed to the level of education and training staff members receive before taking up appointment in their respective places of work hence their unprofessional and impersonal interaction. It could again be deduced that there is a high degree of social cohesiveness among employees in the hotels where staff find it less difficult to adapt to their new environment. It could, however, be inferred that orientation programmes have been taken for granted in some institutions. The essence is that 46.2% of the respondents indicated that hotels enter profit-sucking cycle, unprofessional and impersonal interactions which go to impede the service offered customers.

On whether a damaged reputation of hotels makes customers become dissatisfied with the services the industry renders, Table 11 shows that 77.8% of the respondents admitted that the issue certainly has some repercussions on customers' dissatisfaction in their institutions. Indeed, providing the hotels with the most suitable human resources for the task is an on-going or life-long process. Thus, the kind of training given to employees any time during their employment or whiles they are on the job to help them improve upon their skills and competencies must not be compromised.

It can also be seen from Table 11 that 74.1% of the respondents indicated that customers' lifetime value drops. Without adequate publications on hotel management, it may be impossible for administrators and workers to be abreast with some modern ways of running hotels. In this information age, an era of high education levels, management of hotels must be aware that acquiring new customers is usually more expensive than keeping the current customers. This is one of the primary reasons delivering great customer service is so important. In the view of Carrel, Elbert and Hatfield (2000), prudent managers and staff members should keep up-to-date research results and use the findings to promote managerial effectiveness, employees' productivity and customer satisfaction.

Respondents were asked to indicate whether customer dissatisfaction leads to a decrease in the income level of hotels. Table 11 shows that 89.9% of the respondents accepted this fact. The study further revealed that if the inflows of the hotels get dwindled, the remuneration of workers gets depreciated. The evidence is that 81.0% of the respondents indicated that customer dissatisfaction brings about poor workers remuneration. Also, it could be seen from Table 11 that customer dissatisfaction results in low patronage of the services of the hotels and eventual collapse of the hotels. The evidence is that while 90.5% of the respondents agree that customer dissatisfaction leads low patronage of the services of the hotels, 84.2% of the respondents affirm that the hotels will eventually collapse if customers' demands are not effectively and efficiently handled.

High turnover rates negatively affect a hotel and its employees in many ways. With constant need to hire and train new employees, it is easy to veer from true mission and vision of the organization. By retaining employees, hotels can provide a higher caliber workforce that positively affects the bottom line. From Table 11 it was revealed that 67.7%

of the respondents agreed that high turnover rate results in lower productivity and sub-spar quality of work due to overall low number of employees or inexperienced employees without complete training. This is especially true in the hotel industry where repetition and comfort level play a larger role than innovation. For instance, new hotel clerks may not provide top-tier customer service as they are unfamiliar with the organization's policies. This could manifest in situations as trivial as providing refunds from broken snack dispensers. Although a seemingly small issue, there could be a sizeable impact on customer satisfaction.

4.4   Strategies Used to Reduce Customer Dissatisfaction

Research question four: "What are the strategies hotel industry have employed to reduce customer dissatisfaction?" The research question examined how management and employees are motivated to perform their duties effectively and efficiently to ensure that customers get the best or quality services for the money they pay. All organizations are concerned with how people can give off their best to ensure high productivity. Items discussed under this section or research question focused on how individual workers can best be motivated through such means as incentives, rewards, leadership and the work environment.

Table 12: Respondents View on Applicable and Inapplicable Strategies

Strategy	Applicable		Not Applicable	
	No	%	No	%
Payment of allowance to staff	126	79.7	32	20.3
Accommodation for staff	69	43.7	89	56.3
Transportation services for staff	57	36.1	101	63.9
Logistics and equipment for work	25	15.8	133	84.2
Best workers award scheme	104	65.8	54	34.2
Job Security	60	38.0	98	62.0
Interpersonal relations with co-workers	104	65.8	54	34.2

On whether staff of the hotels when paid some allowances as a motivational factor at their work places will be an applicable measure to curb customer dissatisfaction, Table 12 shows that 79.9% of the respondents admitted that the practice if enforced will be a good strategy. The allowances from philanthropists and the most significant ones from management to employees with extra responsibilities. It could be deduced that owners and administrators of hotels have realized the need to offer additional financial support to employees in the form of allowances, because salary increases have not been keeping pace with inflation. It can further be deduced that money can provide positive motivation in the right circumstances not only because people need and want money but also because it serves as a highly tangible means of recognition. According to Rebore (2001), money is important to employees, regardless of the job level in the organisation or the amount of salary that the individual earns because each cedi of merit increase has a value to the employee to exhibit high performance to meet customers' satisfaction. Armstrong (2005) also thinks that money is a powerful force because it is linked directly or indirectly to the satisfaction of many needs of the employee and those who require his services.

Also, from Table 12, 56.3% of the respondents indicated that accommodation for staff does not exist in their hotels as a strategic or motivational factor to encourage employees to work assiduously to avert customer dissatisfaction. It could be inferred from the responses that accommodation for staff is very acute with many staff members living far away from campuses where they commute to work every day. This situation, indeed, is a real source of inconvenience, especially for those who do not own their personal means of transport. This can also lead to workers' lateness to work, absenteeism and sometimes staff turnover. Though the provision of accommodation and transportation services to staff members will not necessarily motivate the individual to high levels of job satisfaction and extra performance on the job, the absence of these can make the employee dissatisfied. Herzberg's theory indicates that the hygiene factors primarily prevent job dissatisfaction but have little effect on positive job attitude (Armstrong, 2005). Indeed, if the accommodation and transportation services for staff become critical in hotels, the output of employees may be hampered which will eventually affect customers' expectations.

It is also disheartening to note that logistics and equipment that employees need to work with are either non-existent or are inadequate in supply. The essence is that 84.2% of the respondents indicated that the facility is not applicable at their work places. Indeed, nothing is more frustrating to an employee than being in an organization which is unable to make working tools available at all times. Fredrick Taylor's principle that the worker should be given standardized conditions and appliances to accomplish his or her tasks with efficiency must always be upheld by hotel administrators to ensure success in their institutions. According to Harrell (2005), in any establishment a customer's first impressions on entering service areas are of great importance. The creation of atmosphere,

by the right choice of décor, furnishing and equipment, is therefore a major factor that contributes to the success of foodservice and other hotel services. A careful selection of items in terms of shape design and colour enhances the overall décor or theme and contributes towards a feeling of total harmony.

Table 12 further reveals that 62.0% of the respondents claimed that job security is not applicable in the hotels where they work. This is an unhealthy development in the hotel industry as employees will feel that their works have future especially in the period where cost of living is rising. It can be inferred that summary dismissal of workers is the order in the hotel industry, and even if an employee will be dismissed, minimal disciplinary measures such as warning, with holding of salary and suspension are not exhausted. It could further be inferred that employees' insecurity at their work places is due to the fact that they do not have associations. Such situations protect their members against exploitation, unfair and arbitrary treatment, harassment and unfair dismissal. Indeed, the insecurity of employees' jobs had dwindled their interest, desire, loyalty and willingness to excel and above all decreased their efficiency level. This situation has direct consequences on the customers' satisfaction as they will not have best services from the workers.

The goal of every good interpersonal relation is to create a climate in which productive and harmonious relationship can be maintained through a good partnership between management and employees to ensure team work which is further extended to the customers. All the various practices, which are put in place in the hotels, are to motivate the worker and raise his or her morale so as to encourage him or her to contribute effectively to the attainment of the organizational objective of rendering good services to customers of the hotels. It is, therefore, worthy to note from Table 12 that 65.8% of the respondents

admitted that interpersonal relations with co-workers and customers exist in the industry. Indeed, this is an important revelation in the sense that, the tendency of the administrators to enjoy the co-operation of the staff is very high. It could be inferred that because there is peace, harmony and friendliness between management and employees, vices such as antagonism, intimidation and threats which sometimes lead to riots, demonstrations, strikes and lockouts are not prevalent in the hotels.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

The chapter provides a summary of the research process and the main findings. It draws conclusions from the findings and further makes recommendations for practice. It finally recommends areas for further research.

5.1   Summary of Research Process

The study made use of descriptive survey to assess customer dissatisfaction and its effects on hotels in Assin Fosu. The population considered for the study stood at 178 which comprises various employees and customers of the hotels as well as owners and supervisors of the industry in the municipality. 158 respondents were selected from some of the hotels and the municipal office to represent the sample for the study which was 88.8% of the total population. The research instrument used to collect the data was basically a questionnaire.

Frequencies and percentages were the main statistical tools employed for the analysis. The analysis of the data was based on the research questions used to guide the study. The outcome of the data was used to describe and explain the situation persisting in Assin Fosu.

5.2 Summary of Main Findings

The findings of the study revealed a number of issues that border on the causes, effects an strategies to be employed to deal with customer dissatisfaction in hotels in Assin Fosu. The main results that emerged from the study have been summarized as follows:

1. The study found out that females dominate the hotels either as workers or clients and this affirms the fact that affirmative action is rigorously implemented in the municipality. It was also established that all kinds of professionals with different academic backgrounds and age patronize the services of the hotels.

2. The study revealed that when customers are dissatisfied, hotel workers get their salaries and allowances reduced as the inflows of the hotel industry dwindles. Furthermore, the study established that hotels collapse because formal procedures for the recruitment and selection of employees into the industry are not offered the needed attention that is why workers leave their organization to fold up.

3. The study established that customers do not often go to the hotels and even those who patronize the services do so when they are on official business trips. It was uncovered that improper portering and general services such as room space, hygiene, privacy, location, food and drinks served, booking and account facilities, acceptance of credit cards and reliability of the operation production were disincentive to customers which make them dissatisfied with the services of the hotels. It was further revealed that customers who visit the hotels were not prepared to revisit the facilities.

4. The study indicated that nonpayment of allowances, accommodation for staff, transportation services, lack of logistics and equipment for work and insecurity in job opportunities are strategies if not applicable in the hotels will lead to the under

performance of the employee and which make the customers have inefficient services. However, it was pointed out in the study that best workers awards schemes and interpersonal relations are issues that have no effect on customers' satisfaction because they are best handled in the hotels.

5. The study pointed out that long and response times, poor attention to details, unprofessional and impersonal interactions, a damaged reputation, customer lifetime value drops, hotels lose best employees and profit-sucking cycle are consequences that hotels are faced with when customers become dissatisfied with their services.

5.3   Conclusions

The following conclusions have been drawn based on the findings of the study. Though females are dominating in the hotel industries, the youth are at the fore front so measures should be taken to protect them and their work since individuals with different backgrounds use the services of the hotels. Though customers' dissatisfaction hinge on different issues, it has been found that orientation, supervision and performance appraisal issues are improperly or lackadaisically handled by hotel management. These situations can affect the performance of the newly employed individuals at the initial stages of their work and shield non-performers in the service

It has been ascertained that the customers who often seek for hotel services are those who go on business trips and most of these customers become dissatisfied when pottering and general services such as spacious room, hygiene, acceptance of credit cards, booking and account facilities are mishandled. Some customers are not prepared to return to the hotels as a result of poor handling of portering and general services.

It has been established that the inability of hotel administrators to effectively and efficiently satisfy their customers are due to their reluctance to motivate their workers which had resulted in absenteeism, high turnover rate, unpleasant environment and lack of reports on research work. However, the administrators do not consider staff adopting their new roles as a challenge that can derail the satisfaction of the customers.

5.4   Recommendations

Based on the findings of the study and the conclusion drawn, the following recommendations are provided for practice:

1.   Staff appraisal should be reviewed to make it more frequent, more mutually cooperative and more rewarding to both the administrator and employee. There should be administrative and technical orientation for all staff joining the hotel industry. An administrative orientation would give staff insight into organizational structure, working relationships and reporting channels as well as benefit packages. Technical orientations would expose beneficiaries to their roles in the technical team and standard operating procedures and processes for getting the work done. Staff orientation manual must be developed for all administrators to ensure adequate orientation of new staff. Given the tendency to equate monitoring with supervision, hotel administrators must be provided with both monitoring and supervision training to ensure that both programme monitoring and individualized supervision are carried out effectively to offer the customers the best services they deserve.

2. The importance of motivation in any hotel cannot be underestimated. Highly motivated staff usually have their morals boosted and will collaborate to ensure that the hotels succeed offering customers best services. Efforts should therefore, be made by all stakeholders to motivate employees in other to work assiduously to avert the tendency of the customers become dissatisfied with their services.

3. Hotel management should offer proper pottering and general services to customers to ensure the regular patronage of the facilities. Safety, cleanliness and booking issues should be held high in esteem in the hotels. Management should frequently organize training programmes for staff members and monitor their activities to ensure that customers have value for their money.

4. Hotel administrators should give broader responsibilities to staff members and encourage them to contribute to the achievement of organizational goals as this will help raise their commitment levels.

5. Reports and research works on hotel management practices must be made available to hotels to ensure good working relations between workers and customers.

5.5   Suggestions for Further Research

The study revealed that portering and general services contribute to customers satisfaction or otherwise in a variety of ways. In view of this, some suggestions are offered for further research.

1. The economic impact of customers' dissatisfactions on hotels.

2. Remedial measures to contain and avert customers' dissatisfactions on hotel industry.

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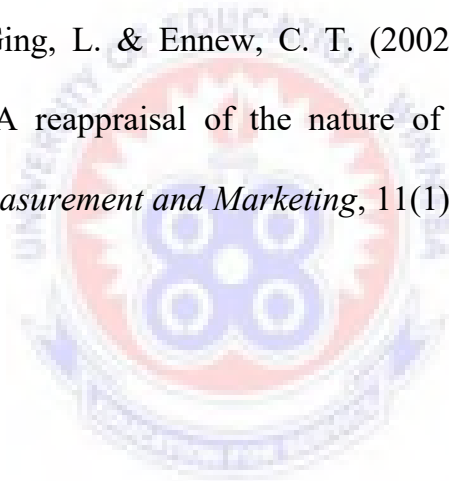
APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

DEPARTMENT OF CATERING AND HOSPITALITY EDUCATION

QUESTIONNAIRES

The questionnaire is aimed at obtaining information on customer dissatisfaction and its effects on hotels in Assin Fosu. Your candid and objective responses will form the basis for determining the sort of management practices which affect or promote efficiency in the hotel industry. You are kindly requested to respond as objective as possible to the items in the questionnaire. You are assured of confidentiality of any information you will give in response of the items contained in the questionnaire.

SECTION A

Please, you are entreated to tick or write the appropriate responses.

1.   Gender:

(a) Male   [   ]

(b) Female   [   ]

2.   Age (as of last birthday):

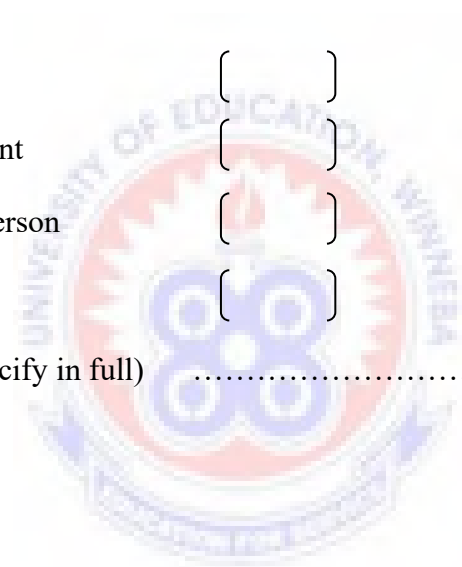(a) 18 – 20   [   ]

(b) 21 – 25   [   ]

(c) 26 – 30

(d) 31 – 45   [   ]

(e) 46years and above   [   ]

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3. Highest Academic Qualification:

    (a) Basic   [   ]

    (b) Secondary   [   ]

    (c) Diploma   [   ]

    (d) First Degree   [   ]

    (e) Others (specify in full)   …………………………….

4. Occupation

    (a) Farmer   [   ]

    (b) Civil Servant   [   ]

    (c) Business Person   [   ]

    (d) Student   [   ]

    (e) Others (specify in full)   …………………………..

SECTION B

Factors that cause customer dissatisfaction in hotel industry in Assin Foso.

THIS IS HOW YOU CAN ANSWER

3 = Agree, 2 – Uncertain, 1 = Disgree

Item	Statement	Responses		
		3	2	1
5	Lack of specialized porter services			
6.	Poor catering services			
7.	Lack of recreational centres			
8.	Inadequate spacious parking facilities			
9.	Improper security			
10.	Unfriendly assistance			
11.	Service providers are not fulfilling their promises			
12.	Rude staff behavior			
13.	Lack of coordinated hotel services			
14.	Expensive services			
15.	Poor hygiene services			
16.	Poor transportation services			
17.	Poor location			

18.   How often do you visit hotel annually?

(a) Once a year   (   )

(b) Thrice a year   (   )

(c) Occasionally   (   )

(d) Not so often   (   )

19. What are the specific reasons behind your visit or short stay in a hotel?

   (a) Family vacation lodging ( )

   (b) Business official trips lodging ( )

   (c) Recreation facilities ( )

   (d) Dining out in restaurant and bars run by the hotel management ( )

20. When you go for look a hotel, what types of facilities do you or any of your friends, family members and colleagues prefer?

   (a) 2 star hospitality facilities ( )

   (b) 4 star facilities ( )

   (c) 5 star hospitality services ( )

   (d) Don't often look at any of these standards ( )

21. What do you look for in a hotel in any case, be its 2, 4 and 5 star hospitality services?

   (a) Customer services ( )

   (b) Good food, Restaurant and Bars ( )

   (c) Room space, hygiene, privacy and location ( )

   (d) Luxury services and brands ( )

SECTION C

This section shows the effects of customer dissatisfaction on hotels

THIS IS HOW YOU CAN ANSWER

3 = Agree, 2 = Uncertain, 1 = Disagree

Item	Statement	Responses		
		3	2	1
22.	Long waiting and response time			
23.	Poor attention to details of customers			
24.	Unprofessional and impersonal interactions			
25.	A damaged reputation			
26.	Customer lifetime value drops			
27.	Hotels lose best employees			
28.	Enter a profit-sucking cycle			
29.	Low patronage by customers			
30.	Decrease in the income levels of the hotels			
31.	Collapse of the hotels			

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SECTION D

This section elicits information on the strategies to be employed to improve upon the performance of hotels.

THIS IS HOW YOU CAN ANSWER

2, applicable, 1 = not Applicable

Item	Statement	Responses	
		2	1
32.	Payment of allowance to staff		
33.	Accommodation for staff		
34.	Transportation services		
35.	Logistics and equipment for work		
36.	Best workers award scheme		
37.	Job Security		
38.	Improved relationship		