

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

**IMPACT OF COVID-19 PANDEMIC ON THE HOTEL INDUSTRY. A CASE  
STUDY OF SOME SELECTED HOTELS IN KUMASI METROPOLIS**



**ANITA REYNOLDS**

**FEBRUARY, 2022**

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

**IMPACT OF COVID-19 PANDEMIC ON THE HOTEL INDUSTRY. A CASE  
STUDY OF SOME SELECTED HOTELS IN KUMASI METROPOLIS**



A Dissertation in the Department of HOSPITALITY AND TOURISM EDUCATION,  
Faculty of VOCATIONAL EDUCATION, submitted to the School of Graduate  
Studies, UNIVERSITY OF EDUCATION, WINNEBA - KUMASI, and in partial  
fulfillment of requirement for the award of the Master of Technology (Catering and  
Hospitality) degree.

**FEBRUARY, 2022**

## DECLARATION

### STUDENT'S DECLARATION

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

SIGNATURE.....

DATE.....

### SUPERVISOR'S DECLARATION

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

NAME OF SUPERVISOR: DR. ELLEN OLU

SIGNATURE:.....

DATE:.....

## **ACKNOWLEDGEMENT**

I am grateful to God, Almighty for His protection, guidance and blessing throughout the period of my study.

I also wish to acknowledge my indebtedness to Dr. Ellen Olu who took time off her very busy schedule to direct, supervise and analyze this study to its successful completion.

My profound gratitude goes to my family for their emotional and spiritual support without which this project would not have seen this far.



## **DEDICATION**

This dissertation is dedicated to my Husband, Abraham.

You are lovely, supportive and highly dependable

It is also dedicated to my daughter, Sarah Charity Reynolds, and Sons, Isaac Reynolds, and John Dichie Reynolds.



## TABLE OF CONTENTS

DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
DEDICATION .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	viii
LIST OF FIGURES.....	ix
ABSTRACT .....	x
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the study.....	1
1.2 Statement of the Problem .....	3
1.3 Purpose of the study .....	5
1.4 Objectives of the study .....	5
1.5 Research questions .....	5
1.6 Significance of Study.....	6
1.7 Delimitation of the Study .....	6
1.8 Organization of the Study.....	7
<b>CHAPTER TWO.....</b>	<b>8</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
2.1 Introduction .....	8
2.2 Overview of Tourism Industry .....	8
2.2.1 Hospitality industry in Ghana .....	11

2.2.2	Overview of Hotel industry in Ghana .....	15
2.3	The Role of Hospitality Industry to National Development.....	19
2.4	Overview of Covid-19 Pandemic .....	21
2.5	Effect of COVID 19 Pandemic on customer patronage of the hotels.....	24
2.7	Effect of COVID-19 pandemic on operational activities of hotel industry.....	27
2.7	Effects of COVID-19 pandemic on hotel industry performance.....	33
<b>CHAPTER THREE .....</b>		<b>40</b>
<b>METHODOLOGY .....</b>		<b>40</b>
3.1	Introduction .....	40
3.2	Study Area .....	40
3.3	Research design .....	42
3.4	Population.....	42
3.5	Sampling Size and Sampling Technique .....	43
3.6	Data Collection Instrument.....	44
3.7	Pre-testing of Instrument .....	45
3.8	Data Collection Procedures .....	46
3.9	Data Analysis.....	46
3.10	Ethical Issues .....	46
3.11	Summary.....	47
<b>CHAPTER FOUR.....</b>		<b>48</b>
<b>RESULTS AND DISCUSSION.....</b>		<b>48</b>
4.1	Introduction .....	48
4.2	Questionnaire Return Rate.....	48
4.3	Demographic Data of the Respondents .....	48

4.3.1	Gender of Respondents .....	49
4.3.2	Age of Respondents .....	49
4.3.3	Highest Academic Qualifications.....	50
4.3.4	Number of Years worked in the Hotel .....	51
4.4	Customer patronage of hotels in outbreak of COVID-19 pandemic .....	52
4.5	Effect of COVID-19 pandemic on operational activities of hotel industry.....	55
4.6	Effects of COVID-19 pandemic on hotel industry performance.....	58
4.6.1	Impact of Covid-19 on hotel performance (Accommodation).....	63
4.6.2	Impact of Covid-19 on hotel performance (Restaurant) .....	63
4.6.3	Impact of Covid-19 on hotel performance (Bar).....	64
<b>CHAPTER FIVE.....</b>		<b>66</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS... 66</b>		<b>66</b>
5.1	Introduction .....	66
5.2	Summary of Findings .....	66
5.2.1	Customer patronage of hotels in outbreak of COVID-19 pandemic.....	66
5.2.2	Effect of COVID-19 pandemic on operational activities of hotel industry 66	
5.2.3	Effects of COVID-19 pandemic on hotel industry performance .....	67
5.3	Conclusions .....	67
5.4	Recommendations .....	68
5.5	Suggestion for Further Research .....	69
<b>REFERENCES .....</b>		<b>70</b>
<b>APPENDIX .....</b>		<b>80</b>



## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table 4. 1: Gender of Respondents .....	49
Table 4. 2: Age group of respondents .....	49
Table 4. 3: Educational status of respondents .....	50
Table 4. 4: Years worked in the hotel .....	51
Table 4. 5: Summary on the effect of COVID-19 on occupancy of hotels.....	53
Table 4. 6: Responses on effect of COVID-19 pandemic on operational activities .....	55
Table 4. 7: Effects of COVID-19 pandemic on hotel industry performance .....	62



## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
Figure 4. 1: How Covid 19 has reduce customer's patronage .....	52
Figure 4. 2: How Covid 19 has affected hotel operations .....	59
Figure 4. 3: Expectation of Covid 19 impact in the first quarter 2022 .....	64



## ABSTRACT

The outbreak and spread of COVID 19 has affected the hotel industry most. The extension of the restrictive measures, coupled with future uncertainties further deepen the woes of hotel industry in Ghana. The study aimed at assessing the impact of Covid-19 pandemic on the performance of hotel industry in Kumasi Metropolis. Descriptive survey design was adopted. Simple random and purposive sampling techniques were used to select 384 management staff from forty-eight (48) sampled hotels within the Kumasi Metropolis. Questionnaire was used to gather data from the respondents. The finding showed that the emergence and spread of the COVID-19 pandemic has extremely reduce the occupancy rate of the hotels in Ghana from 89.0% to 41.0% representing 48.0% reduction from 2017 to 2021. The study revealed that COVID-19 pandemic has slow down the promotion and sales of the hotel product, reduce the renting accommodation capacities to travellers, and poorly management of staff schedule. It was evident that the emergence and spread of COVID 19 pandemic has brought about a negative significant change with regard to profitability of the hotel in terms of accommodation by 45.3%, restaurant by 43.7%, and the bar by 64.9% from 2017 to 2021. The study concluded that the spread of COVID 19 had a negative effect on the operational performance of the hotel industries in the Kumasi Metropolis. It was recommended that the government of Ghana should provide financial policies in supporting production and operation of the hotel industry. Policies and measures such as the “tax exemption, reduction, postponement, return and compensation”, will substantially lower production costs for the hotels, and help them to survive the difficult period of production and operation, while gradually returning to normal business operations.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

The hotel industry is dynamic and highly competitive. It is an industry in which the guest dictates the pace and type of service, and in which because of increasing competitiveness, has resulted in satisfactory service being the minimum expectation of guests (Crick & Spencer, 2011). In Ghana, the hotel industry as a great industrial component believably has experienced some growth with a good footing for future development. The Global GDP in 2017 according to the World Bank was USD80 Trillion. The 2017 Report of the World Travel and Tourism Council indicated that the Tourism sector accounted for 10.4 percent of global GDP and 313 million jobs, or 9.9 percent of total employment (UNESCO, 2020). The report showed that in Ghana, the total contribution of tourism to GDP was GHC12, 573.3m (USD1, 335.5m), 6.2 percent of GDP in 2017 and was forecast to rise by 4.2 percent to GHC19, 852.8m (USD4, 522.3m), 5.7 percent of GDP in 2028. The report further said that regarding job creation, the sector accounted for 5.3 percent of total employment (882,000 jobs) including jobs indirectly supported by the industry. It was projected to rise by 16 percent to 807,000 jobs in 2028 (4.8% of total) (UNESCO, 2020).

The hotel industry has contributed significantly to the country's economy, particularly in recent times, as the sector continues to demonstrate its potential as a key driver of growth. To have success, and maintain the success, every hotel demands extraordinary abilities and sustained efforts from its staff and to enhance guest perception (Fischer, Khan, Khemani, & Najmi, 2009), but the Covid-19 pandemic has confronted the hospitality industry with an unprecedented challenge (United Nations World Tourism Organization (UNWTO), 2020). COVID-19 is a new infectious

disease first identified in December 2019 in Wuhan, capital of China's Hubei province (Youssef, Zeqiri & Dedaj, 2020). It spread rapidly across Asia and worldwide, causing a global public health crisis within a short period of time.

The hospitality industry is in crisis due to worldwide panic about COVID-19 whose duration and scope are still unknown. Many countries which depend heavily on tourism are experiencing a devastating economic blow. However, the impact of COVID-19 on tourism is a global concern; passenger numbers have decreased dramatically, trips have been canceled, and major public events have been canceled or postponed putting many jobs at risk and causing much decreased revenue from tourism (Youssef et al., 2020). According to the World Travel and Tourism Council (2020), up to 75 million jobs are at risk and this figure could change as the virus evolves which would cause huge loss to the world economy. It estimates that global international tourist arrivals could decline by between 1% and 3% in 2020 compared to an early January 2020 forecast increase of 3% to 4% (UNWTO, 2020).

Critical global responses to control the spreading of the COVID-19 pandemic have included travel restrictions, shelter-in-place and social distancing orders. Most countries around the world have imposed partial or complete border closures, with travel bans affecting the majority of the world's population (Connor, 2020). With millions suddenly unemployed, uncertainty over economic recovery, and global fears of continuing COVID-19 spread and its future waves, the hospitality industry was among the first industries affected, and it will be among the last industries to recover (Tappe & Luhby, 2020). On 12 March 2020, Ghana reported its first COVID-19 confirmed case. As at 26 May 2020, the total confirmed cases in Ghana were 6,808 with 32 deaths and 2,070 recoveries, statistically Ghana Health Organization indicates that from May 2020 to January 2021 there have being a surprising increase in the total confirmed cases from

6,808 to 62,751 with 377 death. In March and through June 2020, the pandemic began to exact unprecedented economic and social consequences. Since public health concerns started to escalate in mid-March 2020, hotels rooms remain empty across the country and lost room revenues (Annoh, 2020). Since August 2020, almost half of the hotel industry employees are still not working. The Tourism and Hospitality Industry has incurred losses running into \$171million as a result of the coronavirus (COVID-19) pandemic (Annoh, 2020). This has necessitated in finding out the impact of covid-19 pandemic on the hotel industry in Kumasi Metropolis.

## **1.2 Statement of the Problem**

The outbreak and spread of Covid-19 has affected the hotel industry most. The extension of the restrictive measures, coupled with future uncertainties further deepen the woes of hospitality facilities. The industry fallout which is currently unfolding is undoubtedly challenging and that more hotels have hinted of closing down should the situation persist for a while. (B&FTOnline.com). The General Manager of Eusbett Hotel, 3-Star facility in Sunyani, Robert Mensah, in an interview with the B&FT said since the beginning of the COVID-19 crisis, the Hotel had taken some difficult but inevitable measures, including job cuts to stay afloat. He revealed that occupancy rate at the 150-room hotel with ten conference centres, has reduced significantly from 88 percent as at the imposition of the ban on public gathering to two (2) percent. The situation he noted, has accounted for cutting down staff from 154 to 60, adding “Of the remaining 60 workers, we run a two-week shift system where 30 people are on duty at a particular time.”

Preliminary findings of a longitudinal study conducted by the editorial team of the Journal of Hospitality Marketing and Management indicates that reopening the sit-

down restaurants and easing travel restrictions will not bring customers back immediately (Gursoy et al., 2020). A large portion of individuals (over 60%) are not willing to dine in at a restaurant immediately. The same is true for staying at hotels. Most customers (over 60%) are not willing to travel to a destination and stay at a hotel any time soon. Only around a quarter of the customers have already dined in a restaurant and only around one-third are willing to travel to a destination and stay at a hotel in the next few months (Gursoy et al., 2020)

A report by Annoh (2020) also revealed that since the implementation of the restrictive measures in Ghana, occupancy at hotels has considerably dropped, hovering between 2%-5%. The CEO of Tyco City Hotel, Nana Kwame Aning also disclosed that the work force of 85 has been reduced more than 50 percent, saying “In the worst case scenario, we will close the hotel should situation lingers on for long.” Certainly, COVID-19 is the greatest global phenomenon crippling the hotel industry since the global financial crisis in 2008. It will affect all levels of hospitality, but not everyone has the same capacity for recovery. Large hotel chains will certainly bounce back quickly, but for all other establishments, the pandemic is a test of adaptability and resourcefulness.

The full fallout is unknown, as the ultimate scale of the outbreak is yet to be determined. However, travel restrictions and social distancing policies have had a dramatic effect on the hotel industry. However, this study assesses COVID -19 impacts on hotel industry in Kumasi Metropolis with the aim of suggesting areas that will require critical intervention as the country struggles with measures of revitalizing the economy and mitigating the impact of Covid-19 on the Ghanaian economy.

### **1.3 Purpose of the study**

The purpose of the study is to assess the impact of covid-19 pandemic on the hotel industry and ascertain the difference between the performance of hotels in Kumasi Metropolis.

### **1.4 Objectives of the study**

The specific objectives of the study:

1. To analyze the trends of customer patronage of the hotels in Kumasi Metropolis in the outbreak and spread of COVID-19 pandemic.
2. To assess the perceive effect of COVID-19 pandemic on the operational activities of hotel industry in the Kumasi Metropolis.
3. To assess the effects of COVID-19 pandemic on hotel industry performance in the Kumasi Metropolis.

### **1.5 Research questions**

The following research questions were developed for the study;

1. What are the trends of customer patronage of the hotels in Kumasi Metropolis in the outbreak and spread of COVID-19 pandemic?
2. How has the COVID-19 pandemic affected the operational activities of hotel industry in the Kumasi Metropolis?
3. How has COVID-19 pandemic affected the hotel performance in the Kumasi Metropolis?



## **1.6 Significance of Study**

This finding of the study will be of great importance to academicians, Ghana Tourist Board (GTB), hotel managers, policy makers, as well as the government. This study will help contribute to policy development in restoring the hotel industry at their formal position. The findings will then help to inform Policy Makers on the extent to which the spread of COVID-19 pandemic has affected the hotel industry in the Kumasi Metropolis.

The outcome of the study would provide the hotel managers with specific administrative impacts concerning the spread of COVID 19 pandemic on hotel industry and design appropriate interventions that would enhance the operational activities of the hotels. The academicians will also benefit from this study. The results of the study will be used by theorist and the published results will be used as referencing materials for future studies on the influence of COVID-19 on the hotel industry in Ghana. The theorist would find the study needful in developing a predictive model on how COVID-19 affected hotel industry and the economy at large.

## **1.7 Delimitation of the Study**

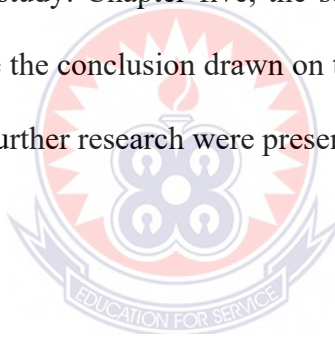
The purpose of the study is to assess the effects of the COVID-19 pandemic on the hotel industry. Therefore, the study was geographically be limited in scope to only the hotels in the Kumasi Metropolis. The study is conceptually limited in scope to the research objectives stated above including; trends of customer patronage of the hotels in the outbreak and spread of COVID-19 pandemic, effect of COVID-19 pandemic on the operational activities of hotel industry, effects of COVID-19 pandemic on hotel industry performance, and the difference between the performance of hotels in Kumasi

Metropolis before and after the outbreak and spread of COVID-19 pandemic.

## **1.8 Organization of the Study**

This study is organized in five chapters. Chapter one is the introduction which deal with the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation of the study, and organisation of the rest of the study. In chapter two, a related literature is reviewed. A conceptual study is developed based on the literature review. Chapter three discuss the research design, population and sample and sampling technique, the research instrument for collecting data, method of data collection and data analysis.

Chapter four presents the results and discussion of the study based on the research objectives of the study. Chapter five, the summary of the study and the key findings which also include the conclusion drawn on the findings and recommendations as well as suggestions for further research were presented.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of theories and related literature to the study. The chapter also looked at the overview of tourism industry, hospitality industry in Ghana, Hotel industry in Ghana, and the role of hospitality industry to the national. It further reviews Covid-19 pandemic, effect of Covid 19 on customer patronage of the hotels, effect of COVID-19 pandemic on the operational activities of hotel industry, and effects of COVID-19 pandemic on hotel industry performance.

#### **2.2 Overview of Tourism Industry**

Tourism is the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created and services provided to cater for their needs (Collins-Kreiner & Wall, 2015). Tourism was defined as people travelling abroad for period of over 24 hours (Vijaya, 2016). It involves the motivations and experiences of the tourists, the expectations of and adjustments made by residents of reception areas and the roles played by the numerous agencies and institutions which intercede between them (Collins-Kreiner & Wall, 2015). Tourism is multifaceted phenomenon which involves movement to and stay in destination outside the normal place of residence.

According to Tourism Society in Britain (2013), tourism is the temporary short-term movement of people to destination outside the place where they normally live and work and their activities during the stay at their destinations, including movement for all purposes, as well as day visit or excursions. Tourism mostly depends on the range and types of accommodation available at the destination. Accommodation is a core of

the tourist industry, and plays a distinctive role in the development of this ever-expanding industry. Tourism also tends to give support to local handicrafts and cultural activities; both in urban and rural areas. Expenditure by tourists has a multiplier effect and also generates considerable tax revenue for local economy. Tourism has become a major and an integral part of economic, social and physical development (Viyaja, 2016). It comprises complete system of nature, the universe, the space and the galaxy which includes the man and his activities, wildlife, mountain and valleys, rivers and waters, forest and trees, social and cultural system, flora and fauna, weather and climate, sun and the sea.

Tourism is a service industry, consisting of transportation, accommodation and hospitality. The term tourism and travel are often used interchangeably though literally there is a difference. The tourism industry is a major sector of the economy of any nation. The constituents of the tourism industry are varied ranging from small scale businesses operating at local levels to multinationals. More over these different components are closely linked to each other. This linkage is there in spite of the competition within one set of constituents. The tourism industry is made up of the following;

- a. Hotel and hospitality, this includes lodges, resorts, tourist homes, guesthouses, restaurant and eatery among others.
- b. Transportation services that include air, water, road, rail and foot.
- c. Entertainment services that is casinos, social halls, churches and mosques.
- d. Information services that is travel agencies, tour operators etc.
- e. Attraction services both natural and manmade.
- f. Education and research, which is tertiary colleges and universities.
- g. Stakeholders that is shareholders, local community and the government.

According to the World Tourism Organization (2020), the international tourism has indicated continues growth for the tenth consecutive year reporting 1.5 billion international tourist arrivals in 2019 and estimated 1.8 billion of international tourist arrivals by 2030 (United States Department of Health and Human Services [USDHHS], 2017). Reporting the COVID 19 or the Corona outbreak started from Hubei province, Wuhan City in China in November, 2019 and spread all over the world by March, 2020 has been remarkable in world history as the most challenging tragedy occurred in the world after decades may be the World War II (Yudaken, Bell & van Rensburg, 2020). The major disruptions on the global economy from the transmission of this virus especially to the retail sector, food, consumer goods, healthcare delivery and a potential curtailing of travel and tourism as major drivers of the most of the countries in the world is in immeasurable and severe than expected by many. The situation should be strategically addressed with suitable proactive and reactive measures considering the current situation and to overcome future threats to ensure the socio economic wellbeing of all humans keeping space for increased travel and tourism (Yudaken et al., 2020).

However, the decisions on limiting the movements of people and commodity mainly affected to the industries like tourism, because, tourism include air transportation, rail way transportation, food handling, accommodation sector, entertainment and recreation etc. it impact on COVID-19 pandemic on tourism and hospitality sector (Ozili & Arun, 2020). Being a country has very less experiences on health system with respect to technical and technological to protect such types of pandemic in the globe. Ghana was to clear mechanism to mitigate the risk of the pandemic and survive the country economy and social problem. However, after the pandemic case reported in Ghana was the Government is highly participate to make measurements, policy and rule to mitigate the pandemic consequences in the country.

Due to this, regular hand wash policy, social distance, use mouth and nose protective masks. There are number of service providers such as accommodation suppliers, travel agencies, event coordinators, and transportation Suppliers etc. At the current situation they do not receive any income from their tourism products.

### **2.2.1 Hospitality industry in Ghana**

Hospitality is a key industry for global economic growth and has a broad economic reach as it provides a forum for various activities such as trade shows and business meetings considered critical catalyst of economic prosperity. Hospitality is reputed to be one of the world's oldest professions. It is often used to describe such endeavours as the provision of food service, accommodation, conventions, attractions, leisure and travel (Ottenbacher et al., 2009). On the other hand, hospitality can be used descriptively to explain the way in which an individual relates to another (Crick & Spencer, 2011) and this can be described as hospitableness. Hospitableness refers to the authentic kindness and generosity of a person, while hospitality refers to the creation of experiences (Pizam & Shani, 2009). Hospitality, as an effort towards the creation of excellent experience for the guests is the focus of this study.

Hospitality is an industry in which the guest dictates the pace and type of service, and in which because of increasing competitiveness, has resulted in satisfactory service being the minimum expectation of guests (Crick & Spencer, 2011). The industry is one of the most important sectors of a nation's economy. They provide and create jobs, especially during times of holidays (summer break); they are a source of innovation and entrepreneurial spirit; they harness individual creative effort; and they create competition and are the seed bed for businesses of the future. In short, hospitality industries are vitally important for the development of the economy. Hospitality

industry refers to the services rendered by hotels, restaurants, resorts and entertainment sector of the economy (Walker, 2007). Numerous structures have been established in Wa Municipality to promote the image of the hospitality industry. This great step is a collaboration of the government and the private sector within the economy (UNWTO, 2008) Hospitality is the act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation (Tuhin, 2011).

A contemporary explanation of Hospitality refers to the relationship process between a guest and a host. Ideally when we talk about the “Hospitality Industry”, we are referring to the companies or organizations which provide food and/or drink and/or accommodation to people who are away from home. However, this definition of the “Hospitality Industry” only satisfies most situations. The hospitality industry includes hotels and restaurants, as well as many other types of organizations or institutions that offer food, drink, shelter and other related services. These products and services are offered not only to people away from home, but also to local guests. According to Ghana Tourism Authority (2015) there are two main business sectors in the hospitality industry:

1. Accommodation: To provide accommodation (and usually food and drink) to people who for whatever reason are away from home
2. Food and beverage: To provide food and beverage to local, commuting, transient customers and tourists

The hospitality industry’s main function is to offer travellers homes away from homes and provide friendly reception and warm greetings (Walker, 2007). It is made up of businesses that provide lodging, food and other services to travellers, the main components are hotels, motels, inns, resorts and restaurants (Ghosh, 2006). The

hospitality industry in Ghana has moved from the side-lines to the Centre stage of socio-economic strategies. Currently, Ghana ranks 14th on the list of most visited hospitality industry in Africa (Ghana Tourism Authority, 2015). The relevance of hotel units in the hospitality industry cannot be overestimated. Accommodation (hotels) takes 31% of tourists' expenditure-averaging US \$1million per trip (Haya, 2000).

Ghana is gradually shifting its attention from primary commodities to market-oriented economy with emphasis on hospitality industry in general. It is widely recognized that the hospitality industry is directly linked to the country's cultural, economic and intellectual potential. These must therefore be managed to meet international standards in order to realize the full benefits that the industry offers. Businesses are increasingly been asked to shoulder responsibility for their social, ethical and environmental impact, with this pressure particularly keenly felt in consumer-facing industries (Narteh, 2013). In the field of hospitality management, previous studies regarding corporate level strategies have primarily focused on topics of branding, franchising, internationalization, and leadership as there is lack of available literature on the contribution of hospitality industry (hotels) to the development of the economy (Mensah, 2009). Since 1945, the hospitality industry has grown rapidly to become one of the world's foremost economic phenomena (Walker, 2007).

Many countries have already realized the potential positive economic impact of the hospitality industry and have since taken steps towards the development of hotels. The contribution of hotels to national economies cannot be over emphasized. Its benefits to national economies are: revenue earner and contribution to GOP for most governments, generation of employment, improvement of social services, and development of infrastructure and above all rural development (Mensah, 2009). For



instance, according to the headline results for 2015, reported by Ghana Tourism Authority (2015), the Western Australian hospitality industry directly accounted for \$3.0billion, or 9.6% of Australian total hospitality industry value added. Ghana Statistical Service (GSS) (2013) relying on the report by the World Tourism Organizational Report (2006), states that the hospitality industry in sub-Saharan Africa enjoyed a robust annual market share growth rate of 10 per cent.

According to Narteh (2013), the hospitality industry like hotels can be beneficial to a country's economy in several ways. At present insufficient information about the hotel industry which is part of the hospitality industry in Ghana hinder the market from progressing and improving. Research is needed to find out the contribution of hotels to the development of the Ghanaian economy Since the late 1980s the hospitality in Ghana has received considerable attention in the economic development strategy of Ghana. However, regional dimension of development has become the subject of scientific and technical research in recent times, imposed on the processes and problems of inequality in utilization, organization and landscaping (Haya, 2000).

The development of hospitality industry in an area basically depends on the level and phase of development of the overall economy in the area. Thus, it can be concluded that the development of hotel industry is linked to the development of the country like Ghana (Bohdanowicz, 2001). There has been a growing body of literature that addresses hotel as a viable economic option for local community development (GSS, 2013). However, there is little evidence on the literature that depicts specific the role of hotels to local communities' development which is one of the core elements for developing a viable hospitality industry in a destination. According to Ghosh (2006), communities form a basic element in modern hotels as they are the focal point for the supply of accommodation, catering, information, transport facilities and services. The

hospitality industry has seen tremendous change over the last decade. Hospitality business today is an integral part of the human life whether in a commercial scale or in small scale.

The hotel industry form a sector in the economy that do not undermine the integrity of their customers in service delivery and therefore seek to always provide satisfaction now and in the future (Narteh, 2013). But as Ghana initially ignored the hospitality industry by not paying attention to the hotel industry, as a result, most of the hotels in the hospitality industry did not meet the standards expected of them in terms of service delivery such as adequate facilities, excellent customer relationship, knowledge of product or service offerings, trained personnel and provision of confidence and trust of services offered (Kim, 2005). The international hotel industry has rapidly grown to become the largest employer of the world, by providing jobs for more than 200 million people (UNESCO, 2013). The impact of the hospitality industry to the GDP ranges from around 2% for nations where the hospitality industry is a relatively small sector, to over 10% for nations where the hospitality industry is an important part of the economy (UNESCO, 2013).

### **2.2.2 Overview of Hotel industry in Ghana**

Hotel enterprises are in a strategic position to bridge the two worlds of the domestic setting and the commercial environment as they attempt to deliver on the service promise (Crick & Spencer, 2011). Lashley (2001) referred to this as attempting to “square circles” as managers, through their employees, must provide a good level of hospitality, balancing it with the requirements to be efficient and profitable. Hotels provide their guests with an environment similar to a domestic (home) setting but the guests have less control over the arrangements in a hotel than they would in a domestic

environment. This situation has implications for the management of service quality. The need to create a familiar domestic setting in the hotel environment with the need to be commercially viable and profitable creates a challenge that is unique and interesting, making hotel work both challenging and exciting (Crick & Spencer, 2011; Pizam & Shani, 2009).

It is a daunting challenge to create a feeling of being at home while simultaneously trying to create an extraordinary experience for the guest (Crick & Spencer, 2011). Sherman (2007) has likened this situation to striving for an almost impossible task, arguing that the best hospitality experience may require services beyond that of a mother, preferable that of an “idealised mother”. Hotel work is complex and challenging and seems to incorporate both the pleasures and pains of service work (Korczynski, 2002). Even the demanding aspects of hotel work are perceived as opportunities to demonstrate skill and competence in a bid to create memorable experiences for guests (Pizam & Shani, 2009). The nature of the hotel sector therefore requires committed, well trained and motivated staff.

The hotel industry in Ghana has seen tremendous growth over the years. This section discusses the hotel industry in terms of the growth of hotels. The section also discusses room occupancy rates and the contribution of the sector to the national economy. The last part of this section therefore explores the regulation of the sector and the categorization of accommodation and classification of hotels. The number of hotels grew from 509 in 1992 to 992 by year 2000. This period marked a slow growth rate, increasing by just 483 hotels in nine years. By 2017, the number of hotels had increased to 2,914. The growth at this stage was relatively rapid, growing by 1,922 hotels in 17 years. The relative stability of the Ghanaian political system, coupled with the

continuous growth of the economy served as a catalyst that encouraged the growth of the hotel sector.

The Tourism Act categorizes accommodation enterprises in Ghana into five; that is, category A to E. Hotels, resorts and motels are categorized under category A. Category B enterprises include catering rest houses; budget hotels, guest houses, and game lodges/eco-lodges. Hostels and home-stays are under category C. The fourth category, category D is made up of tourist homes, serviced flats, and holiday apartments. Tourist campsites and caravans are categorized under category E. In addition to these five categories, there are other supplementary enterprises that are also regulated by the GTA and they include: movie houses; spa and health farms; theme parks; golf courses; commercial tennis facilities; gymnasias; and commercial swimming pools. Hotels, Resort and Motels are classified according to the star system and standards, which are commensurate with international requirement. The hotel industry is divided into five classes, namely;

- One Star (4th class)
- Two Star (3rd class)
- Three Star (2nd class)
- Four Star (1st class)
- Five Star (Luxury)

The GTA describes a motel as an accommodation facility located on the outskirts or in the countryside near a major highway. Its guests are generally drivers in transit. The buildings of a motel may be laid out as independent units or as a single block of independent units. A garage or carport is located in the immediate vicinity of the guestrooms. Resorts on the other hand refer to accommodation facilities located on spacious grounds and offer a central basic theme activity with a wide range of

supporting activities as well as extensive leisure and recreational facilities in addition to full serviced guestrooms, chalets and so on. Guesthouses are accommodation facilities deemed to have met the standards set for 1-2 Star hotels but have limited guestrooms; having only between 4 and 9 guestrooms. Budget hotels describe accommodation enterprises whose facilities are deemed to be below the standards required by the star system and standards.

The Ghana Tourist Authority maintains records on the rate of occupancy of hotels in the country. However, 2009 is the most current record the GTA has confirmed, and records available reflect only 2 - 5 star hotels. The discussions in this study cover a 10-year period, from 2000 to 2009. Within this period, 2007 and 2008 recorded the highest occupancy rates of 94.4% and 93.0% respectively; and this occurred in the 5-star hotel category. 2008 and 2009 recorded the lowest room occupancy rates of 52.9% and 54.2% respectively; and occurred in the 2-star hotel category. For the period under consideration, the 4 and 5 star hotels had the highest average hotel room occupancy rate, registering almost 80% each, while the 2-star hotels category recorded the lowest occupancy rate of about 64%. There are however no records available from the GTA for the room occupancy rates for 1-star hotels.

There are institutions and laws that either regulates the operations of the tourism industry in general and the hotel sector in particular, or are significant players in the industry. The Ministry of Tourism, established in 1993, is responsible for tourism in the country. The ministry is responsible for initiating and formulating tourism policies, undertaking tourism development planning and monitoring and evaluating the performance of the industry. Other government units that play significant roles in the industry include the Ghana Tourism Authority and Hotel, and Catering and Tourism Training Institute (HOTCATT). HOTCATT is mandated to develop the human

resources capacity for the industry. The operation of the tourism industry in Ghana is governed by the Tourism Act, 2011 (Act, 817). The Act creates and vests power in a body known as Ghana Tourism Authority (GTA). The GTA is the main implementing body of the Ministry of Tourism. GTA replaced the Ghana Tourism Board, established in 1973 by NRCDC 224. The hotel sector is one of the major sectors in the tourism industry, and is therefore regulated by the GTA and the provisions of the above mentioned Act.

### **2.3 The Role of Hospitality Industry to National Development**

Hospitality industry is a vital part of the global economy. At the macro level, hospitality industry is estimated to promote economic growth by generating foreign exchange as well as increase various forms of government revenue. At the micro level, hospitality industry is expected to facilitate job creation, income and revenue thereby enhancing development, which ultimately should improve the quality of life of residents. Hotels are a service-based industry and as such, have been an important factor in service-sector growth into the economy (Walker, 2007).

The hospitality industry plays significant roles in many economies, including those of the developing world such as Ghana, where there is increased importance and recognition for the Service sector. The percentage share of the Service sector to the Gross Domestic Product (GDP) in recent times ranges between 21% and 64% (Ministry of Tourism, 2013). The hospitality industry is one of the world's major industries. It comprises of diverse activities, which include the hotel industry. The growth of the Service industries has created a demand for research into their operations and marketing. The hospitality industry's success can be seen as one of the key components of growth in the Ghanaian economy. One perceived problem found

by previous studies in the hotel industry in Ghana is the differences in the quality of the services that are delivered by entities in the industry.

Hotels are gradually seen as a key community tool enhancing development (Walker, 2007). At community levels, hotels offer opportunities for direct, indirect, and induced employment and income, spurring regional and local economic development (Kim, 2005). Hotel jobs are often seasonal; causing under-employment or unemployment during some times. Labour may be imported, rather than hired locally, especially if particular skills or expertise is required, or if local labour is unavailable. Some hotel businesses are volatile and high-risk ventures that are unsustainable. Providing hotel services create a lot of waste. In the second half of the twentieth century the service sector like hotels, lodges, and rest houses emerged in the world as a major source of employment whilst the industry dwindled (Ghosh, 2006). This drove to the world evolution of service companies and sectors, including railways, shipping, airlines and banking (Kim, 2005).

For the hotel industry, published research illustrates development, ranging from 43 A.D to the early 21st century (Kim, 2005). This is particularly the case in developed countries, where hotel industries have become an important economic sector with a great number of indicators showing the signs of economic growth as predicted by the International Monetary Fund. The maiden African Hospitality Show 2013 which took place at the Accra International Conference Centre from September 12th -14th 2013 gave Ghana some prominence in the African Hospitality Industry. According to The Ministry of Tourism (2013), the development of the hospitality industry boosts the overall economic growth of the country. The hospitality industry employs various segments of the Ghanaian economy, as well as contribute greatly to the socio-economic development of the West African country.



Ghana Tourism Authority. (2015) revealed that more people are employed in the hospitality industry, making a significant contribution to our economy. There are huge opportunities and social benefits still to be gained by continuing to make progress. For hotels, it seems easy enough to measure the direct economic impacts: number of jobs created at the hotel, local purchase of goods and services, various taxes paid. The most obvious impact of the development of the hotel industry is the creation of jobs and contribution to GDP in terms of taxes. The hotel and restaurant sub-sector is a major driving force in the service sector. The hotel sector made significant contribution to Ghana's GDP over the years. In 2003 for instance, the sector contributed about 2.12% to GDP. Contribution to GDP grew since then to about 2.89% in 2009 (Ministry of Tourism, 2013). Ultimately, the stay of foreign visitors was a vector for disseminating a positive image of the region welcoming potential travelers. Both public and private investments in various tourism subsectors have expanded as well. The growth in tourism can also be seen in the expansion of activities in the hotel sector where the number of hotels approved and licensed in Ghana increased from only 1622 in 2009 to 2000 in 2013 (Ministry of Tourism, 2013). It is nevertheless necessary to underline straight away that this first effect was accompanied by many others. On one hand, the building of hotels and the infrastructures necessary to their functioning generated the considerable investments that are proper to stimulating technical, industrial and financial developments.

#### **2.4 Overview of Covid-19 Pandemic**

Epidemiological evidences point at the outbreak to have association with a seafood market in Wuhan (Wu et al., 2020; Xu et al., 2020), a city in Hubei province in China. The first case was reported in China (on 12 December 2020), but by the month



end in January 2020, the virus had infected around two thousand people in the country (Wu et al., 2020). From the probable place of origin the zoonotic transmission began and spread in countries all over the world. This became possible due to the virus's higher tendency of getting transmitted among human population (Bai et al., 2020; Gautam and Trivedi, 2020; Liu et al., 2020). Tourism is termed as a complicated psychological process (Cutler and Carmichael, 2010) and the impacts of SARS are also primarily psychological in nature (Wen et al., 2005).

On 12 March 2020, Ghana reported its first COVID-19 confirmed case. As at 26 May 2020, the total confirmed cases in Ghana were 6,808 with 32 deaths and 2,070 recoveries, statistically Ghana Health Organization indicates that from May 2020 to January 2021 there have being a surprising increase in the total confirmed cases from 6,808 to 62,751 with 377 death. In March and through June 2020, the pandemic began to exact unprecedented economic and social consequences. Since public health concerns started to escalate in mid-March 2020, hotels rooms remain empty across the country and lost room revenues (Annoh, 2020). Since August 2020, almost half of the hotel industry employees are still not working. The Tourism and Hospitality Industry has incurred losses running into \$171million as a result of the coronavirus (COVID-19) pandemic (Annoh, 2020)

The decade 2020 started with a much unsettling and unfortunate occurrence of new disease in the line of over 30 novel infections that the world has experienced in past 30 years (Nkengasong, 2020). Countries like United States of America, Brazil, India, Italy, Spain, France, South Korea, Italy, Iran and many more are experiencing unprecedented spread of the disease and life loss from past several months. The impact of current corona virus outbreak till date has long surpassed those that were observed during SARS epidemic in 2002 - 2003.

Corona virus cases stand at over 10 million worldwide and the reported deaths due to the infection have crossed 500,000. The enormity of this outbreak can be imagined from the fact that even the leaders and prominent people couldn't escape from the infection, for instance the virus infected British Prime Minister Boris Johnson, who had earlier warned citizens of the United Kingdom to prepare for the potential loss of lives in the country. Akin to COVID 19, the previous SARS outbreak was characterized by its rapid spread, which led to travel advisories issued by World Health Organisation (WHO) (Chuo, 2007). Travel restrictions and advisories have again revealed the vulnerability of the tourism and hospitality industry (De Sausmarez, 2004; Zhang et al., 2020). The isolation of a cruise ship in Japan carrying virus infected tourists marked only the beginning of latest tragedy that still continues to unfold. The outbreak brought fears among unsuspecting tourists who had to quarantine themselves while on board. The infections and deaths on board portended the future of delicate tourism and hospitality industry across the globe. Till date researches have prominently pointed at previous SARS outbreak (2002), whenever discussion on threat (health crises) to tourism and hospitality industry was discussed.

Tourism and hospitality industry thrives on the patterns of visitations and a considerable efforts are placed by decision makers to attract visitors to support the sector and enhance the multiplier effect from the industry. But due to the ongoing situation travel restrictions are being observed at national and international levels. These travel bans, border closures, events cancellations, quarantine requirements and fear of spread, have placed extreme challenges on tourism and hospitality sectors (Gössling et al., 2020a, b). Air travel, for instance, has been regarded as an amplifying and accelerating factor for influenza (Browne et al., 2016) and this segment has witnessed significant curtailments as the need of personal safety and survival has

become pivotal (Nicola et al., 2020). It has also prominently reduced the need for leisure travel and search for hedonistic getaways. Despite the enormous blow, the sector is salvaging resources and ways to remain afloat for now, be it sturdier negotiations with suppliers for mutual sustenance, extensive cost reduction practices, or minimum mandatory period for accommodation bookings when visiting tourism destinations.

Correspondingly, accommodation providers have extended support, mostly at some price, for those needing isolation during quarantine period and to those who are involved in treating COVID patients and cannot return to their usual place of residence. These initiatives, for now, indicate the ad hoc coping mechanisms adopted by the industry and appear to remain in place until some stability is attained. As the situation unfolds, the extant knowledge mostly remains in the form of health and safety related literature. Tourism and hospitality related studies in light of COVID-19 crisis are only starting to emerge at this point (Higgins-Desbiolles, 2020; Hoque et al., 2020; Gossling et al., 2020a, b; Zheng et al., 2020).

## **2.5 Effect of COVID 19 Pandemic on customer patronage of the hotels**

Since its emergence in January, 2020, the impact of the COVID-19 pandemic has been deeply felt across the length and breadth of nations and continents around the globe. However, major cities have been hit the hardest. This is clearly evident in the fact that major cities have become the epicentres of the COVID-19 disease, as they serve as entry points for most international travel. In Africa for instance, major cities such as Lagos, Accra, and Johannesburg have recorded the highest numbers of cases of COVID-19 disease in Nigeria, Ghana, and South Africa respectively, altering their everyday social, economic, and political lives. Tourism is the temporary movement of

people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created and services provided to cater for their needs (Collins & Wall, 2015). Tourism mostly depends on the range and types of accommodation available at the destination. Accommodation is a core of the tourist industry, and plays a distinctive role in the development of this ever-expanding industry. Tourism is a service industry, consisting of transportation, accommodation and hospitality.

COVID-19 is having an unprecedented impact on the Ghanaian hotel industry. The full fallout is unknown, as the ultimate scale of the outbreak is yet to be determined. However, travel restrictions and social distancing policies have had a dramatic effect on the industry, most hotels in Ghana suspended their activities during the lockdown restrictions, and this affected the industry drastically. Despite the easing of the restrictions on movement as government fights to get the economy back on track following the outbreak of the novel coronavirus, the hospitality industries fortunes contains to plummet to further depths. As Ghana's borders remain shut, the oxygen that gives life to the hospitality industry has been snuffed out.

Hotel occupancy in Ghana has dropped to 43% and revenue per available room has declined by 30.5% for the week ending March 14, according to Smith Travel Research (STR). The World Travel and Tourism Council (WTTC) in 2020 estimates that more than 50 million jobs in the travel and tourism sector could be at risk globally. The hotels and hospitality sector is a major revenue earner, with potential of creating thousands of jobs annually. The hotels and hospital subsector of the tourism industry have also had their own share of the challenges from the covid-19 lockdown policy of the government of Ghana. With government announcement of "stay-at-home policy" and "social distancing" movement restriction, most restaurant businesses were greatly

affected. This led to rapid shutdowns in of hotels in Kumasi to control the spread of the covid-19 disease, which threw many restaurants and hotels across the Metropolis into sudden shock. Many hotels have recorded decline in bookings due to the health scare, while restaurants in major towns in the country are now restricted to offering only delivery services. Since most restaurants operate with fresh food products, which are difficult to keep in stock as demand fluctuates, they are bound to incur losses.

The Ghana hotel association estimates that the travel, tourism and hospitality industry provides direct jobs to some 250,000 people in the country. A further 350,000 people own their livelihoods indirectly to travel, tourism and hospitality businesses, which includes more than 4,000 hotels spread across the country. According to the president of the group, Dr. Edward Ackah Nyameke Junr., a good number of these jobs are hanging by a thread as these hotels remain shut down or are operating way below capacity. “A lot of these hotels depend on tourist visitations; now borders have closed and international travels has stalled”, he said.

Golden tulip hotel, a four star accommodation barely three kilometers from kotoka international airport, epitomises the impact the COVID-19 pandemic is having on the hospitality industry. The 238 rooms luxurious hotel minimum occupancy rate in normal times is about 40%, but before it took the decision to shut down in march, occupancy rate has fallen to below 10%, according to the hotel’s Rooms Divisions Manager, Lucy Ahedor.

Apart from guests, mostly international travelers, not coming in because of the travel ban imposed by the government, the ban on social gatherings has meant that the hotel’s conferencing facilities have also been rendered redundant. According to Mrs. Ahedor, even before President Akufo-Addo announced a lockdown of Accra and Kumasi on March 30, which was to last three weeks, the management of the hotel had

decided to close it due to low patronage as well as to protect their staff from contracting the virus. Before the hotel closed, potential guests were turned away and the few guests that were already staying transferred to nearby hotels that were still in operation at the time. The hotel had to dig into its coffers to cater for the March salaries of more than 200 employees and is putting in place contingency plans to pay future salaries should the downtown persist. Golden Tulip is not the only big name hotel that has halted its operations entirely as the country's coronavirus cases count surges. Other hotels like Golden bean, stadium hotel, Okubi hotel, Georgia hotel, Holiday Inn and many more have closed down, with their workers' fate uncertain and suppliers' businesses reeling from the ramifications.

## **2.7 Effect of COVID-19 pandemic on operational activities of hotel industry**

Hotels across the globe perceived booking cancellations worth billions of dollars, and the hotel industry required a \$150bn bailout (Ozili & Arun, 2020). Resorts and hotels that were booked by excited vacationers and corporate conference-goers before the present covid-19 pandemic are receiving calls to postpone plans or cancel entirely their earlier proposed events. This has made most of the hotels and restaurants to embark on temporary suspension of normal operations which puts the estimated loss of jobs to 24.3 million globally, and 3.9 million in the US alone due to the decline in hotel occupancy during the pandemic period (Ozili & Arun, 2020). The economic impact of the covid-19 pandemic on the hotel industry was enormous. The impact of Covid-19 will make it extremely difficult for many of the tourism industry's players to continue paying staff with a sharp drop in sales and income, resulting in job loss. Many hotels are already closing down because of low patronage and inability to meet up with payment of worker's salary and electricity bills.

Reporting the COVID 19 or the Corona outbreak started from Hubei province, Wuhan City in China in November, 2019 and spread all over the world by March, 2020 has been remarkable in world history as the most challenging tragedy occurred in the world after decades may be the World War II. The major disruptions on the global economy from the transmission of this virus especially to the retail sector, food, consumer goods, healthcare delivery and a potential curtailing of travel and tourism as major drivers of the most of the countries in the world is in immeasurable and severe than expected by many. The situation should be strategically addressed with suitable proactive and reactive measures considering the current situation and to overcome future threats to ensure the socio economic wellbeing of all humans keeping space for increased travel and tourism.

However, the decisions on limiting the movements of people and commodity mainly affected to the industries like tourism, because, tourism include air transportation, rail way transportation, food handling, accommodation sector, entertainment and recreation etc. it impact on COVID- 19 pandemic on Ethiopian tourism and hospitality sector. Being a country has very less experiences on health system with respect to technical and technological to protect such types of pandemic in the globe. Ethiopia was to clear mechanism to mitigate the risk of the pandemic and survive the country economy and social problem. However, after the pandemic case reported in Ethiopia was the Government is highly participate to make measurements, policy and rule to mitigate the pandemic consequences in the country. Due to this, regular hand wash policy, social distance, use mouth and nosh protective masks. There are number of service providers such as accommodation suppliers, travel agencies, event coordinators, and transportation Suppliers etc. At the current situation they do not receive any income from their tourism products. Therefore it is important protect this



sectors and remain them for cater the future tourism demand to the country. Otherwise this may lead to reallocating the resources to other industry where Tourism industry would face the challenge of finding the service providers in the future. To overcome this situation, it is good release them from their business loans temporarily, help to retain the employees in their organization, using the tourism resources like hotels as quarantine centers with a monthly rental to the organizations. With the available technologies and medial advancements it is expected to overcome from this emergency within a short period of time. Hence, safeguarding the tourism industry would be a good investment in the future development of the country.

Bagnera and Stewart (2020). investigated the impact of COVID-19 on hotel operations. The study showed that Covid 19 has affected everything from stocking supplies to negotiating preferred vendor, difficult in ensuring that the hotel is offering the right room at the best rate to ideal customer at the right times, and promotions and sales of the hotel product has been sluggish. The study recommended a series of actions for hotel owners and managers, including using fewer rooms (reducing hotel capacity); emphasizing take-out or delivery options to reduce public dining, implementing intensified cleaning/sanitizing protocols; committing to the use of personal protective equipment (PPE) for workers and increasing attention to personal hygiene; communicating new COVID-19 policies to guests and employees; implementing physical distancing practices in public areas, and implementing protocols for guests exposed to or infected by COVID-19 (Bagnera & Stewart, 2022).

Mallapaty (2020) revealed that COVID-19 pandemic has affected the operational activities of hotels in hiring the right people that can complement the hotel model. The hotels are faced with challenges in offering the right room at the best rate to ideal customer at the right time. Cancellation of partnership deals that can enhance the



visibility and desirability has affected the hotel operations. The report is divided into sections for the management team, reception and concierge, technical and maintenance services, restaurants and dining rooms and bars, recreational areas for children, and cleaning and housekeeping with a list of responsibilities to help manage the threat of COVID-19 (Mallapaty, 2020). Furthermore, Jain (2020) discussed different hotel industry strategies to bring back customers, including disposable utensils in rooms, emphasizing staff health and hygiene, and using UV light to disinfect.

Peterson et al. (2020) study revealed that COVID-19 pandemic has affected hotel operational performance in terms of keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff, and poorly managed of the staff. Primary steps include implementing widespread COVID-19 testing, having enough PPE supply, lifting social distancing and mobility restrictions, using electronic surveillance, and implementing strategies to decrease workplace transmission (Peterson et al. 2020). Emphasis was placed on the daily screening of hospitality sector staff for COVID-19 by using real-time reverse transcription-polymerase chain reaction or serology tests (Peterson et al., 2020). In this aspect, another study used primary and secondary data and applied the descriptive analysis method to explore revitalization strategies for small and medium-sized businesses, especially in the tourism industry, after COVID-19 in Yogyakarta (Hadi, 2020). The study recommended several policies to reduce operational challenges of the hotels. The study affirmed that due to the COVID-19 hotel promotions and sales of the hotel product has been slow

According to Martins et al. (2020), Covid 19 has affected everything from stocking supplies to negotiating preferred vendor and finds it difficult in meeting each guest's needs, preferences, and expectations. Martins et al. (2020) proposed ideas include increasing resilience and security of the tourism and hospitality workforce in

post-COVID-19 by cross-training and teaching different skills to workers; exploiting the unique opportunity presented by COVID-19 to transform and refocus the tourism and hospitality industry towards local attractions rather than global destinations, and redesigning spaces to assure a 6-foot distance between tourists (Lapointe, 2020).

Hao et al. (2020) developed a COVID-19 management framework as a result of reviewing the overall impacts of the COVID-19 pandemic on operational performance China's hotel industry. The framework contains three main elements of an anti-pandemic process, principles, and anti-pandemic strategies. The anti-pandemic process adopted the six phases of disaster management, including the pre-event phase (taking prerequisite actions), the prodromal phase (observing the warning signs), the emergency phase (taking urgent actions), the intermediate phase (bringing back essential community services), the recovery phase (taking self-healing measures), the resolution phase (restoring the routine). Hao et al. (2020) recommended four principles for the different phases of disaster management, including disaster assessment, ensuring employees' safety, customer & property, self-saving, and activating & revitalizing business. Finally, the study discussed the main anti-pandemic strategies in the categories of leadership & communication, human resource, service provision, corporate social responsibility, finance, and standard operating procedure.

Recently, Sönmez et al (2020) reviewed the impacts of the COVID-19 pandemic on performance hospitality workers. According to the study, staff schedule is poorly managed due to covid 19 pandemic, and difficult to hire the right people. The study Qiu et al. (2020) quantified tourism's social costs during the pandemic. The results indicate that most renting accommodation capacities to travellers has reduced and the hotels are finding it difficult in meeting each guest's needs, preferences, and expectations. Alonso et al. (2020) focused on the theory of resilience and conducted a

survey from a sample of 45 small hospitality businesses to answer questions about participants' main concerns regarding the COVID-19 pandemic. How small hospitality businesses are handling this disruption. Furthermore, the study found that the pandemic has a negative impact on the operational activities of the hotel. Alonso et al. analyzed the qualitative responses through content analysis. The study highlighted cancellation of orders, slow promotion of hotel product and difficulties in meeting each guest's needs, preferences, and expectations. Kim and Lee (2020) studied the impacts of the perceived threat of the COVID-19 pandemic on customers' preference for private dining facilities. The study conducted a survey and concluded that COVID-19 has affected everything from stocking supplies to negotiating preferred vendor and reduce customer patronage.

Bartik et al. (2020) discussed the impact of COVID-19 on the U.S. small businesses, especially restaurants and tourism attractions, and highlighted their fragile nature in the face of a prolonged crisis. Such companies typically have low cash flow, and in the face of this pandemic, they will either have to declare bankruptcy, take out loans, or significantly cut expenses. Their restaurant owners' survey found that the expected chance of survival during a crisis lasting one month is 72%, for a crisis that lasts four months is 30%, and for a crisis that lasts six months is 15%. The result also indicated that more than 70% of U.S. small businesses want to take up the CARES Act Paycheck Protection Program (PPP) loans, even though most of them believe it would be challenging to establish eligibility for receiving such loans (Bartik et al., 2020). A survey study by Nazneen et al. (2020) investigated the pandemic's impact on travel behavior and reported that it had significant impacts on tourists' decisions to travel for the next 12 months. The authors also concluded that respondents are concerned about hotels' safety and hygiene, recreational sites, and public transports (Nazneen et al.,

2020). It has also been postulated that keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff.

## **2.7 Effects of COVID-19 pandemic on hotel industry performance**

China was the first country affected by the health crisis, and thus its hotel industry has encountered severe challenges (China Hospitality Association, 2020; China Tourism Research Institute, 2020; Sun et al., 2020; Zhang et al., 2020). These challenges have affected every stakeholder in the hotel industry. Owing to travel bans and social distancing norms, there has been a decline in tourists' willingness and access to travel. This has led tourists to cancel travel plans and hotel bookings, which has eventually affected the job and income security of hotel employees. The consequential shortage of labor and cash has led to the postponement of hotel renovation projects, decelerating the expansion of domestic hotel groups (Elena, 2020). In order to survive, many hotel owners, especially individual hotel owners, have temporarily shut down or transferred their properties. This scenario has led to a sharp decline in the market value of stocks in the hotel sector. In other words, the pandemic has been devastating hotel firms' market and performance.

The sudden outbreak of COVID-19 swept through the whole world, casting a dark shadow over the thriving hotel industry. During this pandemic, the OCC used to be about 80% and 90%, respectively, in major cities and tourist and fourth- and fifth-tier cities (Lanjing Finance, 2020). However, during this period, the pandemic led to a sharp decline in the OCC of major hotels. Several industry associations and consulting agencies have investigated the overall loss of hotel industry. As per STR (2020), from January 14 to 28, the occupancy (OCC) of the hotels dropped from around 70% to 8% and remained under 10% in the following 28 days. Almost 40% of the hotels were shut

down temporarily in February. Zhang et al.'s (2020) study on 498 hotels revealed that the overall OCC dropped by 89% in two weeks between January 14 and 28 and, subsequently, remained at around 10% until the end of February. In major cities, hotels' revenue per available room (RevPAR) declined by over 85% year-over-year (YoY) in February (Zhang et al., 2020). As the pandemic intensified, the financial loss of the hotel industry continued to the first quarter and its impact was evident in the financial reports of several hotel firms. For instance, concerning domestic brands, in the first quarter of 2020, the second largest hotel group in the world, reported a net profit of 171 million Yuan (approximately US\$24.1 million), a YoY decrease of 42.3% (Zhang, 2020). The world's 9th largest and China's 2nd largest hotel group, Huazhu temporarily closed few of its hotels, with the numbers declining from a peak of 2,310 hotels in mid-February to 369 in the subsequent month (Elena, 2020). Likewise, China's 7th largest hotel group, the Sunmei Group, closed 2,544 hotels, on the back of an average OCC of only 23.7% during February and a revenue loss surpassing 700 million Yuan during January and February (approximately US\$98.64 million) (Y. Ma, 2020b).

International hotel brands were not immune to the effects. IHG closed down 160 out of 470 hotels in China during February, and its OCC dropped by 90% to under 10% during the same period (Sun, 2020). The hotel market started witnessing positive signs after the pandemic slowed down in mid-March. During the Qingming holiday, the tourism packages featured one-day short excursions, and there was a relatively low hotel demand during the period. However, the five-day Labour Day Holiday was the first peak season since the outbreak. According to the Ministry of Culture and Tourism, during this period, the total number of domestic tourists reached 115 million passengers, and the domestic tourism revenue reached about 47.5 billion Yuan (approximately US\$6.69 billion). According to data adopted from STR that based on

4315 sample properties including 888,957 rooms, hotels have undertaken a devastating hit of COVID- 19, especially during January to March 2020. Among seven different hotel scales, the luxury and independent hotels have suffered the most from the negative impact, whilst midscale chains and economic chains were least affected. Several organizations forecasted about hotel's performance in 2020. Hilton forecasted a 6–12-month recovery period and revenue losses of around US\$50 million (Lanqing Finance, 2020). Zhang et al. (2020) forecasted that the industry wide OCC in 2020 will drop to approximately 3.5%; however, if there is a rebound in the pandemic in the world, then the decline could be around 5.5% (Zhang et al., 2020).

Nicola et al. (2020) summarized the pandemic's impact on the global economy by reviewing news distributed by mass-media, government reports, and published papers. To better understand the impacts of the pandemic, the study divided the world economy into three sectors of primary (including agriculture, and petroleum & oil), secondary (including manufacturing industry), and tertiary (including education, finance industry, healthcare, hospitality tourism and aviation, real estate, sports industry, information technology, and food sector). They reported job loss, revenue losses, and decreasing market demand in the hospitality, tourism, and aviation sectors (Nicola et al., 2020).

Ozili and Arun (2020) provided a list of COVID-19 statistics, including confirmed cases, confirmed deaths, recovered cases in several countries and continents, and discussed the global impact of COVID-19 on the travel and restaurant industries. According to the study the pandemic had negative impact on the occupancy rate of hotels. The study reviewed different policy measures implemented by different countries around the world to deal with COVID-19. Ozili and Arun (2020) categorized these into four groups of (1) human control measures; (2) public health measures; (3)

fiscal measures; and (4) monetary measures. In the human control policies measures, different actions including foreign travel restrictions, internal travel restrictions, state of emergency declarations, limiting mass gathering, closing down of schools, and restricting shops and restaurants, have also been identified (Ozili & Arun, 2020).

Williams and Kayaoglu (2020) argued that the most vulnerable workers in the industry need governmental financial support but cannot receive assistance, most likely because they are undocumented immigrants. Furthermore, Rosemberg (2020) highlighted the issues of job insecurity, risk of exposure to COVID-19, lack of health insurance, added pressure due to increased workload, and extra time required for ensuring complete disinfection during the pandemic (Rosemberg, 2020). Wen et al. (2020) reviewed literature and news on Chinese tourist behavior, tourism marketing, and tourism management; they concluded the growing popularity of luxury trips, free and independent travel, and medical and wellness tourism post-COVID-19 period. They indicated that new forms of tourism would be more prevalent in post-COVID-19, including (1) slow tourism, which emphasizes local destinations and longer lengths of stay, and (2) SMART tourism, which uses data analytics to improve tourists' experiences. Another study used automated content analysis to investigate newspaper articles and identified nine key themes among 499 newspaper articles, including, "COVID-19's impact on tourism, public sentiment, the role of the hospitality industry, control of tourism activities and cultural venues, tourism disputes and solutions, national command and local response, government assistance, corporate self-improvement strategies, and post-crisis tourism product" (Chen et al., 2020).

Gössling et al. (2020) reviewed the impact of previous crises on global tourism, including the Middle East Respiratory Syndrome (MERS) outbreak (2015), the global economic crisis (2008–2009), the SARS outbreak (2003), and the September 11



terrorist attacks (2001). The authors indicated that previous crises did not have long-term impacts on global tourism. The authors also warned about increasing pandemic threats for several reasons, including the fast-growing world population, rapidly developing global public transportation systems, and increasing consumption of processed/low-nutrition foods. Gössling et al. (2020) also discussed the impact of COVID-19 on different hospitality industry sectors. The authors distinguished the impact of COVID-19 in view of two different aspects of (1) observed impacts (e.g., declines in hotel occupancy rates, liquidity problems in the restaurant industry); and (2) projected impacts (e.g., revenue forecasts in the accommodations sector, estimation of revenues) (Gössling et al., 2020).

The economic impact of COVID-19 on the tourism and hospitality industry has been examined in terms of lost earnings or jobs. Centeno and Marquez (2020) developed seasonal autoregressive integrated moving average models for the Philippines' tourism and hospitality industry, forecasting the total earnings loss of around 170.5 billion PHP (Philippine Peso) equivalent to \$3.37 billion from COVID-19 just until the end of July 2020. To ease the pandemic's effects on the hospitality industry, the authors propose dividing the country into two regions according to the level of infection risk (high-risk and low-risk of COVID-19) to allow domestic travel into low-risk regions or areas (Centeno & Marquez, 2020).

Günay et al. (2020) applied a scenario analysis technique to calculate the impact of COVID-19 on Turkey's tourism and hospitality industry. Their model predicts the total loss of revenues in the best and the worst scenarios as \$1.5 billion and \$15.2 billion, respectively, for 2020 (Günay et al., 2020). The worst-case scenario involves the closing of borders for four months without any economic recovery (Günay et al., 2020). The authors indicated that this would be one of Turkey's worst tourism crises



under the worst-case scenario, exceeding the losses from public health crises due to Swine flu, Avian Flu, and SARS (Günay et al., 2020).

Mehta (2020) estimated the effect of COVID-19 on India's economy at an earnings loss of about \$28 billion in 2020, along with 70% job losses for tourism and hospitality workers, and mass bankruptcies (Mehta, 2020). Trend analysis was also used to examine the impact of COVID-19 on the global tourism and hospitality industry and global GDP. According to Priyadarshini (2020), the real global GDP growth will drop from 2.9% in 2019 to 2.4% by the end of 2020, while global revenues for the tourism and hospitality industry will drop by 17% compared to 2019. The study also predicts that North America, Europe, and Asia will experience the most massive losses in global revenues. The tourism and hospitality revenues will fall in the U.S., Germany, Italy, and China by 10%, 10%, 24%, and 40%, respectively (Priyadarshini, 2020). Cajner et al. (2020) analyzed the COVID-19 pandemic impact on the U.S. labor market. The study calculated that about 13 million paid jobs were lost between March 14 to 28, 2020. To better understand this number's significance, the authors pointed out that only nine million private payroll employment jobs were lost during the Great Recession of the 1930s (less than 70% of the pandemic job loss) (Cajner et al., 2020). The study also highlighted that the leisure and hospitality industry was the hardest hit and most affected industrial sector (Cajner et al., 2020).

Davahli et al. (2020) investigated hospitality industry challenges face during the COVID-19 pandemic. The reviewed articles focused on different aspects of the hospitality industry, including hospitality workers' issues, loss of jobs, revenue impact, the COVID-19 spreading patterns in the industry, market demand, prospects for recovery of the hospitality industry, safety and health, travel behavior, and preference of customers. The results revealed a variety of research approaches that have been used

to investigate the hospitality industry at the time of the pandemic. The reported approaches include simulation and scenario modeling for discovering the COVID-19 spreading patterns, field surveys, secondary data analysis, discussing the resumption of activities during and after the pandemic, comparing the COVID-19 pandemic with previous public health crises, and measuring the impact of the pandemic in terms of economics.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methods that were followed in carrying out the study. It gives a description of the study area, the research design, and population. It further explains how the sample size of the study was determined and the sampling procedures/techniques employed; the research instruments, pre-testing and the procedures that were followed in data collection, processing, and analysis as well as its presentation. Ethical considerations were also discussed.

#### **3.2 Study Area**

Kumasi Metropolitan Assembly (abbreviated as the KMA) is one of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and forms part of the forty-three districts in Ashanti Region, Ghana with Kumasi being its administrative capital (Ghana Statistical Service, 2014). The metropolis is located in the central part of Ashanti Region and has Kumasi (the regional capital) as its capital city. KMA is the second largest most populous city in the country, next to the national capital (Accra). Its strategic location has also endowed it with the status of the principal inland transport terminal, thus giving it a pivotal role in the vast and profitable business of the distribution of goods in Ghana and beyond to other West African countries.

The population of Kumasi Metropolis is 1,730,249 represents 36.2 percent of the total population of Ashanti Region, from the 2010 Population and Housing Census. The Metropolis has a sex ratio of 91.4. The population of the Metropolis depicts a broad base population pyramid which tapers off with a small number of elderly persons

(60 years and older). The age dependency ratio for the Metropolis is 58; the age dependency ratio is 59.9 for males and 56.3 for females.

The Kumasi economy consists of hotels, guest houses, restaurants and traditional catering services (chop bars). Kumasi has state-of-the-art hotels that can host international conference. One of such hotel is Kumasi Golden Tulip. Collectively these activities employ 56,169 and are the third largest employer in the Metropolis (Ghana Statistical Service, 2010).



**Figure 3.1: Map of Kumasi Metropolitan Assembly**  
**Source: Ghana Statistical Service (2010)**

### **3.3 Research design**

The study adopted the descriptive survey research design which describes and interprets what exists (Rosalin & Soetanto, 2006; Payne & Payne, 2004). According to Zikmund, Babin, and Carr (2010), descriptive research is used to describe the characteristics of a population or phenomenon. According to Creswell (2003), a descriptive study design is concerned with conditions or inter-relationships that exist, opinions that are held, processes that are going on, effects that are evident, and trends that are developing. It describes the situation or the phenomenon as it exists and does not focus on identifying “causes”. Unlike the explanatory research design which focuses on “why” questions, descriptive research focuses on “what” questions with respect to variables or conditions in a situation (Creswell, 2005; Sarantakos, 2005).

The descriptive survey method was adopted because it is useful in describing the characteristics of a large population, makes use of large samples, thus making the results statistically significant even when analyzing multiple variables, many questions can be asked about a given topic giving considerable flexibility to the analysis. The study basically seeks to assess the impact of covid-19 pandemic on the hotel industry and ascertain the difference between the performance of hotels in Kumasi Metropolis.

### **3.4 Population**

A research population can be defined as the totality of a well-defined collection of individuals or objects that have a common, binding characteristics or traits (Polit & Hungler, 1993). The study population consisted of all the management staff of 230 hotels in the Kumasi Metropolis in the Ashanti Region of Ghana. The study estimates about 1840 management staff of hotels in the Kumasi Metropolis (Hotels Association, Ashanti Region, 2021).

### 3.5 Sampling Size and Sampling Technique

A sample refers to a sub-group of target population that the researcher plans to study for the purpose of making generalization about the target population (Creswell, 2005). Sample as a small group of larger and identifiable groups, Avoke (2005) continued that, samples usually reflect subset of the entire population of interest to the researcher. The sample size is a small group of people chosen from the targeted population. As it is impossible to collect data from all customers who were visiting the selected food service establishments, there was a need, therefore, to use an appropriate sample for the study.

The sample size was calculated based on the formula required for accuracy in estimating proportions. This was done by considering the standard normal deviation set at 1.96 which corresponds to 95% confidence level, the percentage of picking a choice or response was 50%, which is equal to 0.5, and the confidential interval of (0.05 = ±5).

$$n = \frac{z^2 (p) (1 - p)}{c^2}$$

Where: z = standard normal deviation set at 95% confidence level

p = percentage picking a choice of response

c = confidence interval

$$n = 1.96^2 (0.5) (1-0.5) / 0.05^2$$

$$1.96^2 (0.5) (0.5) / 0.05^2$$

$$3.84 \times 0.25 / 0.0025$$

$$0.96 / 0.0025$$

**Sample size (n) = 384**

A total of 230 hotels were identified as evident in Hotels Association, Ashanti Region, and 48 hotels were considered for the study. Only 48 hotels in Kumasi Metropolis were selected because averagely each hotel comprise about 8 management

staff. Therefore, in achieving the sample size of 384 hotel management staff 48 hotels needs to be considered for the study.

Simple random and purposive sampling techniques were used to select management staff of forty-eight (48) hotels within the Kumasi Metropolis. The simple random sampling technique which is a probability sampling technique was used to select about forty eight (48) hotels within the Kumasi Metropolis. Fishbowl simple random was used to select the hotels, 230 pieces of paper were used and, names of the hotels was written on 48 pieces of paper. These papers were put into a container and shuffled, and the researcher picked a piece of paper from the container. The process of picking was done until each hotel had a chance of being picked. After the exercise, all the picked pieces of paper were selected. Simple random sampling was used because it gave every hotel in the Kumasi Metropolis an equal chance of being selected to be included in the final sample.

Purposive sampling which is a non-probability sampling technique was used to select 384 management staff of the hotels within the study area. The main goal for purposive sampling was to focus on particular characteristics of a population that are of interest, which will best answer the research questions.

### **3.6 Data Collection Instrument**

The instrument used to collect data for the study was a questionnaire. A questionnaire was used because it guarantees easy data collection and also makes it efficient for collecting statistically quantifiable data in social science research (Twumasi, 2001). The questionnaire contained both closed and open-ended items for the study. Close-ended questions allowed respondents to choose from possible answers.



The open-ended questions gave respondents the opportunity to provide additional information which was relevant to the study.

The questionnaire was in three sections, section (A) looked at socio-demographic characteristics of management staffs. These were sex, age, marital status, educational level, religion, income, and ethnicity. Section (B) looked at the trends of customer patronage of the hotels in Kumasi Metropolis in the outbreak and spread of COVID-19 pandemic. It was purely close-ended; the variables were listed and respondents were asked to rate on a 5-point Likert scale. Section (C) focused on the effect of COVID-19 pandemic on the operational activities of hotel industry in the Kumasi Metropolis. It was purely close-ended and the variables were listed and respondents were asked to rate on a 5-point Likert scale. Section (D) looked at effects of COVID-19 pandemic on hotel industry performance in the Kumasi Metropolis. This section included both open-ended and close-ended questions. It was on a 5-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = neutral and 4 = Agree, 5 = Strongly agree).

### **3.7 Pre-testing of Instrument**

The questionnaire was pre-tested. Twenty-four (24) management staff were purposively selected from three hotels in Kumasi Metropolis that were not included in the study. This pre-testing exercise helped the researcher to assess the validity of the questionnaire. After collecting the data, the questionnaires were analysed to assess whether they were reliable and valid, by conducting reliability test to get the Cronbach's alpha to determine the questions which are strong and weak. Concerns raised by the respondents were duly noted. After the pre-testing, the necessary



modifications were made, before the actual fieldwork began. Reliability test was conducted which yielded a reliability coefficient of 0.71

### **3.8 Data Collection Procedures**

During this study, phone calls and personal visits were made to seek permission from managers and manageress of the selected hotels before the commencement of the survey. The researcher personally visited all the 48 hotels with a field assistant. About 90% of the questionnaires will be send to the E-mail accounts of the selected respondents, whilst the remaining 10% will be self-administered with the help of the field assistants.

### **3.9 Data Analysis**

The returned questionnaires were scrutinized for errors, omissions, completeness and inconsistencies before analysis. The data collected is processed and analysed with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The following statistical tools were used:

*Frequencies, percentages, Mean and standard deviation:* This was used to summarized the data.

*Paired T-test:* for ascertaining difference between hotel performance in Kumasi Metropolis before and after the outbreak and spread of COVID-19 pandemic.

### **3.10 Ethical Issues**

The ethical dimensions of every research and how they are addressed are very important. This research considered the issues of informed consent, anonymity, and confidentiality. Leary (2008) and Neuman (2007) conceived that researchers must not coerce respondents into participating in studies, thus protecting their rights is key in

every study. In other words, participation must be voluntary at all times. Informed consent was therefore sought from respondents and facility owners before undertaking the research. Provision of adequate information about the study was, therefore, important to enable the participants to decide whether they want to take part or not (Seymour & Skilbeck, 2002).

Secondly, the issue of anonymity was also addressed. Anonymity protects privacy by not disclosing a participant's identity after the information is gathered (Babbie, 2007). This was guaranteed when the names of the participants were not requested for or written on the instrument used as well as the names of food service establishments. Finally, confidentiality was ensured since the researcher did not share or discuss any information with a third party. Respondents were equally made aware of the fact that information provided was for academic purposes and thus it will remain autonomous which also reformed their sincerity in their responses.

### **3.11 Summary**

This chapter described the methodology used for the study and the procedures that were followed to collect data from the field. In brief, it looked at the study area, research design, sample size and sampling techniques, research instruments, pre-testing, data collection and data processing and analysis. The concluding part of the chapter elaborated on the ethical considerations of the study. The next chapter presents the results and discussion of the study.

## **CHAPTER FOUR**

### **RESULTS NAD DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results of the data collected and its discussion in relation to the objectives and aims of the study. It includes the response rate, demographic data of the respondents as well as their views on the trends of customer patronage of the hotels, perceive effect of COVID-19 pandemic on the operational activities of hotel industry, and the effects of COVID-19 pandemic on hotel industry performance in the Kumasi Metropolis.

#### **4.2 Questionnaire Return Rate**

The sample size of hotel management staff was 384 from which 296 filled in and returned the questionnaires making a response rate of 77.1%. This response rate was acceptable to make conclusions for the study. Mulusa (1998) says that 50.0% response rate is adequate, 60.0% is good and 70.0% very good. Therefore, 85.5% response rate was hence considered very good to provide required information for the purpose of data analysis.

#### **4.3 Demographic Data of the Respondents**

It was necessary for the study to gather data on the management staff of the hotel's demographic information in terms of age, gender and academic qualification. The researcher deemed it necessary to look into demographic information of the hotel management staff because they make a person who he or she is. The data was summarized as follows:

### 4.3.1 Gender of Respondents

Data on gender of management staff of the hotels was collected and shown in Table 4.1.

**Table 4. 1: Gender of Respondents**

<b>Gender</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Male	248	83.8
Female	48	16.2
Total	296	100.0

From Table 4.1 it is evident that the higher proportion (N=248) management staff of the hotels representing 83.8% were males, whereas 48 of them forming 16.2% were female from the findings of the study. It is evident that management staff of the sampled hotels in Kumasi Metropolis are dominated by males. The gender distribution of management staff is consistent with previous studies in Ghana (Ampofo, 2020). The study by Ampofo found that out of the 60 respondents, 45 (75%) were male while 15(25%) were females.

### 4.3.2 Age of Respondents

The data on age of management staff of the selected hotels was collected and is shown in Table 4.2

**Table 4. 2: Age group of respondents**

<b>Age group</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
20-29years	49	16.6
30-39years	175	59.1
40-49years	61	20.6
50years and above	11	3.7
Total	296	100.0

Table 4.2 indicates that 49(16.6%) of the respondents were between 20-29 years; 175(59.1%) of the respondents were between the age category of 30-39years. On the hand, 61(20.6%) of the respondents were between 40-49years. In addition, 11(3.7%) of the respondents were in the age category of 50years and above. This shows that majority of the hotel management staff were between the ages of 30-49years. The age distribution obtained for study corroborates that of earlier studies (Lues, et al., 2006; Subratty, 2004; Rosnani, et al., 2014) in various countries which allude to massive hotel management staff between the ages of 25 and 45 years in the hospitality and tourism operation business. This implies that most male and females engaged in food service operations are at their youthful age and they can work hard to the growth of the economy.

### 4.3.3 Highest Academic Qualifications

The data of hotel management on highest academic qualifications was collected and is shown in Table 4.3.

**Table 4. 3: Educational status of respondents**

<b>Educational status</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Technical/Vocational Education	17	5.7
Diploma/Higher National Diploma	56	18.9
First degree	159	53.7
Masters degree	64	21.6
Total	296	100.0

In terms of the highest level of education attained by hotel management staff, the results pointed out that 17(5.7%) of the respondents had attained education up to the Technical/Vocational education level. However, 56(18.9%) of the respondents had

attained education up to the Diploma/Higher National Diploma level. On other hand, 159(53.7%) of the respondents had obtained first degree. The remaining 64(21.6%) of the respondents had attained educational up to the Masters level. The pattern of highest educational levels attained by hotel staff is in line with that of Ampofo (2020) who found a predominant proportion of hotel management staff with first degree representing 66.67%.

#### 4.3.4 Number of Years worked in the Hotel

The data gathered on the number of years the respondents working in the current hotel are presented in Table 4.4.

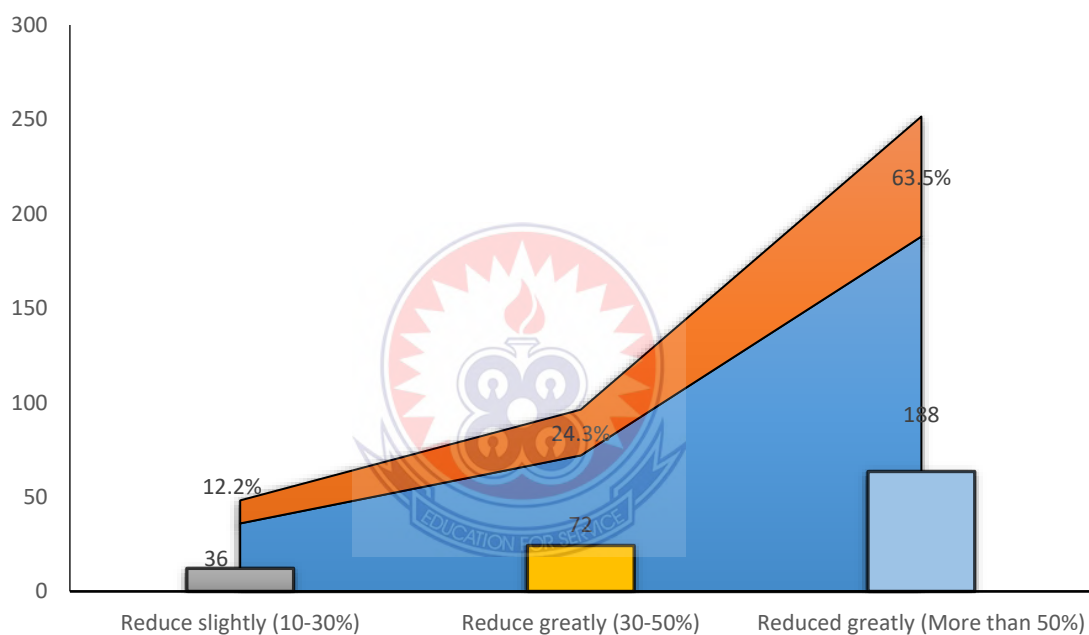
**Table 4. 4: Years worked in the hotel**

Years worked	Frequency (N)	Percentage (%)
Less than 1year	40	13.5
1-5years	184	62.2
6-10years	48	16.2
Above 10years	24	8.1
Total	296	100.0

The distribution of years worked in the current hotel depicts that, 40(13.5%) of the respondents have been working for a period between below 1 year. Again, 184(62.2%) of the respondents have been working in their current hotel for about 1-5 years, while 48(16.2%) of the respondents have been working in the hotel for about 6-10 years. Meanwhile 24(8.1%) of the respondents have been working in the hotel for more than 10years. This indicates majority of the management staff have been working in their current hotel below 5 years. This shows that hotel management staff does not stay in a particular hotel for long but leave for different job opportunities.

#### 4.4 Customer patronage of hotels in outbreak of COVID-19 pandemic

In Ghana, the hotel industry as a great industrial component believably has experienced some growth with a good footing for future development but the Covid-19 pandemic has confronted the hotel industry with an unprecedented challenge. This section presents trends of customer patronage of the hotels in Kumasi Metropolis in the outbreak and spread of COVID-19 pandemic.



**Figure 4. 1: How Covid 19 has reduce customer's patronage**

As depicted in Figure 4.1, 36(12.2%) of the hotel management staff revealed that the outbreak and spread of covid 19 pandemic has slightly reduce customers patronage by 10-30%. However, 72(24.3%) of the hotel management staff mentioned that Covid 19 pandemic has reduce their customer patronage greatly by 30-50%. Conversely, 188(63.5%) of the hotel management staff revealed that Covid 19 pandemic has greatly reduce the hotel customers patronage more than 50.0%. This implies the emergence of COVID-19 pandemic has been deeply felt by the hotel industries in Ghana. The results buttresses with the study by Mensah and Boakye

(2021). that COVID-19 is having an unprecedented impact on the Ghanaian hotel industry. However, travel restrictions and social distancing policies have had a dramatic effect on the industry, most hotels in Ghana suspended their activities during the lockdown restrictions, and this affected the customer patronage of hotels in Ghana drastically.

**Table 4. 5: Summary on the effect of COVID-19 on occupancy of hotels**

Year	N	January – June (%)				July – December (%)				p-value
		Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	
2017	48	68.00	89.00	77.263	7.7321	77.00	92.00	82.682	5.7651	0.000 <sup>b</sup>
2018	48	70.00	90.00	79.905	7.9211	79.00	91.00	84.858	5.1421	0.000 <sup>b</sup>
2019	48	78.00	90.00	84.223	3.9725	86.00	93.00	87.993	2.4019	0.000 <sup>b</sup>
2020	48	6.00	27.00	16.324	7.1423	8.00	38.00	22.703	13.276	0.000 <sup>b</sup>
2021	48	18.00	41.00	28.838	9.6817	23.00	47.00	33.020	9.8425	0.000 <sup>b</sup>

*Note: occupancy rate = total no. of rooms/total no. of room available \*100%*

Table 4.1 provides summary statistics of the variables adopted for the analysis. Reported are the average and media value with standard deviation, minimum and maximum value for the two sub periods; January – June and July-December. The study compiled 5years data on the occupancy rate of 48 hotels in the Kumasi Metropolis. With reference to Table 4.1 in 2017, the two periods mean respectively 77.26% and 82.68% which shown upward trend for the hotels in July-December. Maximum value of 89.0% and minimum value of 68% (January-June) clarify good position of the hotel. The position observation of the hotel in 2017 (July-December) indicates they perform at satisfactory level with a maximum value of 92.0% and minimum value of 77%.

Moreover, in 2018 the average occupancy rate was 79.9% (January-June) period. The minimum value was 70.0% and the maximum value was 90.0%. For the



period of July – December 2018, the average occupancy rate was 84.86%. The maximum value was 91.00% and minimum of 79.0% in 2018 (July - December) periods. This signifies that the position of the hotels in the Kumasi Metropolis was satisfactory from an average mean of 79.9% (January - June) to 84.86% (July-December).

In 2019, the average occupancy rate of the hotels was 84.2% (January-June), the minimum occupancy rate was denoted by 78.0% and the maximum was 90.0%. From July-December 2019, the average occupancy rate was 87.99% with a minimum rate of 86% and maximum of 93.0%. This indicates that, the occupancy rate at every period was satisfactory. Again, in 2020 the average occupancy rate was 16.3% from January – June with the minimum and maximum value was 6.00% and 27.00% respectively, while the occupancy rate from July-December 2020 was 22.7%. The minimum value was 8.0% and the maximum value was 38.0%. This implies that the position of the hotel drops sharply from 84.2% to 16.0% due to the advent and spread of COVID-19 pandemic. In 2021, on average, the occupancy rate at the hotel was 28.8% (January-June). The minimum value was 18.0% and the maximum was 41.0%. From July – December, 2021, the average occupancy rate was 33.0%, a minimum of 23.0% and maximum of 47.0% was attained. This implies that the hotel industry is not in the good position as compared to the previous year's thus; from 2017 to 2019.

Overall, the emergence and spread of the COVID-19 pandemic has extremely reduce the occupancy rate of the hotels in Ghana from 89.0% to 41.0% representing 48.0% reduction from 2017 to 2021. This indicates that the hotel industry has also had their own share of the challenges from the Covid-19 lockdown policy of the government of Ghana in 2020. The finding was in agreement with the report by Ministry of Finance (2020) that the hotel occupancy rates are down from 70% to under

30% and staff are being sent home. Even before the impact of the current lockdown, restaurants were already experiencing an average drop in patronage of 60%. The World Travel and Tourism Council (WTTC) in 2020 estimates that more than 50 million jobs in the travel and tourism sector could be at risk globally. With government announcement of “stay-at-home policy” and “social distancing” movement restriction, most restaurant businesses were greatly affected. This led to rapid shutdowns in of hotels in Kumasi to control the spread of the Covid-19 disease, which threw many restaurants and hotels across the Metropolis into sudden shock.

#### 4.5 Effect of COVID-19 pandemic on operational activities of hotel industry

This section sought to find out the perceive effect of COVID-19 pandemic on the operational activities of hotel industry in the Kumasi Metropolis. The meaning of the variables under consideration was computed. The computed means were compared with the theoretical predetermined mean of 3.0. Table 4.6 shows show the results.

**Table 4. 6: Responses on effect of COVID-19 pandemic on operational activities**

S/N	Operational activities	Mean	Std. Dev.	Decision
1.	Promotions and sales of the hotel product has been sluggish	3.82	1.203	Agreed
2.	Renting accommodation capacities to travellers has reduced	3.69	1.251	Agreed
3.	Staff schedule is poorly managed due to covid 19 pandemic	3.69	1.158	Agreed
4.	Covid 19 has affected everything from stocking supplies to negotiating preferred vendor	3.59	1.409	Agreed
5.	Cancellation of partnership deals that can enhance the visibility and desirability of the hotel	3.42	1.353	Agreed
6.	Difficult to hire the right people that can complement the hotel model	3.30	1.323	Agreed
7.	Problematic in analyzing data present and future forecasts	2.48	1.426	Disagreed
8.	Tough in meeting each guest’s needs, preferences, and expectations	2.43	1.148	Disagreed

9.	Keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff	2.40	1.263	Disagreed
10.	Difficult in ensuring that the hotel is offering the right room at the best rate to ideal customer at the right times	2.34	1.208	Disagreed

Note:  $\leq 3.0 = \text{Disagreed}$   $\geq 3.0 = \text{Agreed}$

Source: Field Survey, 2022

As depicted in Table 4.6, it is evident that promotions and sales of the hotel product has been sluggish during the COVID 19 pandemic. This statement had the highest mean score of 3.82 and a standard deviation of 1.203. This implies that the COVID 19 pandemic has affected the hotels industry in promoting their product and services to the populace. Again, the respondents mentioned that renting accommodation capacities to travellers has reduced. This statement had a mean score of 3.69 and a standard deviation of 1.251. This indicates that travellers do not patronize the product and services of the hotels during this COVID 19 pandemic. The finding agrees with Qiu et al. (2020) who mentioned that most renting accommodation capacities to travellers has reduced and the hotels are finding it difficult in meeting each guest's needs, preferences, and expectations.

Furthermore, the management staff indicated that staff schedule is poorly managed due to covid 19 pandemic. This statement had a mean of 3.69 and a standard deviation of 1.158. This indicates that during the COVID 19 pandemic many hotels could not follow the set timetable due to the closure of certain operational activities. Moreover, it appeared that Covid 19 has affected everything from stocking supplies to negotiating preferred vendor with a mean score of 3.59 and a standard deviation of 1.409. Also, the hotel management staff revealed that there has been cancellation of partnership deals that can enhance the visibility and desirability of the hotel. This statement had a mean of 3.42 and a standard deviation of 1.353. The finding aligns with the study by Bagnera and Stewart (2020) that Covid 19 has affected everything from

stocking supplies to negotiating preferred vendor, difficult in ensuring that the hotel is offering the right room at the best rate to ideal customer at the right times, and promotions and sales of the hotel product has been sluggish.

Furthermore, the hotel management staff mentioned that it has been very difficult to hire the right people that can complement the hotel model during this COVID 19 pandemic. This statement reflected a mean of 3.30 and a standard deviation of 1.323. Mallapaty (2020) revealed that COVID-19 pandemic has affected the operational activities of hotels in employing the right people to take in charge of the hotel operations. The hotels are faced with challenges in offering the right room at the best rate to ideal customer at the right time.

Conversely, the management staff disagreed to problematic in analyzing data present and future forecasts ( $M=2.48$ ,  $SD=1.426$ ), tough in meeting each guest's needs, preferences, and expectations ( $M=2.43$ ,  $SD=1.148$ ), keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff ( $M=2.40$ ,  $SD=1.263$ ), difficult in ensuring that the hotel is offering the right room at the best rate to ideal customer at the right times ( $M=2.34$ ,  $SD=1.208$ ) as perceived effect of COVID-19 pandemic on the operational activities of hotel industry. These statements failed to meet the predetermined cut-off point of 3.0.

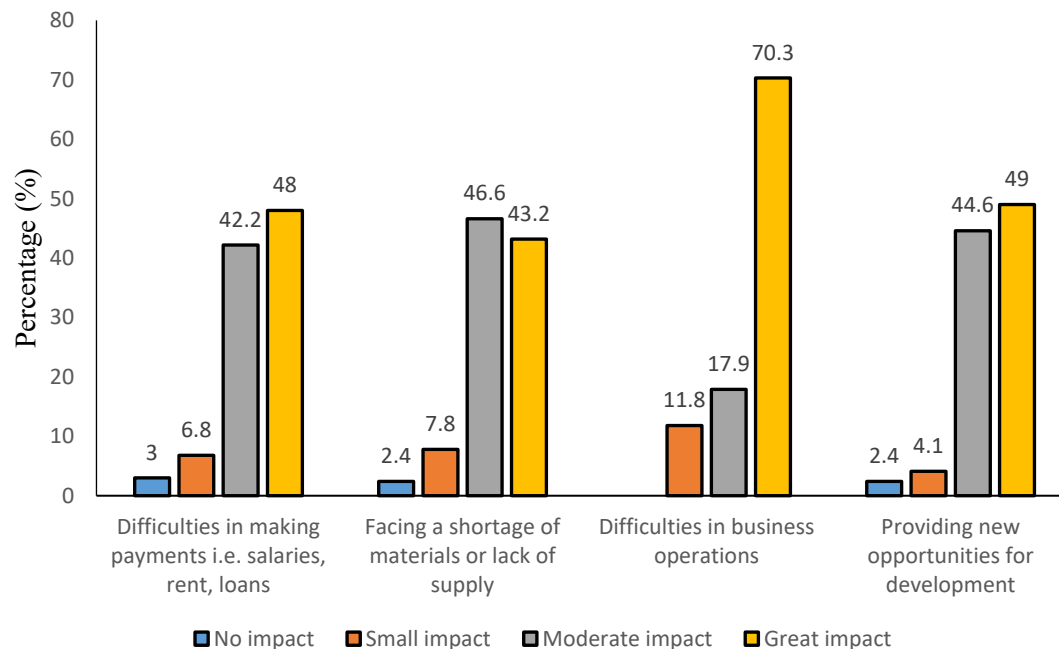
The results showed that due to COVID-19 pandemic has promotion and sales of the hotel product has been sluggish, renting accommodation capacities to travellers has reduced, staff schedule is poorly managed due to covid 19 pandemic, and everything from stocking supplies to negotiating preferred vendor. However, due to COVID-19 pandemic partnership deals that can enhance the visibility and desirability of the hotel has been cancelled and hiring the right people that can complement the hotel model has been difficult. The finding concurs with the study by Peterson et al. (2020) who

revealed that COVID-19 pandemic has affected hotel operational performance in terms of keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff, and poorly managed of the staff. Primary steps include implementing widespread COVID-19 testing, having enough PPE supply, lifting social distancing and mobility restrictions, using electronic surveillance, and implementing strategies to decrease workplace transmission.

The finding buttresses with Bartik et al.'s (2020) that small businesses, especially restaurants and tourism attractions, and highlighted their fragile nature in the face of a prolonged crisis. Such companies typically have difficulties in promoting their service and products, reduction occupancy rate, low cash flow, and in the face of this pandemic, they will either have to declare bankruptcy, take out loans, or significantly cut expenses. Their restaurant owners' survey found that the expected chance of survival during a crisis lasting one month is 72%, for a crisis that lasts four months is 30%, and for a crisis that lasts six months is 15%.

#### **4.6 Effects of COVID-19 pandemic on hotel industry performance**

The determinants of performance of an organization can be presented into section, namely management controllable (i.e. internal determinants) and the one which is beyond the control of the management (i.e. external determinants) (Kosmidou et.al, 2005). The study concentrated on the external determinants i.e. COVID 19 pandemic that affect hotel industry performance in terms of accommodation, restaurant and bar.



**Figure 4. 2: How Covid 19 has affected hotel operations**

From Figure 4.2 it appeared that the COVID 19 has affected the hotels in making payment i.e. salaries, rent and loans. Statistically, only 9(3.0%) of the respondents revealed that COVID 19 has no impact on finding it difficult in making payments. However, 20(6.8%) of the respondents asserted that COVID 19 has small impact on the hotels to finding it difficult in making payments. On the other hand, 129(42.2%) affirmed that COVID 19 has moderate impact on finding it difficult in making payments. Meanwhile, 142(48.0%) of the respondents mentioned that COVID 19 has great impact on hotel finding it difficult in making payments.

Moreover, on how COVID 19 has affect the hotels on the shortage of materials or lack of supply, 7(2.4%) of the respondents indicated no impact, while 23(7.8%) of the respondents said COVID 19 had small impact. However, 138(46.6%) of the respondents revealed that COVID 19 had impact on the hotels in facing shortage of materials or lack of supply. Meanwhile, 128(43.2%) of the respondents indicated that COVID had great impact on the hotel shortage of raw materials. Concerning the

difficulties in business operations, as many as 35(11.8%) of the respondents mentioned that COVID 19 has small impact, while 53(17.9%) of the respondents said moderate impact; 208(70.3%) of the respondents indicated great impact. The finding implies that COVID 19 pandemic has great impact on operational activities of the hotels.

On the provision of new opportunities for development, 7(2.4%) of the respondents mentioned that COVID 19 pandemic had no impact, 12(4.1%) of the respondents said COVID 19 pandemic had small impact, while 132(44.6%) of the respondents revealed that COVID 19 pandemic had moderate impact and 145(49.0%) asserted that COVID 19 pandemic had a great impact on the provision of new opportunities for development by the hotels.

This indicates that although the hotels maintained their operations and overall stability, many experienced a halt in operations or faced closure for various reasons such as shortages of materials and stock, suffering from at least paying employees' salary and social insurance, and loan repayment. Also, the hotels barely maintained production, facing a shortage of materials or lack of supply, and difficulties in providing new opportunities for development. The finding is in line with the work of Mehta (2020) who estimated the effect of COVID-19 on India's economy at an earnings loss of about \$28 billion in 2020, along with 70% job losses for tourism and hospitality workers, and mass bankruptcies (Mehta, 2020). Trend analysis was also used to examine the impact of COVID-19 on the global tourism and hospitality industry and global GDP. On the same issue, Davahli et al. (2020) investigated hospitality industry challenges face during the COVID-19 pandemic. The study discovered that COVID pandemic has impact on the hospitality industry, including hospitality workers' issues, loss of jobs, revenue impact reduction.

Table 4.7 provides summary statistics of the variables adopted for the analysis. Reported are the mean, standard deviation, minimum and maximum value for the three sub groups; accommodation, restaurant, and bar from 2017 to 2021.





**Table 4. 7: Effects of COVID-19 pandemic on hotel industry performance**

Year	Accommodation					Restaurant				Bar			
	N	Min	Max	Mean	Std. Dev	Min	Max	Mean	Std. Dev	Min	Max	Mean	Std. Dev
2017	48	420765	876908	651,694	163065.9	90453	256780	184471.8	61115.3	63598	266162	211423	34332.17
2018	48	39076	908991	615881	308501.9	96541	297612	213630.1	73312.34	41576	148144	112405	39863.69
2019	48	461789	914531	729569	159249.0	97123	347996	253739.0	87466.0	40879	714351	243014	221050.4
2020	48	51609	328632	275086	60507.05	12949	120984	77127.12	36171.75	14599	436701	110886	148229.2
2021	48	55923	457265	295086	140723.6	1618	137351	80649.12	44926.91	2919	510923	137356	172049.2



#### **4.6.1 Impact of Covid-19 on hotel performance (Accommodation)**

Accommodation is a group of rooms, or building which someone may live or stay and is important to any tourists who want to travel to another destination or on a trip as individual is always going to need a place to stay such as hotels. It has been seen from the trend in Table 4.7 that accommodation of the hotels was 651,694 in 2004 and increased drastically to 729569 representing 89.3% in 2019 before COVID 19 pandemic. The accommodation continued to decrease to 275086 in 2020 representing 42.2% during COVID 19 pandemic. In addition, Table shows that the average of accommodation was 295086 representing 45.3% reduction from 2017. This further suggests that the emergence and spread of COVID 19 pandemic has brought about a negative significant change with regard to profitability of the hotel in terms of accommodation. The result agrees with Gössling et al. (2020) who emphasized that COVID 19 pandemic has to have a great negative impact on hotel performance (e.g., declines in hotel occupancy rates, liquidity problems in the restaurant industry); and (2) projected impacts (e.g., revenue forecasts in the accommodations sector, estimation of revenues) (Gössling et al., 2020).

#### **4.6.2 Impact of Covid-19 on hotel performance (Restaurant)**

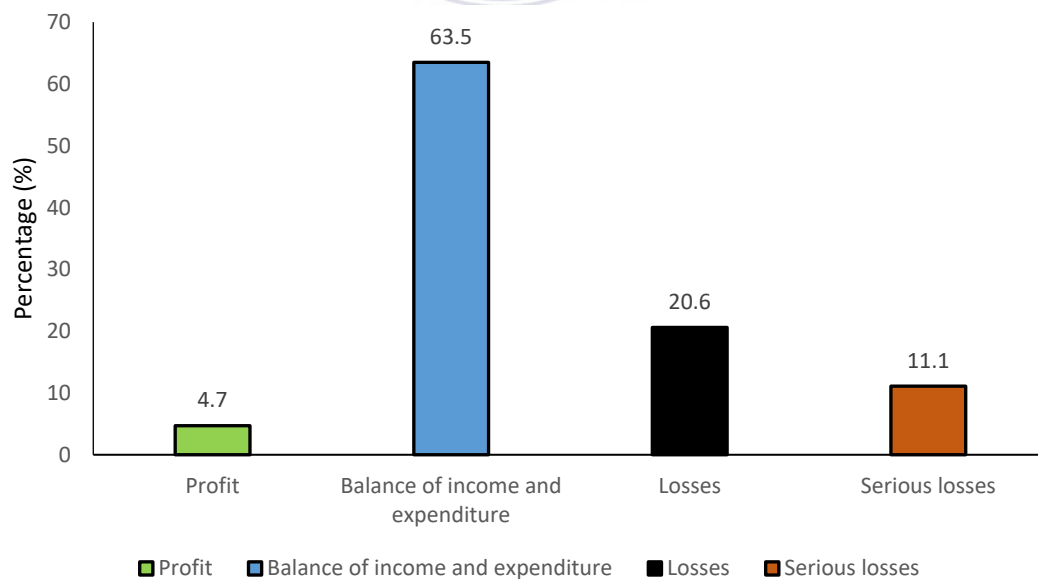
Table 4.7 portrayed that the amount of money received on the restaurant patronage before COVID 19 increase from 184,471 in 2017 to 213,630 in 2018 representing a percentage change of 86.3%. Moreover, it continues to increase to 253739 in 2019 representing a percentage of 72.7%. In addition, the amount of money received on the restaurant decrease drastically to 77,127 in 2020 representing a percentage of 41.8% and also started increasing to 80649 representing a percentage of 43.7% from 2017 to 2021 during the COVID 19 pandemic. This clearly shows that the

advent and spread of the COVID 19 pandemic has reduce the profitability of the restaurant. This implies that the hotel industry was in converting revenue to actual profit before the COVID 19 pandemic.

#### 4.6.3 Impact of Covid-19 on hotel performance (Bar)

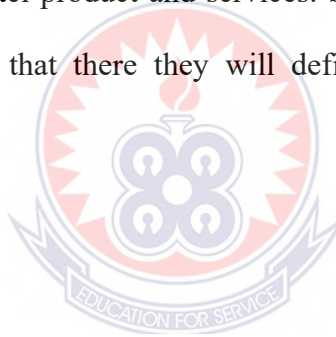
As indicated in Table 4.7, the trend of the amount of money received at the bar increase in 2017 from 211,423 to 243,014 in 2019 representing a percentage of 87.0% before the COVID 19 pandemic. However, the amount of money received at the bar decrease to 110,886 in 2020 representing 52.4%, whereas in 2021 the amount received was 137,356 representing 64.9% during the COVID 19 pandemic. This indicates that there is a reduction profit margin received from the bar during the emergence and spread of COVID 19 pandemic. Per this, it can be concluded that the COVID 19 pandemic has reduce the profitability of the bar at the various hotels in Ghana.

Figure 4.3 showed the expectation of the management staff on how pandemic will affect the hotel development in the first quarter of 2022



**Figure 4. 3: Expectation of Covid 19 impact in the first quarter 2022**

From Figure 4.3, 14(4.7%) of the respondents representing a lower percentage think the hotel will be able to make a profit in the first quarter of 2022. However, a high percentage of respondents believe that the hotel industry will be balancing income and expenditure. Moreover, 61(20.6%) of the respondents mentioned that the hotel industry will experience financial losses in the first quarter of 2022, whereas 33(11.1%) of the respondents believe that the hotel industry will seriously make huge losses. The finding revealed that more hotels are expected to balance income and expenditure in the first quarter of 2022. This investigation indicate that rebound consumption will not come early in this COVID 19 era. Consumption is mainly determined by demand and the ability to pay (Zhang & Kim, 2020). The ability to pay depends on the consumer's willing to patronize the hotel product and services. Since the epidemic has continued, almost half firms believe that there they will definitely balance their income and expenditure.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter sums up the findings from the study, draws conclusion arising from the study and makes relevant recommendations based on the findings.

#### 5.2 Summary of Findings

The following are summary of findings:

##### 5.2.1 Customer patronage of hotels in outbreak of COVID-19 pandemic

- The study revealed that Covid 19 pandemic has greatly reduce the hotel customers patronage more than 50.0%.
- The finding showed that the emergence and spread of the COVID-19 pandemic has extremely reduce the occupancy rate of the hotels in Ghana from 89.0% to 41.0% representing 48.0% reduction from 2017 to 2021

##### 5.2.2 Effect of COVID-19 pandemic on operational activities of hotel industry

- The results showed that COVID-19 pandemic has slow down the promotion and sales of the hotel product, reduce the renting accommodation capacities to travellers, and poorly management of staff schedule.
- The study further indicated that the spread of COVID 19 has affected everything from stocking supplies to negotiating preferred vendor, cancellation of partnership deals that can enhance the visibility and desirability of the hotel and difficult to hire the right people that can complement the hotel model

### **5.2.3 Effects of COVID-19 pandemic on hotel industry performance**

- The study showed that the emergence and spread of COVID 19 pandemic has brought about a negative significant change with regard to profitability of the hotel in terms of accommodation by 45.3% from 2017 to 2021
- This clearly shows that the advent and spread of the COVID 19 pandemic has reduce the profitability of the restaurant by 43.7% from 2017 to 2021
- The finding revealed showed a reduction of profit margin received from the bar during the emergence and spread of COVID 19 pandemic by 64.9% from 2017 to 2021.

### **5.3 Conclusions**

The outbreak and spread of COVID 19 has affected the hotel industry most. The extension of the restrictive measures, coupled with future uncertainties further deepen the woes of hospitality facilities. Covid 19 pandemic has greatly reduce the hotel customers patronage more than 50.0%. This implies the emergence of COVID-19 pandemic has been deeply felt by the hotel industries in Ghana. The emergence and spread of the COVID-19 pandemic had extremely reduce the occupancy rate of the hotels in Ghana from 89.0% to 41.0% representing 48.0% reduction from 2017 to 2021. This showed that the hotel industry has also had their own share of the challenges from the Covid-19 lockdown policy of the government of Ghana in 2020.

According to the study, the COVID-19 pandemic has affected the operational activities of the hotels in Ghana, in terms of slowing down the promotion and sales of the hotel product, reducing the renting accommodation capacities to travellers, and poorly management of staff schedule. It was evident from the study that the spread of

COVID 19 pandemic has brought about a negative significant change with regard to profitability of the hotel in terms of accommodation, restaurant, and bar. The study concluded that more hotels are expected to balance income and expenditure in the first quarter of 2022.

#### **5.4 Recommendations**

Based on the findings of the study, the researcher recommends that:

- The hotel management should promote and maintain the safety and security of employees and guests in order to instil confidence in guest patronage of the hotel product and service.
- The hotel industry in Ghana should make some timely-modifications to existing policies such flexible rates for all services, ensuring strict hygiene policies and providing other packages in order encourage guest patronage of hotel product and services.
- Practicing E-marketing and E-transaction strategy with the guests and suppliers will help prevent the spread of the pandemic and safe the frustration of guest and employees.
- The government of Ghana should provide financial policies in supporting production and operation of the hotel industry. Policies and measures such as the “tax exemption, reduction, postponement, return and compensation”, will substantially lower production costs for the hotels, and help them to survive the difficult period of production and operation, while gradually returning to normal business operations.

## **5.5 Suggestion for Further Research**

Further studies should be conducted to assess the critical intervention and measures of revitalizing the hospitality industry in Ghana in this COVID 19 pandemic era. Moreover, replication of this study can be conducted in different geographical area as this study was conducted in Kumasi Metropolis in the Ashanti Region of Ghana





## REFERENCES

- Aigbomia, O. & Momoh, A. (2007). *Research methods in library and information science*. Ibadan: Sterling Holden Publishers.
- Alonso, A.D.; Kok, S.K.; Bressan, A.; O'Shea, M.; Sakellarios, N.; Koresis, A.; Solis, M.A.B. & Santoni, L.J. (2020). COVID-19, aftermath, impacts, and hospitality firms: An international perspective. *International Journal of Hospitality Management*, 91, 102654.
- Amedahe, F. K. (2004). Notes on educational research. Unpublished notes, University of Cape Coast, Cape Coast
- Ampofo, A. (2020). Contributions of the hospitality industry (hotels) in the development of Wa municipality in Ghana justice. *International Journal of Advanced Economics*, 2(2), 21-38.
- Annoh, A. (2020). Ghana: Tourism, Hospitality Industry Loses U.S.\$171Million Due to COVID-19. Retrieved from <https://allafrica.com/stories/202006080433.html>.
- Armstrong, R. W., Mok, C., Go, F. M. & Chan, A., (1997). The importance of cross cultural expectations in the measurement of service quality perceptions in the hotel industry. *International Journal of Hospitality Management*, 16(2), 181–190.
- Arnett, B., Laverie, A., & McLane, C. (2002). Using job satisfaction and pride as internal marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, 34, 87–96.
- Arthur, J. (2012). Data Normality Tests Using P-value and Critical Values. Denver: Know Ware International, Inc.
- Babbie, E. (2007). *The practice of social research*. Belmont, CA: Wadsworth.
- Bagnera, S. M. & Stewart, E. (2020). Boston Hospitality Review. Retrieved from <https://www.bu.edu/bhrnavigating-hotel-operations-in-times-of-covid-19>. Accessed: January, 9, 2022.

- Bai, Y., Yao, L., Wei, T., Tian, F., Jin, D.Y., Chen, L., Wang, M., 2020. *Presumed asymptomatic carrier transmission of COVID-19*. *JAMA* 1406–1407
- Baker, D. A. & Crompton, J. L. (2000). Quality satisfaction and behavioral intentions, *Annals of Tourism Research*, 27(3), 785-804.
- Baker, J. A., & Lamb Jr., C. W. (1993). Measuring architectural design service quality. *Journal of Professional Services Marketing*, 10(1), 89-106.
- Barrows, C.W., Gallo, M., Mulleady, T., 1996. AIDS in the US hospitality industry: *recommendations for education and policy formulations*. *Int. J. Contemp. Hosp. Management*. 8 (1), 5–9.
- Barsky, J. D. (1992). Customer satisfaction in the hotel industry: Meaning and measurement. *The Hospitality Research Journal*, 16 (1), 50–73.
- Bartik, A.W.; Bertrand, M.; Cullen, Z.B.; Glaeser, E.L.; Luca, M.; Stanton, C.T. How Are Small Businesses Adjusting to COVID-19? Early Evidence from a Survey; National Bureau of Economic Research. 2020.
- Bellou, V. & Andronikidis, A. I. (2009). Examining organizational climate in Greek hotels from a service quality perspective. *International Journal of Contemporary Hospitality Management*, 21(3), 294–307.
- Bigne', E. J. & Andreu, L. & Gnoth, J. (2005). The theme park experience: An analysis of pleasure, arousal and satisfaction. *Tourism Management*, 26(6), 833-844.
- Boateng, R. (2014). *Research Made Easy*, Accra: Pearl Richards Foundation.
- Briggs, S., Sutherland, J. & Drummond, S. (2007). Are hotels serving quality? An exploratory study of service quality in the Scottish hotel sector. *Tourism Management* 28, 1006–1019.
- Brotherton, B. (1999). Towards a definitive view of the nature of hospitality and hospitality Management. *International Journal of Contemporary Hospitality Management*, 11(4), 165-173.
- Cajner, T.; Crane, L.D.; Decker, R.A.; Hamins-Puertolas, A. & Kurz, C. (2020). Tracking Labor Market Developments during the COVID-19 Pandemic: A Preliminary Assessment. Federal Reserve Board. Retrieved from <https://www.federalreserve.gov/econres/feds/files/2020030pap.pdf>. Accessed on 18 May 2021.

- Centeno, R.S. & Marquez, J. P. (2020). How much did the Tourism Industry Lost? Estimating Earning Loss of Tourism in the Philippines. Retrieved from <https://arxiv.org/abs/2004.09952>. Accessed: April, 9, 2021..
- Chen, H.; Huang, X. & Li, Z. (2020). A content analysis of Chinese news coverage on COVID- and tourism. *Current Issues Tourism*. 1–8.
- Cohen, L., Manion, L. & Morrison, K. (2005). *Research Methods in Education* (5<sup>th</sup> ed.). Madison: University of Wisconsin.
- Collins-Kreiner, N. & Wall, G. (2015). Tourism and Religion: Spiritual Journeys and Their Consequences. In Business Media Dordrecht. *The Changing World Religion Map*, 689-707.
- Collins-Kreiner, N. & Wall, G. (2015). Tourism and Religion: Spiritual Journeys and Their Consequences. In Business Media Dordrecht. *The Changing World Religion Map* p: 689-707.
- Connor, P. (2020). Pew Research Center. Retrieved from online: <https://www.pewresearch.org/fact-tank/2020/04/01/morethan-nine-in-ten-people-worldwide-live-in-countries-with-travel-restrictions-amid-covid-19/>.
- Creswell, J. W. (2003). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches 4th ed*. Lincoln: Sage.
- Creswell, J. W. (2005). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research* . Michigan: Merrill.
- Davahli, R. M., Karwowski, W., Sonmez, S. & Apostolopoulos, Y. (2020). The Hospitality Industry in the Face of the COVID-19 Pandemic: Current Topics and Research Methods. *International Journal environment Research and Public Health*, 17, 1-20.
- Fang, Z.; Huang, Z.; Li, X.; Zhang, J.; Lv, W.; Zhuang, L.; Xu, X. & Huang, N. (2020). How many infections of COVID-19 there will be in the “diamond princess”- predicted by a virus transmission model based on the simulation of crowd flow. Retrieved <https://arxiv.org/abs/2002.10616>. Accessed: February, 3, 2021.

- Fischer, J., Khan, I., Khemani, T., & Najmi, R. (2009). Jordan tourism cluster. *Microeconomics of Competitiveness Institute for Strategy and Compositeness. Harvard Business School*, 23-44.
- Gay, L. R. (1992). *Education Research Competencies for Analysis and Application*: London: Charles E. Milton Keynes Philadelphia Company.
- Ghana Statistical Service (2013). Population and Housing Census 2000. Retrieved from: <http://www.statsghana.gov.gh/nada/index.php/catalog/>. Accessed: January, 9, 2022.
- Ghana Statistical Service (2014). District Analytical Report, Kumasi Metropolitan Assembly. Accra Ghana: Ghana Statistical Service.
- Ghana Statistical Service (GSS) (2018). *Rebased 2013-2018 Annual Gross Domestic Product*. Retrieved from [www.statsghana.gov.gh](http://www.statsghana.gov.gh).
- Ghana Tourism Authority. (2015). UNWTO Boss endorses Ghana as preferred tourist destination. Available online: <https://www.nber.org/papers/w26989.pdf>. Accessed: 7 October, 2021.
- Ghosh, B. (2006). *Tourism and Travel Management: 576, Masjid Road, Jangpura, New Delhi 110 014*.
- Gössling, S.; Scott, D. & Hall, C.M. (2020) Pandemics, tourism and global change: A rapid assessment of COVID-19. *Journal of Sustainability Tourism*, 1–20
- Günay, F.; Bayraktar, E. & Özkul, K. (2020). Assessing the Short-term Impacts of COVID-19 Pandemic on Foreign Visitor's Demand for Turkey: A Scenario Analysis. *Journal of Ekon.*, 2, 80–85.
- Hadi, S. (2020). Revitalization Strategy for Small and Medium Enterprises after Corona Virus Disease Pandemic (COVID-19) in Yogyakarta. *Journal of Xian University Architecture Technology*, 12, 4068–4076.
- Hao, F.; Xiao, Q. & Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management*, 90, 102636.

- Haya, A. (2000). Tourism and Hotel Management. *Journal of Travel Research*, 37(1), 71-75.
- Jain, S. (2020). Would Hotel Industry Have to Redo the Rooms/Housekeeping Standards Post COVID? Instilling Greater Confidence to Bring Back the Customers. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3587897](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3587897). Accessed: January, 13, 2022.
- Jamal, T., Budke, C., 2020. Tourism in a world with pandemics: local-global responsibility and action. *Journal of Tourism Futures*, 2: 55-59.
- Jauhari, V. (2009). Hospitality, tourism and economic growth in India. *Worldwide Hospitality Tourism Themes* 1 (1), 7–11
- Jauhari, V. (2010). How can the visitor experience be enhanced for spiritual and cultural tourism in India? *Worldw. Hosp. Tour. Themes* 2 (5), 559–563.
- Kabote, F., Hamadziripi, F., Vengesayi, S., Chimutingiza, F. & Makoni, T.T. (2015). Employee perceptions of HIV & AIDS on the hospitality industry in Zimbabwe. *Turizam* 19 (2), 47–55.
- Kim, D.H. (2020). Health effects of the COVID-19 pandemic by sex. *Korean Journal of Women Health Nurse*. 26 (2), 106–108.
- Kim, J. & Lee, J.C. (2020). Effect of COVID-19 on Preference for Private Dining Facilities in Restaurants. *Journal of Hospitality Tourism Management*, 45, 67–70.
- Kim, S. S., & Prideaux, B. (2005). Marketing implications arising from a comparative study of international pleasure tourist motivations and other travel-related characteristics of visitors to Korea. *Tourism Management*, 26(3), 347-357
- Kim, S.S., Chun, H. & Lee, H. (2006). The effects of SARS on the Korean hotel industry and measures to overcome the crisis: A case study of six Korean five-star hotels. *Asia Pacific J. Tour. Res.* 10 (4), 369–377.
- Konarasinghe, K. M. U. B. (2020). Modeling COVID-19 epidemic of India and Brazil. *Journal of New Front. Healthcare Biol. Science*, 1 (1), 15–25.

- Kretchmer, H. (2020). Key Milestones in the Spread of the Coronavirus Pandemic-A Timeline. Retrieved from <https://www.weforum.org/agenda/2020/04/coronavirus-spread-covid19-pandemictimeline-milestones>.
- Kumar, R. (1999) *Research Methodology: A Step-by-Step Guide for Beginners*. Sage Publications, London, Thousand Oaks, New Delhi.
- Kyriakidou, O. & Maroudas, L. (2010). Training and development in British hospitality, tourism and leisure SMEs. *Manag. Leis.* 15 (1-2), 32–47.
- Ladki, S. M. (1994). Strategies for combating fear of AIDS in the hospitality industry. *Hospitality and Tourism Education*, 6 (1), 75–77.
- Lapointe, D. (2020). Reconnecting tourism after COVID-19: The paradox of alterity in tourism areas. *Tour. Geogr.* 22, 633–638.
- Law, R. (2005). A perspective on SARS and education in hospitality and tourism. *J. Teach. Travel. Tour.* 5 (4), 53–59.
- Leary, M. R. (2008). *Introduction to Behavioural Research Methods 5th ed.* Boston, MA: Allyn and Bacon.
- Leung, P. & Lam, T. (2004). Crisis management during the SARS threat: a case study of the metropole hotel in Hong Kong. *Journal of Humanity Resource Hospitality and Tourism*, 3 (1), 47–57.
- Mallapaty, S. (2020). What the cruise-ship outbreaks reveal about COVID-19. *Nature*, 580, 18.
- Martins, A.; Riordan, T. & Dolnicar, S. (2020). A post-COVID-19 model of tourism and hospitality workforce resilience. Retrieved from <https://osf.io/preprints/socarxiv/4quga/>. Accessed: January, 2021.
- Mehta, C.K. (2020). COVID-19: A nightmare for the Indian Economy. *UGC CARE Journal*, 31, 333–347.
- Mensah, A. E. & Boakye, A. K. (2021). Conceptualizing Post-COVID 19 Tourism Recovery: A Three-Step Framework. *Tourism planning and development*, 2: 2-11.



- Mensah, I. (2009). *Management of tourism and hospitality services*. Accra: Woeli Publishing Services.
- Ministry of Finance (2020). *Economic Impact of the Covid-19 Pandemic on the Economy of Ghana*. Retrieved from [https://mofep.gov.gh/sites/default/files/news/MoF-Statement-to-Parliament\\_20200330.pdf](https://mofep.gov.gh/sites/default/files/news/MoF-Statement-to-Parliament_20200330.pdf). Accessed: January, 28, 2022.
- Ministry of Tourism (2013). *Licensed hotels in Ghana*. Retrieved from: <http://www.mofep.gov.gh/sites/default/files/pbb>. Accessed: January, 9, 2022.
- Mizumoto, K. & Chowell, G. (2020). Transmission potential of the novel coronavirus (COVID-19) onboard the diamond Princess Cruises Ship. *Infect. Dis. Model*, 5, 264–270.
- Mugenda, O. (1999). *Research methods dictionary*. Nairobi: Applied Research & Training Services.
- Naoum, S. G. (1998). *Dissertation Research and Writing for Construction Students*, Butterworth-Heinemann, Oxford, UK.
- Narteh, B., Agbemabiese, G. C., Kodua, P., & Braimah, M. (2013). Relationship marketing and customer loyalty: evidence from the Ghanaian luxury hotel industry. *Journal of Hospitality Marketing & Management*, 22(4), 407-436.
- Nazneen, S.; Hong, X. & Ud Din, N. (2020). COVID-19 Crises and Tourist Travel Risk Perceptions. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3592321](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3592321). Accessed: May, 9, 2020.
- Neuman, W. L. (2007). *Basics of Social Research: Quantitative and Qualitative Approaches (2<sup>nd</sup> ed)*. Boston: Allyn and Bacon.
- Nicola, M.; Alsafi, Z.; Sohrabi, C.; Kerwan, A.; Al-Jabir, A.; Iosifidis, C.; Agha, M. & Agha, R. (2020). The Socio-Economic Implications of the Coronavirus and COVID-19 Pandemic: A Review. *International Journal of Surg*. 78, 185–193.
- Ogula, P. A. (2005). *Research Methods*. Nairobi: CUEA Publications.

- Orodho, A. J. (2005). *Essentials of Educational and Social Sciences Research Method*. Nairobi: Masola Publishers.
- Owens, L.K (2002). *Introduction to Survey Research Design*. SRL Fall 2002 Seminar Series. Retrieved from <http://www.srl.uic.edu/seminars/Intro/introsrm.pdf>
- Ozili P, A. T. (2020). Spillover of COVID-19: impact on the Global Economy. *SSRN Electronic Journal*.
- Ozili, P. & Arun, T. (2020). Spillover of COVID-19: impact on the Global Economy. *SSRN Electronic Journal*, 2: 55-62.
- Ozili, P.K. & Arun, T. (2020). Spillover of COVID-19: Impact on the Global Economy. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3562570](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3562570). Accessed: Janaury, 9, 2022.
- Payne, G., & Payne, J. (2004). *Key concepts in social Research*. California: Sage.
- Petersen, E.; Wasserman, S.; Lee, S.-S.; Unyeong, G.O.; Holmes, A.H.; Al Abri, S.; McLellan, S.; Blumberg, L. & Tambyah, P. (2020). COVID-19–We urgently need to start developing an exit strategy. *International Journal of disinfection Diseases*, 96, 233–239.
- Priyadarshini, I. (2020). A Survey on some of the Global Effects of the COVID-19 Pandemic. Retrieved from <https://www.researchsquare.com/article/rs-20842/v1>. Accessed: June, 9, 2021.
- Qiu, R.T.; Park, J.; Li, S. & Song, H. (2020). Social costs of tourism during the COVID-19 pandemic. *Ann. Tour. Res*, 84, 102994.
- Rosalin, G., & Soetanto, T. I. (2006). Analysis of the customers' preferences in determining a suitable menu: A case study of river side oriental cuisine restaurant. *Journal of Manajemen Perhotelan*, 2 (2), 57-67
- Rosemberg, M.A.S. (2020). Health and safety considerations for hotel cleaners during COVID Occupancy Med. 70, 214–215.
- Sarantakos, S. (2005) *Social Research*. (3<sup>rd</sup> ed.). Palgrave Mac-Millan, New York.



- Sarantakos, S. (2012). *Social Research*. New York: Palgrave Macmillan.
- Seymour, J., & Skilbeck, J. (2002). Ethical considerations in researching user views. *European Journal of Cancer Care*, 11(3), 215-219.
- Sönmez, S.; Apostolopoulos, Y.; Lemke, M.K. & Hsieh, Y. C. J. (2020). Understanding the effects of COVID-19 on the health and safety of immigrant hospitality workers in the United States. *Tour. Management Perspective*, 35, 100-717.
- Tappe, A. & Luhby, T. (2020). 22 million Americans Have Filed for Unemployment Benefits in the Last Four Weeks. Retrieved from <https://www.cnn.com/economy/unemployment-benefits-coronavirus/index>.
- Thams, A.; Zech, N.; Rempel, D. & Ayia-Koi, A (2020). An Initial Assessment of Economic Impacts and Operational Challenges for the Tourism & Hospitality Industry due to COVID-19. *EconStor*. Retrieved from <https://www.econstor.eu/bitstream/10419/216762/1/1696970539.pdf>. Accessed: 5 March 2021.
- Tourism Society in Britain (2013). *Tourism Barometer and Statistical Annex*: 13:34-52.
- Tuhin, M.K.W., & Majumde, M.T.H. (2011). A appraisal of Tourism industry Development in Bangladesh. *European Journal of Business and Management*, 3(3). 20 – 25.
- Twumasi, P. A. (2001). *Social Research in Rural Communities*. Accra: Ghana Universities Press.
- Ulak, N. A (2020). Preliminary Study of Novel Coronavirus Disease (COVID-19) Outbreak: A Pandemic Leading Crisis in Tourism Industry of Nepal. *Journal of Tourism Hospitality Education*, 10, 108–131.
- UNESCO (2020). COVID-19: Socio-Economic Impact in Ghana. Retrieved from <https://ghana.un.org/sites/default/files/2020-06/COVID-19>. Accessed: Dec., 10, 2021.
- UNESCO. (2013). Teaching and learning for a sustainable future. a multimedia teacher education programme. Sustainable Tourism. URL: <http://www.unesco.org>.

- United Nation World Tourism Organisation (2008). *Tourism Highlights*, Edition (Madrid: UNWTO, 2008) and *World Tourism Barometer* (June 2009).
- United Nations World Tourism Organization (UNWTO) (2020). *UNWTO world tourism barometer*, 18(2), 3-23.
- United States Department of Health and Human Services [USDHHS] (2017). *Pandemic influenza plan: 2017 Update*. Washington D.C.: U.S. Department of Health and Human Services.
- Walker, J. R., (2007). *Introduction to hospitality management*, Pearson education. New Jersey 07458. Inc., Upper Saddle River.
- Wen, J.; Kozak, M.; Yang, S. & Liu, F. (2020). COVID-19: Potential effects on Chinese citizens' lifestyle and travel. *Tour. Rev*, 2:23-44.
- Williams, C.C. & Kayaoglu, A. (2020). COVID-19 and undeclared work: Impacts and policy responses in Europe. *Serv. Ind. Journal*, 40, 914–931.
- Youssef, B. A., Zeqiri, A. & Dedaj, B. (2020). Short and Long Run Effects of COVID-19 on the Hospitality Industry and the Potential Effects on Jet Fuel Markets. *IAEE Energy Forum / Covid-19 Issue*, 121-125.
- Yudaken M, Bell J, van Rensburg M et al. (2020) The Impact of COVID-19 on Key African Sectors. *Global Compliance News* online. Retrieved.
- Yudaken, M., Bell, J. & van Rensburg M. (2020). The Impact of COVID-19 on Key African Sectors. *Global Compliance News* online, 2: 52-69.
- Zhang, M. & Kim, R. (2020). Occupational health and safety in China: from emergency response to Jiangsu chemical explosion to long-term governance improvement. *Journal of Global Health*; 10:7–15.
- Zikmund, W. G., Babin, B., & Carr, J. C. (2010). *Business research methods (8<sup>th</sup> ed.)*. Canada: South-Western: Ohio: Cengage Learning.

## APPENDIX

### UNIVERSITY OF EDUCATION, WINNEBA

### COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

#### QUESTIONNAIRE FOR MANAGEMENT STAFF

**Preamble:** The questionnaire is designed to collect data on the topic **“Impact of COVID-19 pandemic on the hotel industry”**. A case study of some selected hotels in Kumasi metropolis. Please read the statement carefully and tick (✓) the option(s) which you think are applicable or provide your opinion which best answers the question. All responses will be confidential and will not be connected in any way to you or your organization, this is purely for academic purposes.

#### . Section A: Background Information

1. Gender of Respondents. a)  Male b)  Female
2. Please select your age group from the following age brackets
  - a)  20 – 29 years b)  30 – 39 years
  - c)  40 – 49 years d)  Above 50 years
3. Please indicate your educational level?
  - a)  Technical/Vocational Education b)  Diploma/Higher National Diploma
  - c)  First degree d)  Master’s Degree
4. What is your specific position in the hotel?
  - a)  Director b)  Manager c)  Accountant d)  Supervisor
  - f) Others, Please specify. ....

5. How long have you been working at the hotel?
- a)  Less than 1 year      b)  2 – 5 years      c)  6– 10 years
- d)  Above 10 years

**Section B: Trends of customer’s patronage of the hotels in Kumasi Metropolis in the outbreak and spread of COVID-19 pandemic.**

6. To what extent has customers patronage of the hotel been affected by Covid 19 pandemic?

- a. Great impact                       b. Moderate impact
- c. Small impact                       d. No significant impact

7. At what rate has the Covid 19 reduce customers patronage?

- Remain basically the same
- Reduce slightly (10–30%)
- Reduce greatly (30–50%)
- Reduced greatly (more than 50%)

8. To what extend has COVID-19 affected the occupancy rate of your hotel.

Kindly state the occupancy rate for the listed years provided.

<b>Years</b>	<b>January – June</b>	<b>July – December</b>
2017		
2018		
2019		
2020		
2021		

**Note:** occupancy rate = total number of rooms occupied / total number of rooms available x 100%

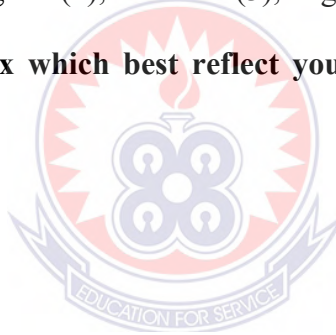
9. Please how has this impact affected the hotel operations? Please rate your responses using a scale of 1 to 4: Great impact (1), moderate impact (2), small impact (3), and no impact (4).

<b>Operations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Difficulties in business operations and bankruptcy				
Operations barely maintained				
Difficulties in business operations				
Providing new opportunities for development				



**Section C: Perceive effect of COVID-19 pandemic on the operational activities of hotel industry in the Kumasi Metropolis.**

9. What are the main operating pressures that the hotel is currently facing?
- a. Employee salaries [ ] b. Insurances [ ] c. Rent (Buildings, Equipment) [ ]
- d. Repayment of loans [ ] e. Payment of accounts payable [ ]
- f. Cancellation of orders [ ]
10. To what extent do you agree or disagree with the following perceive effect of COVID-19 pandemic on the operational activities of hotel industry in the Kumasi Metropolis. Please rate your responses using a scale of 1 to 5: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly agree (5). Please tick the box which best reflect your view and state briefly where necessary



S/N	Operational Activities	SCORE				
		1	2	3	4	5
1.	Difficult in ensuring that the hotel is offering the right room at the best rate to ideal customer at the right times					
2.	Staff schedule is poorly managed due to covid 19 pandemic					
3.	Difficult to hire the right people that can complement the hotel model					
4.	Cancellation of partnership deals that can enhance the					

	visibility and desirability of the hotel.					
5.	Covid 19 has affected everything from stocking supplies to negotiating preferred vendor					
6.	Promotions and sales of the hotel product has been sluggish					
7.	Problematic in analyzing data present and future forecasts					
8.	Keeping the hotel and its environs clean and neat has become difficult task due to shortage of staff					
9.	Renting accommodation capacities to travellers has reduced					
10.	Tough in meeting each guest's needs, preferences, and expectations					

**Section D: Effect of COVID-19 pandemic on the hotel industry performance in the Kumasi Metropolis.**

11. Has the hotel suspended certain production and operations?

- a. Yes [ ]                      b. No [ ]

If "Yes" what are the reasons for the suspension of production and operations of your firm?

- a. Shortage of production materials [ ]
- b. Difficulty in developing market [ ]
- c. Impact of measures taken to respond to the Covid 19 [ ]

12. What has been the effect on the hotel growth during and since the Covid 19 pandemic?
- a. Reduced significantly [ ]      b. Reduced slightly [ ]
- c. Unchanged [ ]      d. Increased slightly [ ]      Increased significantly [ ]
13. To what extent do you expect this pandemic will affect the hotel development in the first quarter of 2022?
- a. Profits [ ]      b. Balance of income and expenditure [ ]
- c. Losses      d. Serious losses      Closed down [ ]
14. Please state the annual sales of the various departments of your hotel.

Years	Accommodation	Restaurant	Bar
2017			
2018			
2019			
2020			
2021			

**THANK YOU**