

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

**THE EFFECTS OF HYGIENE PRACTICES IN THE OPERATION OF
RESTAURANTS AND HOTELS IN THE NANDOM DISTRICT OF
THE UPPER WEST REGION**



BALOROO GIFTY BAABARING

AUGUST, 2015

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**A Dissertation in the Department of CATERING AND HOSPITALITY
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to school of Graduate Studies, University of Education, Winneba in partial
fulfillment of the requirement for award of the Master of Technology (Catering and
Hospitality) degree.**

AUGUST, 2015

DECLARATION

STUDENT'S DECLARATION

I, BALOROO GIFTY BAABARING, hereby 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 dissertation was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **MR. MICHAEL TSORGALI**

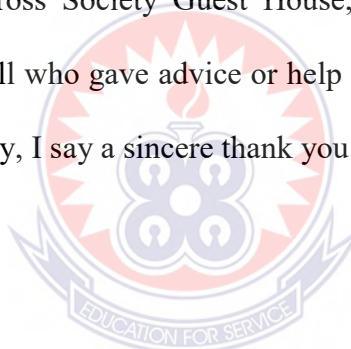
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DEDICATION

I dedicate this thesis to my family and friends.



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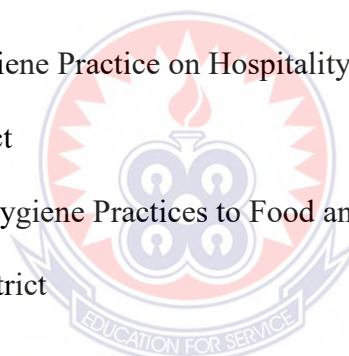
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LIST OF ABBREVIATIONS AND ACRONYMS

CDCP	Centre for Disease Control and Prevention
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GIMPA	Ghana Institute of Management and Public Administration
GTA	Ghana Tourism Authority
MMDAs	Metropolitan, Municipal and District Assemblies
OPD	Out Patients Department
SME	Small and Medium Sized Enterprises
WHO	World Health Organization



ABSTRACT

This collective case study on the effect of hygiene practices on the operations of hospitality businesses in the Nandom District had premised that the sub-sector faced a myriad of hygiene and sanitation problems requiring empirical investigation. Qualitative and quantitative information gathering techniques were employed to collect primary data from 30 respondents using a semi-structured interview schedule and observation. Results indicated that all 6 businesses were legally registered, employed between 4 and 20 full-time workers and used ICT tools to take food orders and room reservations. The standard of hygiene observance was rated from poor or low and moderate to high. Effects of hygiene practices on the businesses were larger market share, greater customer satisfaction and loyalty, better health and safety, greater efficiency and productivity. Challenges to hygiene observance were cost of detergents/cleaning materials, distance from suppliers, lack of hygiene awareness, poor staff and community attitudes, low worker-education, poor waste management and environmental health personnel deficit. The study recommends intensified education and broader coverage of observance of best hygiene practices, direction of more resources into staff in-service training and staff education on the relevance and importance of hygiene and sanitation. State should resource regulatory bodies to enforce hygiene and sanitation bye-laws, establish waste re-cycling companies, and make detergents, equipment and cleansing materials accessible and affordable to all.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The hospitality industry is among the world's largest and fast growing industries, with its revenues supporting a significant proportion of the economies of many nations (Nuodio, 2001). All over the world the industry is also one of the largest employers (Mbaiwa, 2002). Its contribution to Gross National Product, employment and regional development have been well documented and, unlike many other sectors, it is forecast to grow in importance in the coming decades as leisure time increases (Obaremi, 2007).

As a key component of the hospitality sector, hotels and restaurants play a significant role in the successful development of the tourism industry. Due to the important role of hotels and restaurants they are expected to abide by certain systematic and comprehensive hygiene standards prescribed by certain regulatory bodies in virtually every country (Dauda & Akingbade, 2011).

As major clients of the hospitality industry, tourists would expect that services provided by hotels and food service organizations conformed to basic health and safety standards. Environmental sanitation and health attributes, including hygiene, constitute important pull-factors which determinants of the tourist's choice of a destination. Tourists would be willing to pay a premium price for the enjoyment of top quality services delivered under safe environments (Gyimah & Thompson, 2008). Therefore, lodging and food service organizations, which did not promote a congenial atmosphere, were not only more likely to be shunned by the health conscious traveller but would also ultimately experience falling profits because of low patronage of services.

Among the services provided by the hospitality industry players to clients are accommodation, food, money exchange, transport and entertainment. Although all these services are important to make tourists comfortable and satisfied, some services such as accommodation and catering are highly rated because the two constitute a basic need of all clients and epitomize the vital roles they play in touristic experiences as primary sources of relaxation, safety, rest, leisure and entertainment. Hotels and restaurants can entice tourists to stay longer away from home (Nuodio, 2010).

In the United Kingdom, for instance, accommodation accounts for 34.9 per cent and eating and drinking 24.1 percent of overseas and domestic overnight-staying tourists' expenditure, and exclude expenses incurred by non-tourist individuals and groups who nonetheless patronize the services of the hotels and food providers. Hotels are important because of the facilities and services they offer as a tourism product to consumers. These services include accommodation, food and drinks (Medlik, 1994; Ritchie, Brent & Goeldner, (1994).

The demand for quality tourism products or services in Ghana would not be different. However, recent past tourism experience of the country could suggest that the quality of touristic experience, especially with regard to accommodation and food services, was poor. In the view of Nuodio (2010), one of the major impediments to providing quality and enduring tourist experience in the Northern Region of Ghana may be traced to poor standards, including poor environmental sanitation and health and ineffective personal hygiene practice, within the accommodation and catering services sub-sectors of the hospitality and tourism industry (Nuodio, 2001, 2010). Therefore, poor environmental sanitation and unhygienic conditions are life threatening and are therefore more likely to discourage destination patronage and repeat visits to tourism support service facilities, especially, when tourists are not

assured of the safety of the food they are to consume (Nuodio, 2001). Food safety then, has become an increasingly important public health issue, particularly, with the advent and increase in tourism where the lives of other visitors outside the destination area are involved. Regulatory aspects of food laws attempt to protect the health of consumers and to simplify trade at both domestic and international levels (Yousaf, 2011).

Lodging and food laws have therefore been enacted to guide food providers to ensure that food served to the general public is wholesome, with infractions of the laws being made punishable. Therefore, in Ghana some agencies are legally mandated to educate food providers about food safety laws and insist on adoption of best hygiene practices at all stages of production and consumption of food. For example, the Food and Drugs Authority was charged with the responsibility of educating and training food manufacturers and handlers on safe food handling practices.

Local health inspectors usually at the district level including the Environmental Health Unit of all Metropolitan, Municipal and District Assemblies (MMDAs) were also mandated to inspect facilities where food is cooked and served as well as commercial accommodations in order to ascertain whether safety measures and standards are being complied with. Some regulatory agencies also inspect supplies, such as meat processing, handling and supply to catering institutions. The development and promotion of tourism has made it imperative to establish the Ghana Tourism Authority, mandated by the Legislative Instrument 1205, to register and inspect transport, accommodation and catering service providers and enforce basic quantity, quality and safety standards.

The major events attracting visitors, particularly international tourists to Ghana, are the country's numerous and colourful traditional ethnic festivals and the annual Pan-African Festival (PANAFEST). Many tourists usually came to Ghana because they wanted to experience the African culture and Pan-Africanism being projected in Ghana annually (Obaremi, 2007). Much research was done in the past on problems such as business start-ups and financing options, the application of ICT and finding markets for SMEs much to the neglect of the effect of hygiene practices on SMEs.

Although hygienically produced and served food had been an essential component of our culture, and Ghanaian cuisines were attracting tourists, who desired new taste experiences. However, little was done to address the issue of poor hygiene practices and the effect on businesses in the food services and lodging sub-sector of the hospitality industry in the Nandom District.

Also, a catalogue of some recent studies in the ensuing sections would vindicate the fact that there was the need to conduct an empirical study, specifically on state of hygiene practices by food services and lodging businesses in Nandom Area and how hospitality business was being affected. The rationale was to trace the links between hygiene/environmental sanitation and hospitality industry payers.

A 2007 UNDP study on Ghana revealed that sanitation measures adopted by some facilities in Ghana were either woefully inadequate or sub-standard (UNDP, 2007). The Ghana Tourism Authority (GTA), responsible for licensing hospitality businesses and ensuring that industry operators met the set standards, made recommendations for improved safety standards after the Authority inspected hospitality facilities in April, 2004, in the Upper West Region, prior to the certification and licensing of lodging and food service providers. Out of 68 lodging

and restaurants inspected in the Wa Municipality only 18 qualified for licensing, which implied that many of the facilities were operating below standards (GTA, 2007).

Gyimah & Thompson, (2008) found that the area's hospitality and industrial sectors were the least developed and accounted for a mere 14% and 1% of the labour force, respectively. Nandom District shares her western border with Burkina Faso and often experienced high influx of people either into or transiting the area, which tended to increase the demand for hospitality and other services. Lodging and food services ought to be provided under excellent good hygienic conditions that safe-guarded the health of residents and international tourists patronizing the hospitality services.

Moreover, the Nandom District was in recent times overwhelmed by many sanitation challenges. With sanitation coverage of just 47%, it should not be a surprise that poor sanitation accounted for much of the high incidence of open defecation and the occurrence of waste (excreta) related diseases. It was reported that the ten topmost causes of OPD attendance were sanitation related illnesses (Nandom District Assembly, 2014). Poor sanitation and associated diseases could be traced to poor or non-observance of best hygiene practices in the Nandom District.

Another issue of grave concern was poor maintenance of public toilets in the District, and could be indicative of in-effective observance or absence of effective hygiene practices. Filthy toilets tended to repel and compel community members to resort to open defecation, especially as most households were without sanitation facilities. Indeed, a household survey conducted by GIMPA (2008) confirmed that 69% of households in the Nandom District had no toilet facilities, while the NDA, (2014) reported that many people used the bush as their toilet The GIMPA study also revealed that 73.7% of households in Nandom disposed their solid waste by dumping

it elsewhere, while 65% of households disposed liquid waste by throwing it onto the street.

1.2 Statement of the Problem

The studies cited indicated that the absence or inadequate provision of household toilets had resulted in widespread open defecation, while poor waste management and under-delivery of potable water and poor environmental sanitation were contributory factors accounting for the increased water-borne and filthy environment related diseases in the Nandom Area. People wondered whether hygiene practices and laws were being observed at the personal and community level, one wondered how the state of hygiene practices was affecting the operations of hospitality businesses in the Nandom Area.

Therefore, if the evidence above was anything to go by then the Nandom District and by extension the hospitality industry was facing a myriad of hygiene and sanitation challenges. The absence of a comprehensive study in the area to examine the challenges and effects of hygiene practices on business operations of lodging and food service facilities had created a knowledge gap. This study aimed at filling the knowledge gap by justifiably delving into the state, causes and effect of hygiene practices on the lodging and food services sector of the hospitality industry in the Nandom area. Moreover, such a study could be a sine qua non for addressing the health challenges that arose from poor hygiene and sanitation management practices.

1.3 Purpose of the Research

The purpose of the study was to examine the effects of hygiene practices on the operations of Restaurants and Hotels in the Nandom District of the Upper West Region. The general aim of the study was supported by the following four specific objectives.

1.4 Specific Objectives

The four specific objectives of the study were to:

- i. Assess the hygiene practices being observed among hotels and restaurants in the area.
- ii. Examine the hygiene compliance level of restaurants and hotels in the district vis-à-vis standards prescribed by regulatory bodies.
- iii. Examine the effects of hygiene on the operations of hotels and restaurants in the Nandom District.
- iv. Recommend pragmatic mechanisms for effective hygienic operations of hotels and restaurants in the area.

1.5 Research Questions

The following research questions guided the study.

1. What was the state of hygiene among hotels and restaurants in the area?
2. How was the compliance rating of hotels and restaurants like in line with policy standards prescribed by regulatory bodies in the district?
3. How has hygiene practices affected the operations of hotels and restaurants in the Nandom District?
4. What hygiene practice related challenges faced restaurants and hotels in the Nandom District?

1.6 Scope of the Study

The main focus of the study was to examine the effect of hygiene practices on the operations of food and lodging businesses in the Nandom District. Specifically, the study will describe state of hygiene and ascertain the level of compliance to hygiene standards by these businesses, as well as examine the relationship between hygiene practices and the operations of these businesses. As an exploratory case study, due mainly to time and budgetary constraints this research will be limited to six selected businesses in the district, three in the food service industry and another three in the lodging industry.

1.7 Significance of the Research

- The research was intended to contribute to conceptual and theoretical debate on role of hygiene in the operational activities of the six selected players in the hospitality industry with particular reference to hotels and food service operators.
- It would contribute to scholarly knowledge on the importance and relevance of hygiene in the hospitality industry by drawing empirical evidence from Ghana's lodging and food service industry.
- The research would also identify types or indicators of hygiene practices among the various players in the industry.
- The findings of the study would serve as a reference document for scholars, the Nandom District Assembly, policy makers, food sellers, hotels and others who collectively constitute key actors in the hospitality industry.

1.8 Organization of the Study

The study was organized in five chapters. The introductory chapter covered the background and statement of the research problem, its purpose, objectives and the research questions. Other issues were the scope and significance of the research. The second chapter reviewed related literature and dealt with conceptual issues discussed in empirical literary works on hygiene standards and indicators, and how hygiene practices impacted on food and lodging businesses. Chapter three described in detail the research design and the planning, tactics, procedures or strategies adopted in order to access relevant data that would answer the research questions and meet the objectives of the study. The chapter also contained such methodological issues as the research site, population, sample and sampling procedures, the data collection instrument and statistical techniques used to analyze the data. Empirical results of the study were presented and discussed in chapter four in accordance with the research objectives. Finally, the summary of findings, conclusions and recommendations of the study were captured by chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed related literature and discussed a number of conceptual issues, including a brief history of hygienic practices in the world, role of hygiene in the hospitality industry, state of compliance with hygiene policy prescriptions and standards set by regulatory bodies in Ghana for food and lodging companies to observe. The review also captured the effects of hygiene practices on operations of businesses in the hospitality industry in Ghana.

2.2 Brief History of Hygienic Practices

The written accounts of the earliest works on codes of hygiene were found in several Hindu texts, including the Manusmriti and the Vishnu Purana. Bathing was one of the five daily duties in Hinduism, and the non-observance of the practice was deemed a sin. Similarly, during the Roman civilization, elaborate baths were constructed by the state in urban areas to serve the public, who needed the infrastructure to maintain personal hygiene and cleanliness (Braun, Kusek & Larson, 2009).

Wide spread use of indoor sanitary facilities gained popularity during the late 19th Century after Dr. John Snow discovered that cholera was transmitted by faecal contamination of water. Though it took decades for Dr. Snow's finding to gain universal acceptance, governments and sanitary reformers eventually got convinced about the health benefits of using sewers to keep human waste from contaminating water. People were convinced that the practice of keeping human waste from contaminating water bodies would substantially reduce the incidence of many water-

borne diseases. The awareness thereby encouraged the widespread adoption of both the flush toilet and bathrooms within private dwelling places (Haas & Larson, 2008). The practice was also motivated by the principle of disease prevention through the provision, observance and standardization of sanitary services and practices (Haas & Larson, 2008).

All over the world, international and national institutions were established to ensure that prescribed hygiene standards were being observed by citizens, hotels and food service providers. The rationale for institutionalizing and enforcing these hygiene standards was to protect the lives of citizens by insulating them against diseases.

2.3 The Concept of Hygiene

The concept of hygiene is related and inter-twined with that for medicine. Personal hygiene tended to complement professional health care practices. Hygiene should be expected to permeate most aspects of daily life at the domestic, community and the national and international levels (Gould, 2007). People's perception and interpretation of the concept of hygiene differ remarkably. In modern medical science the concept could be defined in terms of a prescribed set of standards, which would elicit different kinds of behaviour under various situations in order to avoid pain, harm and disease. Hygiene practices were and are culturally defined by gender and sectarian groups. Some regular hygienic practices might be considered good habits by a society, and in other instances and on some occasions the neglect of hygiene might be considered disgusting and disrespectful or even life threatening (Haas & Larson, 2007).

Harrington, Lesh, Doell & Ward (2007) suggested that in the manufacture of food, pharmaceutical, cosmetic and other products, good hygiene ought to be a key aspect of quality assurance because products that come into contact with parts of the human body such as the eye, ear, nose, stomach and skin could cause damage, severe ailments or even death if precautionary hygiene practices were not observed. Enforcement of best hygiene practices in the production of goods and services should be intended to ensure that the products comply with microbial and other process specifications appropriate to their use or consumption (Gould, 2007).

From the foregoing, the concept of hygiene could be construed to have two separable and yet interrelated ways. Firstly, from a medical perspective, hygiene could represent a call on manufacturers of goods and services to abide by certain microbial specifications such as measuring of pathogenic bacteria in food (Muinde & Kuria, 2005). Similarly, for Ferron, Morgan & O'Reilly (2000) the terms cleanliness, cleansing and hygiene were often used interchangeably, which could be a source of confusion. Since cleaning processes, such as hand and linen washing remove infectious micro-bacteria as well as dirt, soil and other undesirable foreign materials, the various practices of hygiene would be means to achieving good hygiene. Other uses of the term appear in phrases such as body hygiene, personal hygiene, sleep hygiene, mental hygiene, dental or oral hygiene, and occupational hygiene, could be used in connection with public health. Thus, from the medical viewpoint, the term hygiene could generally be used to refer to practices directed at preventing the spread or transfer of disease-causing organisms.

Hygiene also refers to the branch of science that deals with the promotion and preservation of good health (WHO, 2006; Chukuezi, 2010). Hygiene is, therefore, conceptually related to medicine, as well as to personal and professional health care

practices at home and the workplace, where hygiene practices are often employed to prevent and reduce the incidence and spread of disease. In the manufacture of food, pharmaceuticals, cosmetics and other products, good hygiene is an essential part of quality assurance and ensures that products being turned-out comply with microbial specifications and wholesome for use (Feglo & Sakyi, 2012).

In the context of this study the conceptual definition of hygiene would not be restricted to the measurement of microbial content of products and facilities associated with the modes of operation of lodging and food businesses but would also encompass the physical manifestations or indicators of the concept. Therefore, issues of personal hygiene, environmental hygiene, sanitation and other forms of hygiene would be included. Thus, the term hygiene would herein be used to include all processes, actions and in-actions of players in the hospitality and food service industry in the Nandom District, and have the potential to either promote or endanger the safety and health of staff, customers and society at large.

2.4 The Food Service Industry in Ghana

The foodservice industry is one of the largest employers in Ghana. It comprises those businesses, institutions, companies and fast food points responsible for the preparation and sale of meals outside of home (Nuodio, 2001; 2010). A unique feature of the industry is „table service“, which refers to food served to the customer on a table by waiters and waitresses ("servers"). Table service is common in most restaurants, while for some fast food restaurants, the counter service is the more common. With table service, the customer generally post-paid after consumption of the meal. Of late, restaurants use e-learning programs to train servers in order to lower training costs (Owusu, 2010).

Most food service providers in the country now operate front and back area services. The front area service involves face to face interaction between the customer and the seller. The customer visually makes an inventory of the available stocks of food items and literally chooses what he or she wants or prefers, sometimes right at the point of production when the food may still be on fire (Nuodio, 2001). On the other hand, under the back area service the food is prepared and served to the customer who merely orders the food and waits on a table or eating bench for the food to be delivered.

Food service businesses primarily serve food to their customers, but they also sometimes provide entertainment, group accommodations, foreign exchange and other non-food services. Food service organizations range in size from small and modest neighbourhood establishments to large luxurious restaurants, nightclubs and casinos, and may employ below 10 workers as is usually the case with small scale food dispensing businesses. Medium to large scale catering enterprises can employ up to 100 or more workers (Frimpong, 2005).

In Ghana the traditional catering and lodging establishments fall under small and medium enterprises (SMEs). Traditional catering and lodging establishments account for 99.8 percent of all food businesses within the hospitality sector (Frimpong, 2005), and employ more females than their male counterparts (FAO, 1991; Nuodio, 2001; Department of Trade and Industry, 2002).

Studies in Ghana and Nigeria indicated that most hospitality workers were aged between 25 and 65 years and had low levels of education. Majority of them had educational levels ranging from basic junior high and vocational training to senior high school education (FAO, 1991; Headd, 2000; Ntiforo, 2001).

A study into traditional catering establishments in Nigeria showed that between one and four persons were employed in that sector, and that majority of businesses in the traditional catering businesses obtained start-up funds from personal or family savings. There was also a tendency to use family and child labour instead of employing people outside the family (Chukuezi, 2010).

Coupled with low levels of education among employees, food and lodging service business organizations are reportedly ill-equipped and therefore unable to adequately maintain high standards of food and lodging hygiene, and safety and service quality in a scientific and sustained manner.

2.5 Hygiene in the Hospitality Industry

The hospitality sector is part of the larger travel and tourism industry and is one of the oldest service industries in the world. During the medieval age and especially in the days of the Roman Empire, traders, messengers, explorers, missionaries and pilgrims needed to break their journeys for rest and required food, shelter and rest. People opened their homes and kitchens to those weary travellers, which gave birth to the hotel and hospitality industry. Although accommodation today varied and their services had also changed and expanded over the ages, one unique thing about the hospitality industry that remained the same was that; guests are always welcome (Ghana News Agency, 2013).

Hospitality has been defined as “the friendly reception and treatment of strangers” (Adjoe, 2014). Many people think that hospitality means entertaining guests with courtesy and warmth. Hospitality is also sometimes used to refer to an industry comprising businesses, which provide lodging, food and other services to travellers. The main components of the hospitality industry are hotels, motels, inns, resorts and

restaurants. Broadly speaking, the hospitality industry refers to any group engaged in tourism support services such as entertainment, transportation and lodging, including services of cruise liners, airlines, railways, car rental companies and tour operators. However the two main segments of the hospitality industry are the lodging (hotels) and food and beverages (restaurant/bars) service industry (Haas & Larson, 2008; Feglo & Sakyi, 2012).

Standardized systems of hygiene practice became synonymous with the hospitality industry. Therefore businesses which would register to operate in the hospitality industry were expected to abide by certain codes of conduct, including hygiene. The relevance of hygiene in the promotion of safety in the hospitality industry was emphasized by Michael (1989) when he asserted that clean and attractive premises designed for ease of work tended to promote food and lodging safety. Unfortunately, many catering premises were not purpose-built and in some cases were built at places not conducive for promoting food and lodging safety. Hygiene practice at hospitality organizations should encompass the issues of ventilation, natural lighting, access and provision for proper storage areas and should be considered during the planning to establish catering premises.

A survey by Ntiforo, (2001) on lodging and food businesses in Accra indicated that disposal of garbage and waste-water was very unsatisfactory. Also materials used for the construction of stalls and buildings were no better and did not promote safety. Eating places and rooms were found to be frequently unhygienic, normally situated near filthy gutters and refuse dumps. Conditions of premises were generally poor due to deterioration because of poor maintenance culture and facility neglect (Ntiforo, 2001).

2.6 Standards of Hotels and Restaurants in Ghana

In Ghana there are codes of conduct for businesses in the hospitality industry. The standard codes of hygiene, according to Feglo and Sakyi (2012) were being enforced in the preparation and sale of foods and beverages for direct consumption and observance of environmental and personal hygiene in hotels. The codes of hygiene practice were supported by international law and bye laws, and enforceable in the food and lodging businesses in the country.

In Ghana, Codified hygienic practices for foodservice and lodging workers embodied all aspects of food preparation. These included: the quality of raw materials; storage of such ingredients, general sanitation of the area where food is prepared, the condition of equipment to be used and personal hygienic practices of the food handlers themselves. Good hygiene therefore involved observing hygiene procedures at all critical stages of the production and consumption in order to avoid or at least break the chain of infection or eliminate germs before they could spread further. The enforcement of best hygiene practices was under the purview of certain state institutions, including Ghana Tourism Authority, Ghana Standards Authority, the Environmental Health Unit of MMDAs and the Environment Protection Agency.

One critical area of hygiene, which had been identified, was waste disposal at lodging and food businesses. Waste was always breeding-ground and hiding-place for moulds and bacteria (micro-organisms) and vermin. There was therefore, the need to get rid of all forms of waste very fast. Waste should be handled in such a way that the risk of cross-contamination or contact between waste and end product would be prevented. Proper waste disposal tends to ensure environmental cleanliness and prevents diseases associated with poor waste disposal. The following waste disposal

practices were recommended under the Food & Drugs Act, PNDC Law 305 B, cited in Tamakloe, 2008).

- Use leak-proof waste containers and ensure that they are properly closed
- Waste containers should be placed either outside the building or in a well-ventilated area
- Give instructions that the waste bins and containers should always be cleaned after being emptied
- Contact the local council or the waste-collection firm if the amount of waste becomes too large.

Cleaning of rooms was another important hygiene practice required in the accommodation sub-sector of the hospitality industry. Materials used in the toilets, showers and changing rooms should not be used for restaurants and food-preparation areas. According to the Centre for Disease Control and Prevention (2012) food service operators should observe the following hygiene and waste disposal practices:

- Clean floors and walls every day.
- Clean work-tables, kitchen aids, and water-taps, door-handles, sinks and disinfect them daily.
- Clean store-rooms bi-weekly.
- Empty and clean waste-bins daily after work.
- Clean and disinfect toilets, showers, taps and door handles.

Good personal hygiene is one of the essentials of food safety and is therefore given pride of place in the hygiene code for the food and lodging industry. Employees and customers' bodies and clothing, including, ornaments, napkins and handkerchiefs constitute important sources of contamination in the hospitality businesses. In order to

minimize the risk of contamination the following codes of behaviour are recommended:

- Use clean, appropriate protective clothing that can be thoroughly cleaned.
- Do not wear ornaments (chains, bracelets, rings and earrings).
- Pull long hair up or wear a hairnet.
- When serving food, make sure that clothing, hair styles and any ornaments worn do not constitute a threat to the guest because particles from them might get into the food or transmit infection
- Staff ought to work in a clean environment and suppress body odour.
- Wash your hands before starting work, after breaks and going to the toilet.
- Put all clothing away, preferably in well-ventilated lockers/wardrobes.

Regarding the removal of wastes generated at food and lodging business the Centre for Disease Control and Prevention, (2012) recommended the strict observance of the following hygiene rules:

- Rubbish must not accumulate in areas where foodstuffs are stored.
- Rubbish must be collected in solidly-constructed; rubbish bins that can be closed in such a way that unpleasant odour cannot spread from the rubbish.
- It must be possible to clean the storage places for rubbish thoroughly.

When preparing products it is important to know what activities help to keep them in good condition and what risks are involved. For example, freezing and chilling can help keep food in good condition, thawing out and cooling food down involve some risk. Products can be contaminated in various ways before, during or after preparation. Therefore, to keep possible cross-contamination and post-contamination at the barest minimum prescribed code of hygiene should be followed (Tamakloe, 2008).

2.7 Effects of Hygiene on the Operation of Businesses in the Hospitality

Industry in Ghana

The relationship between perception of quality and customer satisfaction is important, especially for the lodging and food service sector. Many customers are interested in both the tangible and intangible aspects of the service exchanges between clients and service providers. Therefore apart from the food or accommodation that is offered to clients they also look out for other non-primary services such as the availability of certain accompanying facilities and the conditions of these facilities.

Gould (2007) observed that during the service interface between food/lodging providers and consumers the former might consider certain other factors that would determine quality in addition to the quality of food and beverage. Those other factors could include the atmosphere of the business, hygiene of the space and the food and beverage, behaviour of service personnel, and perception of the price paid for the products and services offered (Braun, Kusek & Larson, 2009).

It was argued that clean restrooms would give guests the assurance that the service provider cared about customers and that the service provider always appreciated and responded to the needs of customers. The cleanliness of the rest rooms, eating area and washrooms would tend to give clients an impression that the kitchen and other aspects of the business were of good quality and safe (Haas & Larson, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three would provide a detailed description of the research strategies and procedures adopted to collect the relevant data to answer the research questions and meet the objectives of the study. The description of the research process would be preceded by a brief highlighting of the methodological foundations and credentials of the case study approach in qualitative research. The specific issues described would include the research design, background information on the study area, sampling techniques and sample selection process, data collection procedures, the measuring instruments and data sources and analysis.

3.2 Research Design

Since the study focused on a real life and a contemporary phenomenon and involved direct observation and systematic interviewing of respondents to find answers to „how and why“ questions, the collective case study research design was preferred to other research designs. The choice was motivated by the fact that Case studies tended to provide opportunity for systematic observation of events, collecting data, analyzing information and reporting results in order to have an in-depth and enriched understanding of how and why an event or series of events occurred. A case study research design would also guide the researcher to elicit appropriate responses from a small group as well as determine the future direction of research (Stake, 1995; Gummesson, 1991; Seidu, 2006; Ofori & Dampson, 2011).

Yin (2002) defined case study as an empirical enquiry that investigates a phenomenon within its real-life context. Yin (2004) and Ofori & Dampson, (2011) identified five main research strategies within the social sciences; experiments,

surveys, archival analysis, histories and case studies. The study involved single as well as multiple case studies and could be based on any mix of quantitative and qualitative evidence gathering techniques using multiple data sources. The study focused on an amalgamation of six lodging and food service case studies because it required the conduct of an in-depth analysis “over a limited period of time and focusing upon limited number of subjects” (Ofori & Dampson, 2011 pg. 34). There were other good reasons for choosing the collective case study research design. Firstly, the research required number of “cases studied in order to investigate some general phenomenon” (Silverman 2005), namely how the adoption of hygiene practices by lodging and food services organizations had affected business operations in the Nandom District.

Also, the collective case research design was chosen because the cases represented “different aspects of reality,” and would allow the researcher to “simultaneously collect, code, and analyze the data, and decide what to collect next and where it might be found.” Finally, the collective case study research design was adjudged to be in line with the requirements and principles of the qualitative case study methodology encountered in the literature.

Consequently, a series of in-depth semi-structured face-to-face interviews were conducted on six purposively selected lodging and food service businesses and their staff in the Nandom District. Data were collected and summed up to provide „enriched“ information on the six case studies. Data collected through interview were complemented by obtrusive observations made by the research team.

3.3 Location of the Study

The six collective case study organizations were in the Nandom District and located within the Nandom Township and its environs. Nandom is in the north-western corner of the Upper West Region of Ghana. Nandom District had a human population of 82,716 (Ghana, 2010). The target population of the study was the staff, owners and customers of all duly registered commercial lodging and food service businesses in the Nandom District. Six businesses were three SMEs each from the lodging and food service facilities in the hospitality industry. The research sample consisted of six business owners/managers, thirty workers and twelve accidentally captured customers of the lodging and food service facilities in the Nandom Area.

The participating food service businesses were Saint Anne's Catering Centre, Faith Catering Services and Top Run Services, while the three lodging organizations were Ghana Red Cross Society Guest House, Anady Guest House and Saint Peters Guest House. Although there were other hospitality businesses in the area the six were purposively chosen as a result of time and resource constraints and the fact that they were legally registered to do business in the country.

3.4 Sampling Techniques

Three sample techniques, comprising of purposive, stratified and proportional simple random and accidental sampling. Non-probabilistic sampling technique, precisely purposive sampling, was used to select the lodging and food service businesses and their owners/managers. The second sampling technique was probabilistic, and involved the stratification of staff along sex and conducting a proportional simple random selection of workers of the six businesses. Non-probability sampling technique was adopted because of the small number of

businesses and business owner/managers involved. Also, the research was qualitative data-based, where the central aim was not about generalizing about a larger population but was meant to gain an in-depth understanding of an event or phenomenon (Creswell 1998; Robson, 2002). Secondly, non-probabilistic sampling could target the respondents readily and would enable the researcher to select the cases from which the requisite data would be accessed to meet a study's objectives and answer the research questions (Saunders, Lewis & Thornhill, 2003). Purposive sampling was also adopted in order to accommodate the constraints of time and the limited financial and material resources at the disposal of the researcher. Purposive sampling technique was specifically adopted for guest houses and food service businesses that according to the Nandom District Assembly were the most popular and only legally registered businesses, and significant in terms of patronage, contribution to tax revenue and employment generation in the District. A third sub-sample comprised 12 accidentally selected clients captured from the six lodging and food services companies. Those customers were accidentally chosen because the researcher could not tell far in advance which customer would come to the lodging or food and beverage vending spot. The food service group comprised Saint Anne's Catering, Faith Catering Services, and Top Run Services, while the lodging businesses were Red Cross Society, Anady and Saint Peters Guest Houses.

3.5 Sample Selection Process

After deciding on the sample selection techniques it was essential to describe how the sample selection was done. The principle of fair and equitable representation required giving every member of the population a non-zero chance of being selected in an event.

As a prelude to the sampling process the lists of employees of the six companies, totalling 65, were obtained from management and stratified by sex. The rationale for adopting a stratified and proportional simple sampling technique was not only intended to obtain a fair and equitable representation of respondents in the sample but also to enhance data quality and precision.

Letters were delivered earlier to management of the businesses and visits paid to every participating company in order to know their premises and owners/managers, and elicit their cooperation after explaining the purpose of the research to them. At each business two boxes containing the required „yes“ and „no“ votes by sex were presented for the workers to pick. The ballot papers were reshuffled after every pick. In each box the „yes“ and „no“ votes added up to the number of male and female workers in the company. Workers who picked the „yes“ ballots had qualified to take part in the research, and were in all thirty. The overall achieved research sample size of 48 was deemed adequate and fit-for-purpose.

36 Instrument

The instrument for the study was a semi-structured questionnaire, which was crafted to elicit information from respondents on various aspects of hygiene and the effect on business operations of the participating companies in the Nandom District. The questionnaire was complemented by researcher observations which were done obtrusively.

3.6.1 Interview

Respondents had face-to-face in-depth interviewing and within a week the data were gathered. Every respondent was made to react to the same set of questions in the structured interview schedule. Opportunities for further probing, arising from

some answers given by respondents, were taken advantage of to elicit additional information.

Interview and observation methods were adopted to gather the relevant data for the study because they could be used concurrently to gather information. Also, phenomena or behaviour could be studied directly as they occur, while the data collected tended to describe events or phenomena in their natural setting. Moreover the two methods of data collection were suitable for gathering the relevant information from respondents who could not express themselves meaningfully or were illiterate and therefore unable to self-administer a questionnaire. Finally, Personal face-to-face interview was chosen because it was flexible, offered opportunity for further probing of respondents and would improve the response rate.

Few problems were encountered during the interviewing process. For instance, it was not easy getting the business owners because many of them were not involved in the day-to-day activities of their businesses. Some businesses belonged to faith-based organizations or societies. Therefore, officials hesitated in responding to questions about ownership and other confidential business information. The research assistants interviewed employees and customers of the food service businesses while the former were at work. Similarly customers obliged to be interviewed while enjoying their meals.

On the other hand, the staff of the lodging businesses were interviewed after work because they had more time for the research assistants since their job was not all day. However, hot guests were interviewed at the waiting section of the reception.

The semi structured face-to-face in-depth interviews were used to collect the relevant primary data from the owner/managers and operative staff of the

participating businesses. Obtrusive observation was used to supplement the interviewing.

3.6.2 Obtrusive Observation

Obtrusive observation was another technique that the research team used to gather data on hygiene practices at the six selected businesses investigated. Obtrusive observation method of data collection would usually employ vision, audio and other sensory organs as main means of data collection. During most observational studies, researchers collect data on the current status of the subjects by watching and listening to subjects and recording what they observe rather than asking questions about respondents (Frankel & Wallen, 2000). The study employed obtrusive observation because it would allow for a more detached way of taking note of what went on without respondents knowing what the researcher was doing or looking for from them or about an event/phenomenon.

The main advantage of observation, in general, was that it usually offered one the opportunity to observe reality in a natural setting and study events as they evolve or unfold. Obtrusive observation also offered opportunity for first-hand information gathering without relying on the reports of others. However, one major limitation of obtrusive observation method of data collection was its inability to provide information about the past, future or unpredictable events (Frankel & Wallen, 2000).

Obtrusive observation, as a method of collecting data, was intended to complement the questionnaire that was administered. Research assistants, including the researcher, for example, looked around the business premises to ascertain the level of physical cleanliness. However, there was some limitation when the technique was used at the kitchen setting. Some research assistants were allowed entry to observe

production processes, while others politely declined to grant the research team access to some production and service points.

3.7 Research Ethics

At every step of data collection ethical issues relating to consent and confidentiality were critically observed. Ethics in the view of Walliman (2006) are rules and regulations in research, viewed in terms of values of honesty, frankness and personal integrity on one side and ethical responsibility to the subjects of the research (such as consent, confidentiality and courtesy). Ethics were therefore infused into the research from the formulation of the research topic and process to its completion. Issues relating to plagiarism were also guarded against, while all documents reviewed during the study were duly acknowledged.

Specifically, all businesses were informed in writing about the purpose and timing of the research before the research assistants actually visited their premises. Individual respondents were also informed about the research and their consent sought and assured of confidentiality before the process begun.

3.8 Data Analysis

Data were transcribed, cleaned, recoded and analyzed using qualitative techniques and using the deductive method to explain inter-relationships. Valid conclusions are drawn, using the deductive method, when it logically connected the theories and literature reviewed. The case studies were first analyzed individually and a cross-case analysis conducted. The analytical software, the NVivo version 6, qualitative software, was used for organizing, classifying, sorting, arranging and analyzing non-numeric information. Findings were presented in descriptive narratives, while tables were used to illustrate trends and patterns to facilitate discussion.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter captured the analysis of the interview and observation data which were collected concurrently from staff of six lodging and food service organizations in the Nandom Area in order to answer the research questions and meet the objectives of the study. The interviews and observations were intended to obtain information on the following aspects of the operations of hospitality business in the Nandom District:

- A. Profile of each company, including name, primary business activity, year of registration, number of branches, full time staff strengths and levels of education, types of services and their modes of production.
- B. Hygiene indicators and state of hygiene practices in vogue at the selected hospitality organizations in the Nandom District.
- C. Hygiene policy enforcement agencies in the Nandom District.
- D. Effect of hygiene practices on operations of food and lodging organizations in the Nandom District.
- E. Hygiene practice challenges facing hospitality organizations in the Nandom Area, and policy interventions proposed to overcome them.

4.2 Results and Discussion of Interviews

The results of the interviews and observation sat each of the food service organizations were discussed first; and followed by that of hotels and a cross case comparison of the findings. The characteristics of the hospitality industry were also highlighted prior to discussing the state of hygiene practices and their effect on the business operations of the food services and accommodation sub-sector of the

industry in the Nandom Area. Finally, the challenges confronting hospitality business in the Nandom Area were also discussed and some pragmatic policy interventions to address the problems recommended.

4.2.1 Results of Interview from Restaurant Staff

The interviews were conducted at Top Run Restaurant, Faith Catering Services and Saint Anne's Catering Centre. Table 1 captures the details of characteristics of the hospitality companies investigated in the Nandom Area.

Table 1: Profile of the Food and Lodging Companies Selected for the Study

Hospitality Business	Year Registered	Primary Activity	Full-time staff	Production Mode	Hygiene Indicators	State of Hygiene
St. Anne's Catering Centre	2000	Catering services	20	Food produced & sold to clients in an eating area	Closed dustbins, protective clothing & clean environment	High standard
Top Run Restaurant	2005	Restaurant services	9	Ditto	Personal hygiene	Low standard
Faith Catering Services	2002	Catering services	14	Ditto	Clean rooms/bed sheets/pillows & environment	Low standard
St Peter's G/House	2010	G/House Services	14	G/House clients either book/pay or pick room keys and pay for services during departure	High patronage and customer satisfaction	Low standard
Anady Ent.	2010	Ditto	4			Low standard
Red Cross G/House	1998	Ditto	4			High standard

Source: Fieldwork, 2015

The first part of the interview schedule captured the profile or characteristics of each hospitality organization covered by the study. Apart from name and year of incorporation of each business entity, Table 1 shows that provision of hospice services, including meals and beverage dispensing, were the primary activities of the 3 restaurants investigated. On the other hand, the guest houses normally provided overnight accommodation for tourists and other travellers, especially civil and public officers, on working duty to the Nandom Area.

The interview results from staff of the restaurants showed that full-time employees were 20, 9 and 14 at St. Anne's Catering Centre, Top Run Restaurant and Faith Catering Services respectively to give a range of 11 and the mean staff strength of 14.33 workers. Apart from 43 full-time workers at the restaurants there were 4 students on attachment at the St Anne's Catering Centre. None of the restaurants had branches in or outside the Nandom Township. Staff of the restaurants had worked in their respective companies for between 1 and 6 years.

The job specifications of the restaurant workers were categorized under manager, waitress, cleaner, and bar man or sales attendant. Staff had various levels of education, including tertiary, senior high school and technical/vocational education. The majority of the restaurant workers were of the technical and vocational education category.

The interview further revealed that St Anne's Catering was an off-shoot of the St Anne's Vocational Institute which was founded by the Catholic Church in 1963 to deliver vocational training to girls in vocations such as catering, dressmaking, housekeeping, mother-craft and child care. In 2000 St Anne's Catering Centre was made to run as a commercial concern in addition to being a training centre under the supervision of the National Vocational and Technical Institute of the Council for Vocational and Technical Education (COVET). The Centre's core mandate is to provide practical training for students pursuing technical and vocational programmes, including hospitality and catering courses, in order to bridge the gap between theory and practice.

The staff of the restaurants said that the food production points were separated from the main restaurants but pretty close to the designated food and beverage serving areas. Continental and African dishes were being served although the latter was more

popular and included indigenous meals such as tuo-zafi, banku, tubani, kenkey and Hausa koko.

Although ICT was not a major research objective the study found that the restaurants used information communication technology (ICT) to foster good customer care and enhance business operations, a finding similar to those by Headd, (2000); and Ntiforo, (2001). For instance mobile phone calls, text messages and e-mailing were means through which customers and the restaurants usually interacted with one another for mutual benefit and enhanced business operations. Indeed, the managers of the restaurants affirmed that their companies had experienced reduced costs, increased productivity, prompt response to customer demands and the improved company turnover, which were partly attributable to adoption of ICT. Therefore, the study concluded that the application of ICT tended to improve business operations through management of information, reduced operational costs and knowledge acquisition. Staff also said that the adoption of ICT had reduced transaction costs, saved time and ultimately increased profitability of the organizations, a finding similar to those by Amidu & Abor (2005) and the World Bank (2006).

4.2.2 Results of Interview from Hotel Staff

Interviews conducted at the St Peters' Guest House, Anady Enterprise and Red Cross Guest House showed that provision of overnight accommodation for tourists, business persons and civil servants on trek to the Nandom Area was their primary business focus. Staff also identified other auxiliary business activities of the guest houses to include production of meals on request, sale of mobile phone set sand credit cards, laundry and beverage dispensing services. Each guest house had at least 4 full time employees. However, during festive events such as Easter, Christmas and the

Kakube Festival of the Nandom Traditional Area, when hospitality services were usually in high demand the Guest Houses would engage some casual workers.

Staff of the guest houses said that they usually observed personal and environmental hygiene at their workplaces, and rates the state of hygiene practice at their respective guest houses as poor, satisfactory, good and very good, which suggested that all was not well with the state of hygiene practice at the guest houses.

4.3 Results and Discussion of Observation

The research team adopted obtrusive observation to obtain additional information to complement the primary data generated through interviewing of staff of the food and lodging organizations. The observation focused on company-specific particulars and use of senses of sight, smell and hearing to gather more information on the level of hygiene practice and compliance at the workplace.

The use of waste bins, laundry, and the use of detergents, clean rooms and neat beddings, hand and dish wash sinks and the general ambience of the built environment were some of the indicators of good hygiene practices used to assess the state of hygiene practice at each hospitality organization. The level of hygiene enforcement activities of both in-house and external regulatory bodies was another criterion or indicator of the presence and intensity of hygiene practice of guest houses and restaurants at the study area. Finally, the effects of hygiene practices on business operations of the 6 hospitality companies were examined.

The investigation revealed that all the 6 case study hospitality organizations were incorporated as business entities in Ghana between 1998 and 2010. Year of incorporation referred to the time a business entity was formally registered at Ghana's Registrar-General's Department and thereby permitting the said company to engage in

legal business activity. Year of registration could differ from the year of commencement of a business. Table 1 show that provision of accommodation and hospice services, including food and beverage dispensing and accommodation were the primary activities of the six hospitality organizations. At the guest houses it was observed that customers usually booked to pick rooms on arrival and paid for service during departure. All the lodging companies were observing basic hygiene practices as evidenced by the presence of such indicators of hygiene practice as dust bins, hand wash sinks, laundries, toiletries and environmental cleansing activities.

Observations also showed that the minimum number of full-time employees was 4 and a maximum of 20 workers. The average staff strength was 7. Some staff had worked in their respective companies for between 1 and 6 years. The mean number of years of working experience was 3.66, while the categories of staff comprised managers, receptionists, waitresses, cleaners, and barmen or sales attendants. Staff had varied educational backgrounds including tertiary, senior high and technical/vocational Education.

Generally, the majority of the workers had low levels of education, a situation that could adversely affect their ability and capacity to embrace a culture of best hygiene practice at their work places.

4.3.1 Results of Observation at St. Anne's Catering Centre

Observations at the St. Anne's Catering Centre revealed company's year of incorporation, main business activity, mode of production, the state of hygiene practices at the centre and challenges facing the company's efforts at adopting and incorporating best hygiene practices in its business operations.

As part of its operational policy and in compliance with standards set by regulatory bodies, the St Anne's Catering Centre had adopted a number of best hygiene practices. The study found that the Centre was registered with the Register General's Department of Ghana and the Ghana Tourism Authority in 2000 as per the relevant certificates on display at the company's premises. St Anne's Catering Centre was engaged in provision of food and beverage sales. Food items were usually produced in an adjoining structure, while food and drinkables were served to clients at a designated eating area.

Hygiene indicators observed at the St. Anne's Catering Centre included the presence of well closed dust bins, availability and use of protective clothing and a clean, serene and sanitary environment. It was also discovered from inspection records that only the Environmental Protection Agency (EPA) visited the company premises every quarter to conduct routine inspections and assess the state of hygiene and general environmental quality. Generally, it was observed that the state of hygiene at the St Anne's Catering centre was of high standard.

Furthermore, the level of popularity and patronage of St Anne's Catering Centre were other indicators of good hygiene and services quality. Customers' patronage and comments about their level of satisfaction attest to the good state of hygiene at St Anne's Catering centre.

However, the Centre's resolve to embrace best hygiene practices was being thwarted by a number of challenges. Foremost among those challenges were mainly external in nature, and included rising cost of detergents and other germicides, irregular waste collection and disposal by the District Assembly, the menace of rubber bags and sachet water containers, ravaging free-range pigs and absence of private waste collection and management firms for their services to be engaged by the Centre.

4.3.2 Results of Observation at Top Run Restaurant (TRR)

The TRR was incorporated as a limited liability company in 2005, and had a full-time workforce of 9 at the time of the investigation. The company usually produced various food items within a separate structure from the point of sale and consumption at a designated eating area.

The study found that Top Run Restaurant (TRR) had put in place various operational activities to demonstrate their preparedness to embrace basic hygiene practices and ensure high standards of cleanliness, food wholesomeness and customer safety and satisfaction. Hygiene indicators observed at the premises of TRR included opened dust bins, and a fairly clean environment. It was also noticed that EPA and Ghana Tourist Authority (GTA) were the two regulatory bodies that visited the TRR twice a year to conduct inspections and ascertain company compliance with national hygiene and safety standards. Overall, it was observed that the state of hygiene practice at the TRR was in-effective and therefore of low standard.

As an adjunct to good hygiene practice and in order to attract and foster good customer relations, the company, like St Anne's Catering Centre, had employed ICT gadgets such as mobile phones and FM radio to interact with company suppliers as well as both potential and regular customers. The mobile phone and two local FM stations were complementing the word-of-mouth communication as advertising media for the Top Run Restaurant.

The study had noticed that the low standard of hygiene at the facility could be attributed to certain challenges, including high cost of cleansing materials and inability of the Nandom District Assembly to promptly and effectively empty dust bins and dispose of waste.

4.3.3 Results of Observation at Faith Catering Services in Nandom

Faith Catering Services, the second highest employer with a labour force of 14 operatives, was incorporated in 2002. Observation showed that Faith Catering Services was producing typical Ghanaian Cuisines such as tuozafo, Omutuo or rice balls on Sundays. In addition to these food items, banku and tubani were produced in a separate kitchen and sold to clients in a designated eating area.

Like other food service providers, the Faith Catering Services was observing basic hygiene practices throughout the process of food production and sale to consumers. Hand and dish washing, wiping of tables after use and observance of environmental cleanliness were the indicators and some of the personal and other hygiene practices being strictly observed by staff of Faith Catering Services. Inspection reports had revealed that only EPA paid quarterly inspection visits to Faith Catering Services. However, the inspection regime appeared to be rather infrequent and could affect the quality of hygiene at the Faith Catering Services. No wonder that the state of hygiene standards at Faith Catering Services was low and similar to what pertained at Top Run Restaurant.

4.4 Results of Observation at Guest Houses at Nandom

Assessments were also carried out at 3 accommodation facilities of the hospitality sub-sector in the Nandom District. The purpose of the assessment was on the state of hygiene practice at each hotel and how business operations were affected by the former.

4.4.1 Results of Observation at St. Peter's Guest House

Founded and incorporated in 2010 the guest house had operated for about five years. St. Peter's Guest House had operated over the years primarily as an accommodation provider. By Ghana Tourism Authority standards and classification St Peter's Guest House was classified as a budget hotel. At the time of the investigation the Guest House had 4 full-time employees. Clients either booked and paid in advance or picked keys to rooms on arrival and usually paid for the service on the day of departure.

A number of hygiene practice indicators were observed at the guest house and included clean and well ventilated rooms, neatly painted walls and daily routine cleaning of rooms, and change of bed sheets and pillows immediately after use. The EPA, GTA and EHP's were carrying out routine quarterly inspections and enforcement of hygiene and other compliances at the St Peter's Guest House to complement the company's own strict insistence on observance of hygiene and other operational safety standards and ensured high quality service delivery.

The state of hygiene at the St. Peter's Guest House was found be high and commendable. Comments in the guest house visitors' book also affirm the observation that services delivered at St Peter's Guest House were hygienic and of good quality.

4.4.2 Results of Observation at Anady Enterprise

Investigations conducted at Anady Enterprise revealed that the company was duly registered in 2010 by the Registrar-Generals Department and the Ghana Tourism Authority to provide bed and breakfast services. The primary activity of the company was the provision of overnight accommodation for visitors and civil servants on duty

treks to the Nandom area. At the time of the investigation Anady Enterprise had no branch and had employed 4 full-time employees. Like what obtained in the other Guest houses it was observed that clients of Anady Enterprise either booked and paid in advance or picked rooms on arrival and paid for the services later.

Hygiene indicators observed at Anady Enterprise included clean and well ventilated rooms, daily cleaning of wash rooms, and change of bed sheets and pillows immediately after use. The study further observed from the company's records that the EPA, GTA and EHP's were the regulatory bodies which conducted quarterly inspections to enforce hygiene compliance and standards at Anady Enterprise. In addition to queries raised by the regulatory bodies it was observed that the state of hygiene at the Anady Enterprise was below standard. The premises had no running water.

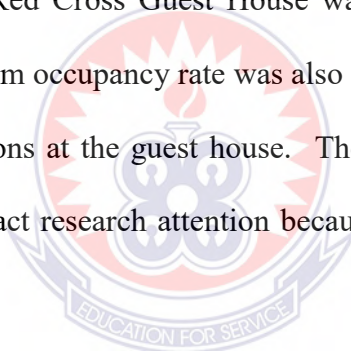
Patronage of services at the guest house was also low except a couple of local government staff who had been living there for the past four years.

4.4.3 Results of Observation at Red Cross Guest House

The study found that the Red Cross Guest House was incorporated by the Registrar-General of Ghana in 2010 and was the only hospitality business unit with a branch outside the Nandom District, and was located in Wa, the Upper West Regional Capital. Similar to other guest houses in the area the main business activity of Red Cross Guest House was provision of bed and breakfast and sale of beverages such as beer, wine malt and other non-alcoholic drinks to guests and members of the general public.

The guest house had 4 employees and the mode of service production was the same as those of St Peter's Guest House and the Red Cross Guest House. Customers either booked and paid in advance or checked into rooms on arrival and paid for services rendered onto them on the day of departure.

Notable hygiene indicators which were observed at Red Cross Guest House included clean and well ventilated rooms, daily cleaning of wash rooms and the environment, and changing and washing of bed sheets and pillows immediately after use. It was observed that only the EHP had been paying regular inspection visits to Red Cross Guest House to complement the efforts of management in ensuring that hygiene and safety standards were strictly adhered to by the staff. Consequently, the state of hygiene at the Red Cross Guest House was found to be of high standard, while an equally high room occupancy rate was also indicative of customers' approval of the prevailing conditions at the guest house. The food services and lodging sub-sector would always attract research attention because of its role in Ghana's tourism development.



4.5 Characteristics of Food Services and Lodging Businesses in Nandom

The main characteristics of the six collective case companies were observed, described and compared. The characteristics included year of incorporation or registration (Yr. Regd.), number of years of operation, primary activity, size of full-time (F/T) employees, number of company branches, mode of production and observable hygiene indicators. The state of hygiene practices at each hospitality services organization was then rated and the effects of hygiene practices on the operations of each business entity assessed. Table 2 contains a summary of the characteristics of the food and lodging services sub-sector of the hospitality industry in the Nandom Area.

Table 2: Characteristics of Six Hospitality Businesses in the Nandom Area

Business	Yr. Regd.	Primary Business	Service(s) Produced	Staff F/T	Percentage
St Anne's Catering	2000	Catering Services	Catering Food & Beverage	20	36.37
Top Run Restaurant	2002	Restaurant	Food & Beverage	9	16.36
Faith Catering Services	2005	Services	Food & Beverage Services	14	25.46
St. Peter's G/House	2010	Catering/Food Beverage Service	Lodging, Food and Beverage services	4	7.27
AnadyEnt. Red Cross	2010	Hotel/Bed & Breakfast	Lodging	4	7.27
G/House	1998	Hotel Service	Lodging, Food, and Beverage	4	7.27
Total		Hotel /Bed & Breakfasts	Services	55	100.00

Source: Fieldwork, 2015

The main characteristics of each company identified by the study included the year of registration, primary activity, mode of production and full-time staff strength of the six collective case study hospitality businesses in the Nandom District. Year of incorporation gave the individual company the legal identity and right to sue and be sued, while the main activity, mode of service production, type of workers employed were likely to influence a company's ability to observe hygiene practices and ensure high quality of service.

Year of registration referred to the year in which the company was duly registered with the Registrar-General's Department to give the company legal and corporate identity, and could therefore sue and be sued. Year of registration differs from the year of commencement of business. Examination of the certificates of incorporation of the six food service and lodging organizations indicated that the lodging businesses were legally registered between 1998 and 2010. St. Peter's Guest House was the oldest while Anady Enterprise and St. Peter's Guest House were latest to be registered in 2010. Those in the food service category had registered their

businesses with the Registrar-General's Department between 2000 (St. Anne's Catering), 2002 (Faith Catering Services) and 2005 (Top Run Restaurant).

The main business activities of food service companies were catering and restaurant services which involved the production and sale of food and beverages. The guest houses engaged in the provision of overnight accommodation and breakfast to customers. While the three food service companies usually prepared food in structures with designated cooking areas separated from the sale and consumption point the lodging businesses allowed customers to receive keys to rooms and services paid for at the time of departure. However, complementary services included telecommunication interconnectivity including internet, sale of mobile phone credit cards, beverage

The study found that the hospitality businesses had employed various numbers of staff on full-time basis. St. Anne's Catering hired the largest number (20) of full-time employees and was followed by Faith Catering Services (14) and Top Run Restaurant (9). St. Anne's Catering also accepts student-trainees from other catering training schools under the NVTI industrial attachment policy. St. Peter's Guest House, Anady Enterprise and Red Cross Guest House, each employed 4 full-time workers. Further probing revealed that during festive periods such as Christmas, Easter and the Kakube Festival of the people of the Nandom Traditional Area, most of hospitality organizations usually engaged more part-time workers to meet the exigencies of those times. The Food Service Businesses tended to employ more labour than their counterparts in the Lodging sector and accounted for more than 78% of the labour force captured by the survey. As pointed out by Nuodio, (2001) the food service sub-sector of the hospitality industry is characteristically labour intensive and

an equally high labour turn-over. Only the Red Cross Guest House had a branch outside the district, which was located in Wa.

4.5.1 The State of Hygiene and Benefits of Hygiene Practice to Restaurants

The state of hygiene practices at restaurants and hotels in the Nandom Area were assessed and discussed. Table 3 captured hygiene indicators and hygiene practices.

Table 3: Hygiene Indicators & Practices Observed at Hospitality Businesses

Hospitality Entity	Hygiene Indicators	State of Hygiene
St. Anne's Catering	Closed dustbins, protective clothing clean environment	High standard
Top Run Restaurant	Clean environment & good personal hygiene	Ineffective and low standard
Faith Catering Service	Some personal hygiene, clean utensils	Low standard
St Peter's G/House	Clean rooms, bed sheets and pillows	Low standard
Anady Enterprise	Clean rooms, wash rooms and general environmental cleanliness	Low standard
Red Cross G/House	High patronage & customer satisfaction	High standard

Source: Field work, 2015

Objective 1 of the study was to determine the state of hygiene practices of the hospitality industry in the Nandom District. Questionnaire items 7, 8 and 9 were crafted to capture information that would answer the research question and meet the first objective of the study. Basically the purpose of the research was to examine the effect of hygiene practices on the operations of hospitality businesses in Nandom. Consequently, hygiene indicators were identified and observed as the basis for assessing the state of hygiene practices at each hospitality category and the effect of hygiene practices on hospitality business in the Nandom Area.

Interview and observation had revealed that hygiene practices were only partially observed by the workers of the Faith Catering Services. Noticeable instances of hygiene practice at the Centre included personal hygiene, wearing of protective

clothing by staff and provision of well closed dust bins. According to the staff the foremost among the difficulties being encountered by workers were inadequate supplies of detergents, reckless disposal of used plastics and other wastes generated by members of the general public. In addition the staff complained of long periods of waiting for Zoom Lion, the waste contractors of the NDA, to empty and dispose of waste timely, while vultures and pigs often pounced on and over-turned waste bins in search of food waste. As a result the state of hygiene practice at the Faith Catering Centre was adjudged to be low.

However, as in the other restaurants, the staff of Faith Catering Services identified increased sales volume, staff and customer safety, profits and disease prevention as benefits of best hygiene practice accruing to their employers..

Generally, the identifiable indicators of hygiene practice at the restaurants included the presence of dust bins, clean utensils, clean environment, good personal hygiene, clean rooms, clean table cloths, washrooms, basins, laundry services, high patronage of services and customers' satisfaction.

The state of hygiene practices differed among the hospitality units. While the state of hygiene at St. Anne's Catering was rated high it was low at both Top Run Restaurant and Faith Catering Services, mainly because of ineffective compliance and non-observance of basic hygiene practices.

4.5.2. The State of Hygiene Practice and Benefits to Guest Houses

Among the guest houses it was observed that the state of hygiene and level of compliance differed much between guest houses and food service businesses although intra-organizational difference were less pronounced, especially at the restaurants. The level of hygiene was very good at the St. Peter's Guest House and good at the

Red Cross Guest House, while standards of hygiene at the Anady Enterprise were low because the prescribed hygiene practices were seldom enforced. In order to achieve the minimum hygiene standards prescribed by the Ghana Tourist Authority and other regulatory bodies there was urgent need to improve upon the state of hygiene compliance of the hospitality industry players in the Nandom Area.

4.6 Hygiene Compliance by Hospitality Organizations in the Nandom Area

The study also identified and reported on activities of hygiene policy implementation and enforcement agencies at the Nandom District. Questionnaire items 10 to 27 sought to know the policy implementation and enforcement agencies and how often they visited hospitality organizations to inspect and advise on best hygiene practices. The issue of compliance to hygiene practices and standards at food services and lodging business entities was examined. The study used the number of inspection tours by regulatory agencies in a year, standard waste management practices, clean rooms and environmental cleanliness, personal hygiene as indicators of best hygiene practices at the restaurants. Level of hygiene compliance by hospitality organizations in Nandom Area varied among the businesses, and ranged from high and moderate to poor.

4.7 Hygiene Compliance Agencies in the Nandom District

The study examined official records of the businesses and identified their names, main business activities, and those of the regulatory agencies. Table 4 captures the identities of the hospitality organizations, their primary business activity, as well as documents bearing the names of regulatory bodies and the number of times and purpose of visits made annually to each hospitality organization by hygiene policy

implementation agencies. As per Table 4 the hygiene and standards enforcement agencies in the Nandom District were the EPA, GTA and EHP. Ghana Standards Authority and Food and Drugs Authority were not found in the District.

Table 4: Hygiene Compliance Agencies, and Restaurants and Hotels

Hospitality Business	Q10, Agency	Q11: Purpose of visit	Q12: Visits per year
St. Anne's Catering	EPA	Check cleanliness and environmental friendliness	Thrice a year.
Top Run Restaurant	EPA GTA	Inspection of hygiene practices and hygiene indicators	Twice a yr.
Faith Catering Service	EPA	Inspection. Check adherence to environmental cleanliness, hygiene standards, personal hygiene practices, certificate of incorporation	Thrice a year.
St. Peter's G/House	EPA GTA EHP	Check adherence to environmental cleanliness, standards and personal hygiene practices	Thrice a year
Anady Enterprise	EPA GTA EHP	Check environmental integrity, standards, adherence to policy prescriptions and quality of service delivery	Thrice a year.
Red Cross G/House	EHP	Inspection; Check adherence to environmental cleanliness, hygiene and service standards/certificate of registration	Thrice a year

Source: Field work, 2015

Interviewees had identified three hygiene and hospitality policy enforcement agencies in the District. They included the Environmental Protection Agency (EPA), Ghana Tourist Authority (GTA), Environmental Health Inspectorate Unit of the Ministry of Local Government and Rural Development. The study revealed that St. Peter's Guest House and Anady Enterprise were visited three times annually by all the hygiene practice enforcement agencies. Faith Catering Services, St. Anne's Catering Centre and Red Cross Guest House received visits from only one hygiene compliance agency. With exception of St. Peter's and Red Cross Guest House there was no direct relation between the frequency of visits and hygiene standards at most of the food service and lodging businesses investigated. For instance Anady Enterprise received

the maximum 3 visits a year while St. Anne's and Red Cross Guest House received a visit each in the year and yet had low and high standards of hygiene respectively. The study concluded that the inspection regime of the regulatory bodies was not thorough and rigorous enough.

Waste management and personal hygiene practices by staff of the six collective case studies were also examined for evidence of good or poor hygiene standards. Questionnaire items 13 to 17 measured waste management practices, while questions 18 to 21 and 22 to 26 covered issues on room cleanliness and personal hygiene. Respondents were asked to provide dichotomous answers to questions on waste management practices at their workplaces. The responses were captured under Table 5.

Table 5: Waste Management Practices at Restaurants and hotels in Nandom

Q	Statement	SAC	TRR	FCS	SPGH	AE	RCGH
13	Do you have waste bins?	Yes	Yes	Yes	Yes	Yes	Yes
14	Are waste bins leak-proof?	Yes	No	Yes	Yes	yes	Yes
15	Are waste containers placed outside/well-ventilated space	No	Yes	Yes	Yes	yes	Yes
16	You have cleaned waste bins	Yes	No	Yes	Yes	yes	Yes
17	Have you waste contractors?	No	Yes	Yes	Yes	yes	Yes

Source: Field work, 2015

Note the following Abbreviations: SAC = St Anne's Catering Centre; TRR = Top Run Restaurant; FCS = Faith Catering Services; SPGH = St Peter's Guest House; AE= Anady Enterprise and RCGH = Red Cross Guest House.

Only 13.33% of good waste management practices were not embraced by food service and lodging businesses at Nandom as against 86.67% compliance rate. The study therefore concluded that, in general, waste management practices were observed by food service and lodging businesses at Nandom. Question 13 sought to find whether hospitality businesses had waste containers at vantage points in their business premises. All the companies gave an affirmative answer, while only Top Run

Restaurant said the company had neither leak-proof waste containers nor properly closed and cleaned after being emptied.

Except St Anne’s Catering all other food service and guest houses said their waste containers were placed either outside the building or in a well-ventilated area within the premises. Again, except St. Anne’s Catering Centre, which used school labour to evacuate their wastes the other five companies had contracted a private waste-collection firm to empty their waste bins. Evidence led to the conclusion that in spite of some challenges facing hospitality businesses in the Nandom District, the food service and lodging organizations were embracing good waste disposal practices.

Cleanliness of rooms and observance of personal hygiene were also indicative of good hygiene practice. Questions 18 to 21 examined room cleanliness of the hospitality businesses, while question items 22 to 26 focused on personal hygiene practices at the sampled restaurants and hotels in Nandom. The responses were captured and displayed in Table 6.

Table 6: Room cleanliness & Personal Hygiene Practices Observed at Hospitality Businesses

Q	Statement: Do you.....	SAC	TRR	FCS	SPGH	AE	RCGH
18	Clean floors and walls daily?	No	Yes	Yes	Yes	No	No
19	Clean & disinfect work-tables, kitchen aids, taps, etc every day?	No	Yes	Yes	Yes	No	Yes
20	Clean store-rooms bi-weekly?	Yes	No	Yes	Yes	No	Yes
21	Clean/disinfect toilets/showers/taps & door knobs?	No	Yes	Yes	Yes	No	Yes
22	Use clean & appropriate protective clothing?	Yes	No	Yes	Yes	Yes	Yes
23	Wear ornaments like chains, bracelets & rings when handling food?	No	No	No	No	No	No
24	Put long hair up or wear a hairnet?	No	Yes	Yes	Yes	Yes	No
25	Wash your hands before starting work, after breaks and attending toilet?	Yes	Yes	Yes	Yes	Yes	Yes
26	Are private/work clothing put away in well-ventilated wardrobes?	No	No	Yes	Yes	Yes	Yes

Source: Field work, 2015

When facility managers were asked if floors and walls were cleaned daily, 3 (50%) said they did not, while 4(67%) said their work-tables, kitchen installations and equipment, door knobs and taps were cleaned and disinfected daily. Four companies, representing 67% of the restaurants and guest houses said their store-rooms were routinely cleaned or fumigated bi-weekly. Another four out of 6 business managers said their toilets and urinals were regularly cleaned and disinfected.

Personal hygiene practices of staff in each food service or lodging organization interviewed were adjudged good because of evidence of the use of clean and appropriate protective clothing, non-wearing of ornaments like chains, bracelets, ear and finger rings, proper handling of cooked and raw food items and control of long hair with hairnets. Other indicators of good personal hygiene practice were washing of hands before starting work, during breaks and after attending toilet and putting private clothing away in well ventilated wardrobes. The study therefore, concluded that personal hygiene was observed by workers of the lodging and food services companies in the Nandom Area.

Rates of compliance to hygiene practices by the restaurants and guest houses ranged from 16.67% non-compliance to 100% compliance. All six hospitality organizations reported that their workers usually washed hands before starting work, after breaks and attending toilet. On the other hand, only staff of Top Run Restaurant said workers did not use clean & appropriate protective clothing.

Overall, the level of personal hygiene observance among workers of the food service and lodging companies was adjudged high. It was essential to undertake a cross case analysis of the benefits of good hygiene practice to the 6 case study hospitality businesses in the Nandom District.

4.8 Cross Case Analysis of Benefits of Adopting Hygiene Practices

The review of related literature provided evidence that the adoption of best hygiene practices by food and lodging companies had the potential to contribute to improved performance of a firm, especially in the areas of increased market share, expanded product range, customized product delivery and better response to customer demands. The adoption of good hygiene practices by small scale enterprises in the food and lodging sub-sectors of the hospitality industry could bring many benefits, including increased customer base or market share, greater performance and high productivity and higher returns to investment (Nuodio, 2001, Faverie. 2004, Amidu & Abor, 2005 and the World Bank (2006).

Table 7: Benefits of Hygiene Practice to Hospitality Businesses in Nandom

Q	Statement: Hygiene Practices:.	SAC	TRR	FCS	SPGH	AE	RCGH
28	benefited my business	5	4	4	5	3	5
29	Increased customer base	4	4	4	5	4	5
30	Improved competitiveness	4	4	1	4	1	4
31	Improved efficiency/output	5	5	2	5	2	5
32	Improved customer satisfaction	5	5	5	5	4	5
33	Improved customer safety	4	3	4	4	3	4
34	Improved turnover	5	1	3	4	3	5
35	Improved staff safety	4	4	4	4	4	4

Source: Fieldwork, 2015

One of the objectives of the study was to elicit from management of the 6 hospitality businesses how good hygiene practices had affected the operations of their businesses. Respondents were asked to indicate their level of agreement or disagreement with statements on a 5-point Likert scale. Table 7 contains a summary of the responses per hospitality organization.

Respondents' levels or intensities of agreement and disagreement with the various statements about the effect of hygiene practices on their businesses ranged from 1 to 5, where 1= strongly disagree, 2= disagree e, 3= indifferent, 4= agree and 5= strongly agree.

The summated or Likert Scale was used because of its wide adoption by researchers seeking to measure people's opinions, attitudes and beliefs about an issue or even. Moreover, the data generated by the Likert scale can be quantitatively analyzed, and describe or explain inter-relationships of variables (Ofori & Dampson, 2011).

The review of related literature had indicated that the adoption of best hygiene practices came with many benefits to a hospitality business. Although facility owners and managers interviewed either did not know or were unwilling to disclose company annual turn-over figures for confidential reasons, they generally agreed that the adoption of hygiene practices had tended to attract more customers, and therefore contributed substantially to lowering costs and improved overall business performance in terms of customer loyalty, productivity or operational efficiency and profitability. Thus, the six food service and lodging companies had embraced various hygiene practices and also provided data to support findings in the literature that the adoption of best hygiene practices had numerous benefits or effects.

Managers and owners of the food services and lodging organizations were asked if good hygiene practices benefited their companies. Except Anady Enterprise, which was undecided, the rest, representing 83.33% of the group agreed/strongly agreed that hygiene practices had generally benefited their businesses. Managers of the 6 businesses also agreed that observance of hygiene practices had increased service patronage or customer numbers and market share.

Managers of 4 organizations, representing 67% of the businesses, strongly agreed, while those for Faith Catering Services and Anady Enterprise disagreed that their companies had experienced increased operational efficiency and productivity as a result of any hygiene practices they embraced. Managers of 4 out of the 6 business

units agreed that hygiene practices at their organizations had promoted greater customer satisfaction. Similarly, 4 hospitality business owners/managers agreed, while 2 were indifferent, that hygiene practices had some positive effect on their staff and customer safety. It was therefore concluded that the observance of best hygiene practices had brought various benefits to the commercial and incorporated food and lodging businesses in Nandom.

The study also examined the challenges to hygiene adoption by the 6 hospitality businesses in the Nandom District. The data were cross tabulated with a view to suggesting solutions to the hospitality businesses' challenges of hygiene adoption.

4.9 Cross Case Analysis of Benefits and Challenges to Hygiene Adoption by Hospitality Companies

In order to discern similarities and differences among the hospitality organizations it was essential to carry out a cross-case analysis of the data.

The analysis showed that the benefits of hygiene adoption, as enumerated by players in the hospitality industry, were many and had affected consumers and service providers alike. Gould (2007) and Braun, Kusek & Larson's, (2009) studies found that in addition to the quality of food and beverage on offer, consumers would usually take other factors into consideration. Those factors included, the business ambience, the physical and psychological environments' hygiene and food quality, behaviour of service personnel, and perception of the price paid for the products and services offered, and should be taken into account when evaluating a service encounter. Clean rest rooms would give guests the assurance that the service provider cared about customers and that the service provider appreciated and responded to the needs of

customers. The cleanliness of the rest rooms, eating area and washrooms and washbasins would tend to give clients an impression that the kitchen and other aspects of the business not easily available to customers for evaluation were of good quality and safe (Haas & Larson, 2007).

Good hygiene practices among the hospitality industry businesses also tended to entice repeat visits and patronage of services provided by hotels and restaurants. Apart from disease prevention and control, the habit of observing hygiene practices at the business could potentially increase customer numbers through word of mouth communication. On the other hand, dirty, unkempt restrooms and other unhygienic practices would harm hospitality service businesses (Haas & Larson, 2008).

Evidence provided by studies in Ghana revealed that small and medium size enterprises in the food service industry, which had abided by best hygiene practices tended to attain greater levels of profitability (Feglo & Sakyi (2012). Also, Muinde & Kuria (2005) examined the relationship between better hygiene practices of lodging/food service businesses and safety, and emphasized that safety of both customers and employees were paramount. Therefore, in conclusion, a lodging or food service facility, which was hygienic and could avoid food contamination or the contraction of any form of disease, had greater probability of ensuring operational success in terms of higher productivity and profitability.

Table 8: Challenges of Hygiene Practice to Hospitality Businesses in Nandom

No.	Challenge of Hygiene Practices	SAC	TRR	FCS	SPGH	AE	RCGH
1	Cost and distance accessibility	X	X	X	X	X	X
2	Lack of awareness among staff	-	X	X	X	X	-
3	Lackadaisical attitude	-	X	X	-	X	X
4	Few visits by Inspectors	-	X	X	-	X	-

Source: Field work, 2015

However, as might be observed from Table 8, the willingness of the 6 case study food service and lodging facilities to adopt best hygiene practices was beset with challenges. In order of importance the 6 case study hospitality businesses in the district identified cost, in terms of monetary value and distance as the number one challenge facing food service and lodging companies, and followed by lack of awareness and lackadaisical attitude of staff towards hygiene practices as well as fewer health and hygiene inspection visits by agencies such as the Ghana Tourist Authority, Environmental Protection Agency and health and environmental sanitation personnel of the district assembly. The study concluded that there was lack of trained and devoted personnel for the hospitality businesses and the regulatory agencies in the Nandom District.

All the 6 case study businesses identified cost of detergents and other cleansing materials as being rather expensive and were found mainly at Wa, the regional capital, which was thought to be rather far away from Nandom. Lack of awareness and appreciation for observing hygiene practices as well as lackadaisical attitude to hygiene policy prescriptions were also identified as challenges.

Finally, managers of 3 organizations, representing 50% of the sampled businesses said that inspection and policy enforcement institutions in the district and region paid fewer visits to business premises than required. Therefore hospitality businesses in Nandom needed more frequent inspection visits for hygiene and law enforcement.

4.10 Solutions to Challenges of Hygiene adoption by Hospitality Companies

In order to address the challenges confronting the food and lodging organizations various suggestions or policy interventions were put forward by the managers. Taxes on detergents and cleansing materials should be reduced and prices

slashed to enable hospitality companies in the area to buy more and carry out hygiene practices properly. Bulk buying for all the companies was also suggested as a means to cutting down costs and travelling time.

Sustained in-service training schemes and education were also suggested as ways to create awareness and change staff attitudes to accept hygiene practice as an integral and important aspect of their work. Agencies responsible for enforcing hygiene and other regulations akin to the hospitality industry in Nandom District should be adequately resourced to undertake more frequent inspection visits to the lodging and food service businesses in the district. If these policy prescriptions are implemented the quality of services being provided by food service and lodging organizations in the area will improve substantially.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter five contains the summary of findings, conclusions and recommendations of the study.

5.2 Summary of Findings of the Study

The findings of the study were that:

- ❖ The 6 SMEs covered by the study were duly registered with the Registrar-General's Department to legally operate as tourism support service providers.
- ❖ The Enterprises employed between a minimum of 4 and 20 maximum full-time workers.
- ❖ A rating of observance of hygiene practices by staff ranged from poor, satisfactory and good to very good.
- ❖ Modes of food production entailed preparing food in separate places and serving clients in designated eating areas, while clients of the guest houses usually collected room keys and paid at time of departure or check-out
- ❖ Five (5) of the lodging and food service organizations do use ICT tools to take orders for food services and room reservations.
- ❖ Observance of hygiene practices by all the businesses had desirable effects on their businesses operations although the content and degree of effect differed among the companies.

- ❖ The main benefits of hygiene practices accruing to the food and lodging firms included larger market share, customer satisfaction, health and safety, operational efficiency and greater productivity.
- ❖ Challenges to observance of hygiene practices were: cost of detergents/cleaning materials and long distances purchasing officers had to trek to obtain supplies, lack of hygiene awareness, lackadaisical attitude of some staff towards hygiene enforcement regulations, low levels of education of employees, poor waste collection by the Nandom District Assembly/Zoom Lion (Ghana) Ltd and infrequent visits to business premises by sanitation and other health standards enforcement agencies.
- ❖ The study also found that the active hygiene and hospitality policy compliance agencies in the Nandom District were the Ghana Tourist Authority, Environmental Protection Agency, and the Sanitation and Health Inspection Unit of the Ministry of Health and the NDA.

5.3 Conclusion

Upon assessing the state of hygiene practices at the 6 case study organizations the research concluded that standards were high except at only 2 out of the 6 food service and lodging businesses. The study therefore, concluded that the state of hygiene practice or compliance among the 6-collective case studies was generally high although inter-organizational differences existed, and some companies needed some support to improve upon their standard of hygiene practice.

Evidence adduced also showed that all the 6-case study organizations tried to embrace hygiene practices in accordance with standards set by regulatory bodies. However, the study concluded that differences, in terms of coverage and intensity of

hygiene compliance, existed among the 6 cases and was more pronounced between the food service and lodging businesses. Observance of hygiene practices among the sampled businesses also showed differential effects. The main benefits of embracing best hygiene practices included increased business operational performance, cost-effectiveness, increased market share, greater customer satisfaction and safety, increased business turn-over and enhanced goodwill.

The legion of challenges facing food and lodging businesses in the Nandom District included high cost of detergents, cleansing materials, long distance between users and suppliers of hygiene hardware and consumables, lack of awareness and lackadaisical attitude of staff, low levels of knowledge and appreciation of the relevance and importance of hygiene practices among employees. The rest were the menace of ravaging vultures and pigs to District Assembly/Zoom Lion waste containers, and open defecation. There was therefore the need for some forms of policy and managerial interventions, and were captured in the recommendations section of the study.

5.4 Recommendations

The study made a series of policy and managerial interventions in order to address the challenges identified. The expectations were that the recommendations would lure to the benefit of SMEs in the food service and lodging sub-sector of the hospitality industry in the Nandom District. The following were the recommendations of the study:

- Observance of best hygiene practices should be intensified, sustained and broadened to cover food and lodging SMEs in the informal sector.

- SMEs in the food service and lodging sub-sector in the Nandom District should direct more resources into in-service training and educating staff and management on the relevance and importance of hygiene and sanitation as part and parcel of work ethic.
- Regular training workshops which emphasize the importance of personal and environmental health. Participants should be encouraged or motivated to acquire relevant skills, knowledge and attitudes to embrace the culture of good hygiene practice at the personal and workplace level.
- Government policy enforcement agencies should be adequately resourced and staff continuously empowered and motivated to be more productive.
- Hygiene regulatory bodies and the food and lodging SMEs should cooperate to provide sustained education to staff and the general public on the importance and benefits of good hygiene practices.
- SMEs in the food service and accommodation businesses should recruit knowledgeable hygiene and sanitation specialists or outsource their sanitation and hygiene function to experts in order to realize the full benefit of hygiene practice.
- Hygiene and sanitation policy implementing agencies in the Nandom District could consider organizing annual prizes for the best hygienic food and lodging businesses as a way of motivating participating food and lodging SMEs in the district.
- The Nandom District Assembly and hospitality industry players should invest more into finding best and more cost-effective technologies for waste management and disposal in the district.

- Waste re-cycling companies and suppliers of detergents and other cleansing materials/equipment should be motivated to establish firms to address poor personal and environmental health challenges facing SMEs in the District.
- Food service and accommodation organizations found flouting or not taking hygiene practices with seriousness should be sanctioned.
- Government and District Assemblies should supervise SMEs and develop more hygiene friendly policies for the hospitality businesses to follow.
- Hygiene and sanitation should be accorded the rightful place in the curricula of training institutions under the NVTI and the National Board on Small and Medium Scale Industries.
- Household toilets should be provided by landlords with technical and financial support of the Nandom District Assembly to eliminate the phenomenon of open defecation, while ravaging vultures and pigs should be restrained.

An implementation of the recommendations would assist tourism support service providers such as SMEs in food and lodging service to play their important roles in the development of tourism in the Nandom District in particular and Ghana in general.

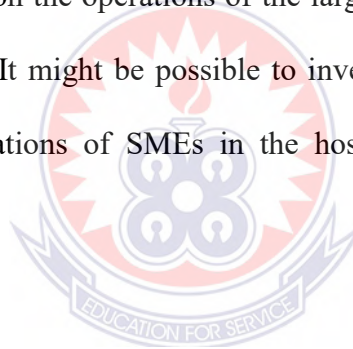
5.5 Limitations of the Research

In spite of the methodological credentials of the study there were some limitations some caution should be exercised when interpreting the research. A deficiency of this exploratory collective case study was that purposive sampling techniques were employed to choose respondents as well as the research site and

businesses investigated. Findings should not and cannot be generalized although the results are valid and reliable for an exploratory study such as this. Finally, time, funding and material resource limitations had somehow adversely affected the quality of the research.

5.6 Future Direction of Research

Future studies should follow up on this exploratory research using large scale quantitative and qualitative approaches to examine the effects of hygiene and sanitation on the hospitality industry in the Nandom District. Further research could also be done in the regional and national contexts to ascertain the effects of hygiene and sanitation practices on the operations of the larger group SMEs in the hospitality industry in the country. It might be possible to investigate the impact of the current power outages on operations of SMEs in the hospitality and tourism industry in Ghana.



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APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA (KUMASI CAMPUS)

DEPARTMENT OF CATERING AND HOSPITALITY

**THE EFFECTS OF HYGIENE PRACTICES IN THE OPERATION OF
RESTAURANTS AND HOTELS IN THE NANDOM DISTRICT OF THE
UPPER WEST REGION**

SECTION A: COMPANY INFORMATION

1. Name of Company:
2. Year registered or formed:
3. Which of these best describe the primary activity of your business?
 - a. Catering b. Restaurant c. Hotel d. Guest house e. Cafeteria
 - f. Other
4. How many employees are there in the business? (Please choose the appropriate box)

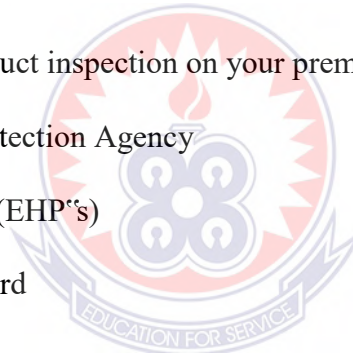
Up to 4 []	5- 9 []	10 – 14 []	15 – 19 []	20+ []
-------------	----------	-------------	-------------	---------
5. Do you have branches?
 - a. Yes [] b. No []
 - a. If yes how many?
 - b. Where are they situated?
6. Tell us about your company?
 - a. How is the production done?
 - b. What is the mode of delivery

**SECTION B: STATE OF HYGIENE IN HOTELS AND RESTAURANTS AT
NANDOM DISTRICT**

7. What would you say are the indicators of hygiene practices in hotels and restaurants?
8. How would you generally describe the state of hygiene in your business?.....
9. How would you describe the state of hygiene in other businesses in your industry?.....

**SECTION C: HYGIENE COMPLIANCE LEVELS OF RESTAURANTS AND
HOTELS**

10. Which agencies conduct inspection on your premises?
 - a. Environmental Protection Agency
 - b. District Authority (EHP's)
 - c. Ghana Tourist Board
 - d. Any other specify:
11. What is usually the purpose of their visit?
.....
12. How regularly do they visit?
 - a. Quarterly
 - b. Twice a year
 - c. Once a year
 - d. Once in two years
 - e. Occasionally
 - f. Any other Specify:



Please indicate yes or no to the following questions on waste management in your business.

#	Question	Yes	No
13	Do you have waste containers at vantage point in your business premises?		
14	Are waste containers closed properly and are leak-proof?		
15	Are waste containers placed either outside the building or in a well-ventilated		
16	Are waste bins and containers cleaned after being emptied		
17	Have you contacted any waste-collection firm to empty your waste bins		

Please indicate yes or no to the following questions on room cleanliness in your business.

#	Question	Yes	No
18	Do you clean floors and walls every day.		
19	Do you clean/disinfect work-tables, kitchen aids, taps, etc every day		
20	Do you clean store-rooms every two weeks.		
21	Clean and disinfect toilets, showers, taps and (door-) knobs		

Please indicate yes or no to the following questions on good personal hygiene in your business.

#	Question	Yes	No
22	Dou you use clean, and appropriate protective clothing (apron, headscarf etc)		
23	Do you wear ornaments (chains, bracelets, rings) when handling food		
24	Do you put (long) hair up or wear a hairnet.		
25	Wash your hands before starting work, after breaks and going to the toilet.		
26	Do you put private and work clothing away in well-ventilated wardrobes?		

SECTION D: EFFECTS OF HYGIENE ON THE OPERATIONS OF HOTELS AND RESTAURANTS

27. Do you practice good hygiene in your business?

- a. Yes [] b. No []

28. If yes to Q27 do you think good hygiene practices benefits your business in anyway?

.....

In your opinion, do you think hygiene practices benefit your business in anyway?

Indicate by rating your agreement level on a scale of 1 to 5.

#		1	2	3	4	5
29	Increased customer base					
30	Improved competitiveness in the industry					
31	Improved efficiency and productivity					
32	Improved customer satisfaction					
33	Improved customer safety					
35	Improved turnover					
36	Improved staff safety					

1= Strongly disagree

2= Disagree

3= Indifferent

4= Agree

5= Strongly agree

SECTION E: POLICY INTERVENTION

37. What problems does your business encounter in the area of hygiene?

.....

38. What do you think could be done to improve hygiene practices in your business?.....

SECTION D: BACKGROUND INFORMATION

1. Position/Title:.....

2. How long have you been working with the company?.....

3. Educational Background

None []

Primary []

Middle School / J.S.S. []

Secondary []

Comm./Tech/Voc []

Training []

Tertiary []

Others specify.....

