UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION-KUMASI

ASSESSING THE IMPACT OF QUALITY ASSURANCE IN THE HOSPITALITY

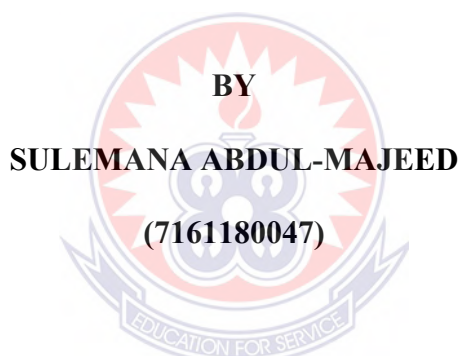**INDUSTRY (A CASE STUDY OF MARIAM HOTEL, TAMALE)**

SULEMANA ABDUL-MAJEED

DECEMBER, 2018

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION - KUMASI

ASSESSING THE IMPACT OF QUALITY ASSURANCE ON CUSTOMER

RETENTION IN HOSPITALITY BUSINESS

IN MARIAM HOTEL-TAMALE

BY

SULEMANA ABDUL-MAJEED

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A DISSERTATION IN THE DEPARTMENT OF HOSPITALITY AND TOURISM

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DECLARATION

STUDENT'S DECLARATION

I, Sulemana Abdul-Majeed, declare that this thesis, 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.
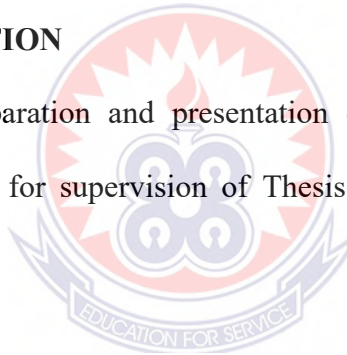
SIGNATURE: ……………………………………. **DATE:** ………………………..

SULEMANA ABDUL-MAJEED

SUPERVISOR'S DECLARATION

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

SIGNATURE…………………………………….. **DATE** ……………………

DR. GILBERT OWIAH SAMPSON

ACKNOWLEDGEMENT

DEDICATION

The success of this work is dedicated to my beautiful wife Madam Yakah Zuwera and to my lovely children; Abdul-Majeed Hibatul-laahi (Boresa), Abdul-Majeed Izyan (Enyipo), Abdul-Majeed Dayan (Jamani), Abdul-Majeed Ash-haz (Kayenti) and Abdul-Majeed Abdul-Muhaimin (Boriyilfo).

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ABSTRACT

Hospitality business currently characterized by presence of many hotels which present a wide range of quality service to their customers. There has been rising demand for hotels services in Tamale as more and more visitors are attracted to the town through tourism, business, educational exchange programmes, sports, invitation and exploration for foreign investments opportunity. These people can be tourists, excursionist, residents and non-residents which will require them accommodation. Travelling will be incomplete in the absence of accommodation in the hospitality industry. To this effect the aim of the study was to find the satisfaction level of the customers regarding the quality assurance provided by Mariano Hotel in Tamale Metropolis. The study adopted was non-probability sampling techniques in carrying out this work. And both accidental and purposive sampling were used. The methodology employed was a structured questionnaire and interview to assess the information from customers and management respectively. The major findings of the study revealed that (95.0%) agreed that reliability of service was excellent in Mariam Hotel. Also, the study was revealed that (95.0%) customers have agreed to re-visit Mariam Hotel because of their quality services provided to them. Finally, the study further revealed that Mariam hotel train their staff and medically examine them once a year. A percentage response evidence of (80%) and (60.0%) respectively. Based on this, conclusions made about results shows that ensuring quality is great important to customers and brings growth to the hotel business in Mariam Hotel and thereby brings cash inflow to the economy through tourism. However, recommendations were made that management should improve the customer/employees relations. Training of hotel staff and medical examination should be done at least quarterly and or semi-annual to keep them abreast with skills.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

International tourist arrivals and receipt have been increasing substantially since 1982. In 2004, the sector attracted more than 500,000 tourists into the country with the corresponding tourist receipts of 640 million US dollars. In West Africa, Ghana leads its neighbor as the number one tourist destination. The growth is due to political stability as well as social, economic and technological changes that have taken place in the country. (**Ghana Statistical Service, 2010**) According to Ministry of Tourism (Ghana) cited in National Tourism Development Plan (1996-2010), the total number of international tourist arrivals was expected to rise from 802,779 in 2009 to 1,062,000 in 2010 and this invariably means more demands for overnight stays in hospitality facilities. They also indicated that domestic excursionist who visit Tamale same day and leave amount to 48,307 whiles those who stay overnight amount to 217,470. Domestic visitors and overnight visitors are rated as 99   %.

At the micro level, tourism is expected to facilitate job creation, income and revenue distribution, and a balanced regional development, which ultimately should improve the quality of life of residents. Reports from the Ghana Tourist Board (GTB) also indicated that tourism alone contribute 7 % of the Gross Domestic Product (GDP). It has also contributed 20 % of foreign exchange earnings to the economy of Ghana for the past 5 years. As a result of this trend of growth most entrepreneurs went into establishing hostels to accommodate these tourists' in the country. According to Ghana Tourism Authority (GTA) cited in comrade et-al, (2013) Tamale metropolis has the largest number of hotels and guest houses in the northern region accounting for 68 out of the total of 92 in the region. The growth in hotels within the metropolis has sparked some concerns about their impact on quality assurance and customer retention.

Customer service is activities performed by retailers (hotels) that influence the ease with which a potential customer can learn about the firm's offering, the ease with which a transaction can be completed once the customer attempts to make a purchase, and the customer's satisfaction with the purchase. (Dunne, 1999).

Berman (2002) identifies that quality assurance is linked to customer service and that bad services offered to customer's results in dissatisfaction. Good or assuring quality brings about customer satisfaction as well as customer retention.

Tourists in their travel require location where they can rest and revive during their travel. As results, commercial accommodation is in existence. There is great diversity in size and type of accommodation in relation to location and services provided. The services vary from each other based on their targeted customer groups.

The hospitality industry has grown significantly with new hotels and guest houses around Tamale. This is because of the location of the town and other tourist attraction which abound the region and attracts tourist from all over the world. This calls for research into how these guests are accommodated and how satisfied they feel about the quality assurance given to them in the hospitality industry and its development experience in Ghana.

1.1 Statement of the Problem

The hospitality industry in Tamale currently is characterized by presence of many hotels which present a wide range of customer services to their customers. Over the past two decades, there has been rising demand for hotels and restaurants services in Ghana as more and more visitors are attracted to the country through tourism, business, educational exchange programme, sports, invitation and exploration for foreign investment opportunity, especially in the wake of the oil find in the country. These people can be tourist, excursionist, residents, or non-residents, known as visitors and tourism has to do with their activities they produce. In their travel,

accommodation provides the base, from which they can engage in any activities at a destination. Therefore, travelling will be incomplete in the absence of accommodation in the hospitality industry. It is observed that some of the hotels in the metropolis are always engaged with a lot of customers whilst others are stressed without customers visiting their places. Thus, as a result, most of the hotels in the hospitality industry did not meet the standard expected of them in terms of service delivery such as adequate facilities, excellent customer relationship, and knowledge of products or services offering etc. this has led to customer complaining of poor quality of services, loss of confidence, and dissatisfaction. Lack of these factors, presently have resulted in hotels in Ghana losing their touch of excellence, losing client loyalty, and losing revenue (tax, foreign exchange) for the existence of their business. The influx of customers into some of the hotels and not patronizing others is yet unknown. It is against this background that, the researcher wants to assess the impact of quality assurance on customer retention in Mariam Hotel.
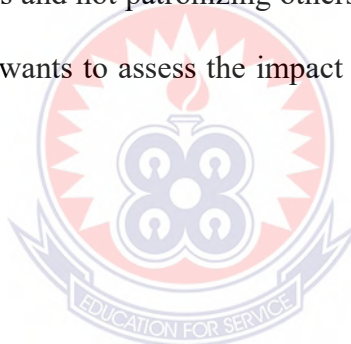
1.2 Main Objective

The study is aimed at understanding the satisfaction level of the customers regarding the quality assurance provided by Mariam Hotel in Tamale Metropolis.

1.2.1 Specific Objectives

Specifically, the study seeks to measure the following:

1. To assess the impact of quality assurance in hospitality business

2. To investigate the participation of management and employees in contributing to quality of services.

3. To ascertain the relationship between quality assurance and customer satisfaction in Mariam Hotel.

1.3 Research Questions

1.   What are the qualities of accommodation service approaches used by Mariam hotel?

2.   What is the relationship between customer services and customer satisfaction in the Mariam hotel?

3.   What is the correlation between quality assurance and customer retention in Mariam Hotel?

1.4 Significance of the Study

The research work contributes to existing knowledge and understanding of the study variables. It will also help the research to appreciate the concept of quality assurance on customer retention.

The study can be a source of reference to students who might be doing a further study into this topic or related one in the near future.

The study will help the Mariam Hotel to recover its customer service qualities so to compete fully with other hotels both local and international.

The research work will also be a guide for hotel operators to use in retaining customers in the hospitality industry.

1.5 Scope of the Study

The overall scope of the study was to ascertain quality of services rendered by Mariam Hotel, Tamale. The study covered only Tamale, the capital of Northern Region. Northern Region is inhibited by Mole-Dagomba linguist group. This Region covers a total area of 70,384km^2 (31%) of Ghana land size, a total population of 2,479,461 and 20 districts. (Population and Hosing Census, 2010).

The Region was selected because of proximity to the researcher and also the conditions there are typical to other Regions where hotels can be located in the country, and that the findings and the contributions can be extended to the national level.

CHAPTER TWO

LITERATURE REVIEW

2.1 An Overview of Hospitality Industry in Ghana

Ghana Hotels Association cited in (Nimako & Mensah, 2013) hospitality services in Ghana are categorised under the tourism industry. Over the past four decades the tourism industry has been principally managed and controlled by Ghana Tourist Board (GTB), which was created by the National Redemption Council in 1973 and amended by the Supreme Military Council in 1977 (www.touringghana.com/gtb.asp). The GTB came under the auspices of the Ministry of Tourism in 1993. In 2011, the parliament of Ghana passed the Tourism law (2011) Act 817, which transformed the Ghana Tourist Board into Ghana Tourism Authority (www.ghana.gov.gh). This was to give more meaning to tourism infrastructural development in the country. The tourism industry has been a major source of foreign exchange with its contribution of 7 % to GDP (www.ghana.gov.gh). The average growth rate of the industry is estimated at 4.1 % over the next two decades (Ghana Investment Promotion Center, 2010). The tourism industry includes services that are rendered by hotels, motels, resorts, restaurants, places of tourist attraction, among others.

Bokpin and Nyarko (2009) observe that in terms of governance structure of the hospitality industry, 60 % of the 3-star hotels are wholly owned Ghanaian companies, 20 % are joint ownership with majority Ghanaian shareholding and other 20 % are joint ownership with majority foreign shareholding. For 40 % of 4-star hotels the companies are joint ownership with majority foreign shareholding and 40 % of other types of hotels are jointly owned with majority Ghanaian shareholding. There were no 3 or 4 star hotels wholly owned by Ghanaian companies within the hospitality industry. In Ghana, the Ghana Hotels Association (GHA) is one key organisation that championed the course of hotel operators in the country. The GHA

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promotes and regulates the operations of members to ensure effective delivery of hotel services to clients and customers. Membership of the GHA is made up of hotels, motels and guest houses that have been certified and licensed by the Ghana Tourist Board to offer accommodation, catering and other tourism services in Ghana. The GHA has over 1000 registered members, out of which 817 are hotel only as of September 2012. The distribution of hotels according to regions in Ghana is presented below in Table 2.1.

Table 2.1: Distribution of Registered Hotels in Ghana

Region	Number	Percentage (%)
Greater Accra	390	47.74
Ashanti	61	7.47
Central	73	8.94
Volta	46	5.63
Eastern	80	9.79
Western	40	4.90
Brong Ahafo	43	5.26
Northern	33	4.04
Upper East	43	5.26
Upper West	8	0.98
Total	**817**	**100**

Source: Ghana Hotel Association; Retrieved from
(http://www.ghanahotelsassociations.com/contents/view/29). 30/06/2018

Table 2.2: Hotel Ratings in the Northern Region

RATING	NUMBER	PERCENTAGE (%)
5 Star Hotels	0	0
4 Star Hotels	0	0
3 Star Hotels	0	0
2 Star Hotels	4	12.12
1 Star Hotels	4	12.12
Budget Hotel	19	57.58
Guest House	6	18.18
Hostels	0	0
Total	33	100

Source: Ghana Hotel Association; Retrieved from
(http://www.ghanahotelsassociations.com/contents/view/29). 30/06/2018

2.2 Classification of Hotel

Asabere and Doku (2013) in their study indicated that although hotels are classified into 'Star' categories (1-Star to 5-Star), there is no standard method of assigning these ratings, and compliance with customary requirements is voluntary. A United States (US) Hotel with a certain rating, for example, may look very different from an European or Asian Hotel with the same rating, and would provide different levels of amenities, range of facilities, and quality of service. Whereas Hotel chains assure uniform standards throughout, non-chain Hotels (even within the same country) may not agree on the same standards. In Germany, for example, only about 30 percent of the Hotels choose to comply with the provisions of the rules established by the German Hotels & Restaurants Association. Although both World Trade Organization (WTO) and International Standards Organization (ISO) have been trying to persuade Hotels to agree on some minimum requirements as worldwide norms, the entire membership of the Paris-

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based International Hotel & Restaurant (IH&RA) opposes any such move. According to IH&RA, to harmonize Hotel classification based on a single grading (which is uniform across national boundaries) would be an undesirable and impossible task. As a rough guide: A 1-Star Hotel provides a limited range of amenities and services, but adheres to a high standard of facility-wide cleanliness. A 2-Star Hotel provides good accommodation and better equipped bedrooms, each with a telephone and attached private bathroom. A 3-Star Hotel has more spacious rooms and adds high-class decorations and furnishings and colour TV. It also offers one or more bars or lounges. A 4-Star Hotel is much more comfortable and larger, and provides excellent cuisine, room service and other amenities. A 5-Star hotel offers the most luxurious premises, widest range of guest services as well as swimming pool, sports and exercise facilities, which are all available for the guest.

Chon and Maier (2010) are of the view that hotels may be classified as full service or limited service. The full service hotels typically offer room service and three-meal-a-day dining, and often offer banquet, meeting, and convention services as well. Pizam and Holcom (2008) indicated that accommodation may be commercial, non-commercial, or social in character, and may include hotels, motels, timeshares, guest houses, lodging-houses, bed and breakfast inns, pensions, "auberges", also included are holiday camps, holiday villages, sanatoria, and villas and apartments for rent. Based on their indication hotels can be classified by type (such as commercial hotels; airport hotels; conference centres; suite or all-suite hotels; residential hotels; casino hotels; resort hotels; bed and breakfast hotels) by service levels (such as budget hotels that provide only "rooms and baths" to full service and premium luxury levels) and by brand segmentation that captures elements of what the traveler demands in a hotel, what that demand necessitates in the way of construction, size, decor, service, amenities, personnel and finally price.

The most widely used brand segments usually are among the following eight:

- Economy

- Midscale without food and beverage

- Midscale with food and beverage

- Economy extended stay

- Midscale or upscale extended stay

- Upscale

- Upper upscale and

- Premium luxury

The researchers additional said in most countries, the Government Ministry or department that is responsible for promoting tourism is responsible for the rating system. In the USA, The Mobile Travel Guide, a division of the Mobil Oil Corporation, uses a star rating system and the American Automobile Association (AAA) utilizes a diamond rating system. Under the diamond system of AAA a hotel applies for evaluation and can receive open to five diamonds depending on the quality of the service and facilities it provides. In order to be listed in the AAA system, a hotel must meet a minimum of 34 basic operating criteria that include management, public areas, guest room security, fire protection, housekeeping, maintenance, room decor, room ambience, and bathroom quality. Once a hotel is approved and included in the AAA system, it is revaluated at least once a year.

2.3 Customer Service

It is the view of business executives that retailers such as hotels that many customer services (delivery, gift wrapping, more pleasant surroundings, and sales assistance) satisfy their customers more than their competitors, arguing that it ensures and build an acceptable level of confidence of service offered to customers and promote assurance of quality. Many consumers

are willing to pay for more extra service as long as it provides the needed satisfaction to them. (Dunne, 1999).

Donald (1994) indicated that it is important to know what customers expect to satisfy them. According to him knowing what customers expect is influenced by what marketers have promised in their advertisement and how well their expectations are being satisfied.

Dunne (1999) defines customer services as activities performed by retailers (hotels) that influence the ease with which a potential customer can learn about the firm's offering, the ease with which a transaction can be completed once the customer attempts to make a purchase, and the customer's satisfaction with the purchase. These three elements are the pre-transaction, transaction and post-transaction components of customer service. He further says that, service has been known to have an impact on customer satisfaction and retention. Providing satisfaction to the customer entails offering a service either by the sale of product or physically rendering a service. When the service is conducted professionally, accurately, promptly and in a good environment as expected by the customer then he or she becomes satisfied. When the service delivered is bad customers will always be satisfied.

Berman (2002) defines customer service which involves the identifiable but relative intangible, actions undertaken by a seller in conjunction with the basic goods or services it offers. He continues to say that the level of customer service provided by a firm can affect it ability to attract, assure and retain customers more than ever before.

According to Berkwowitz et al (2000) customer service is the ability of a logistics system to satisfy users in time, dependability, communication and convenience. Hee continues to say that customer service is not merely seen as an expense but a strategic tool for increasing customer satisfaction.

2.3.1 Definition of Customer Service

1. The degree of assistance and courtesy granted those who patronize the organization.

2. It includes the primary activities associated with after-sale support to enhance or to maintain the value of the product or service.

3. Customer service is the set of behaviours that a business undertakes during its interaction with its customers. It can also refer to a specific person or desk which is set up to provide general assistance to customers.

From the above definitions it can be deduced that customer service is a procedural activity that seeks to meet an expectation of the customer in relation to scale of a product or service delivery (McDonald et al, 2003).

2.4 Customer Service and Quality Assurance

Berman (2002) identifies that quality assurance is linked to customer service and that bad services offered to customers result in dissatisfaction. Goods or assuring quality brings about customer satisfaction as well as customer retention. Unless the customer is satisfied with both the basic goods and the service offered by the firm and the accompanying quality of customer service (such as politeness, expert sales, personnel and on-time appointment), he or she is unlikely to be satisfied and even patronize the firm-certainly not in the long run or term.

It can also be seen that customer service is an intangible activity which is very vital to the Hotel in seeking satisfaction to the customer. Customer service therefore is not an event which happens occasionally but a process (an ongoing activity) which needs to be improved every now and then tailored to satisfying the end user (customer).

2.5 Quality from Customers' Perspective

A customer definition of quality is much broader. Firstly, customers are concerned with the quality of the physical product – its durability, safety, ease of use, and installation.

Secondly, customers are concerned with the quality of service, by which they mean the accuracy and truthfulness of advertising, responsiveness, and on-going service support.

Finally, customers' concept of quality includes psychological aspects: the company's knowledge of its products, the courtesy and sensitivity sales and support staff, and the reputation of the product. (Russell, 2003).

Quality has become a major factor in customers' choice of services and products and they look out for what they want to see and would need in a product or service. This to them determines quality. This means that the firm (like Mariam Hotel) must consider what and how the customer defines quality. For a service or product to be seen as quality by the customer, it should satisfy the needs of both now and in the future. From this perspective, it can be said that quality of a product or services is determined by what the customer wants and is willing to pay for.
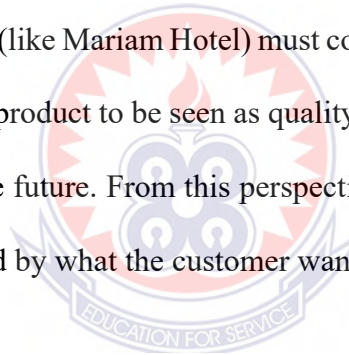
2.6 Quality from the Producer's Perspective

Product or service design results in design specification that should achieve the desired quality. When the product or service is determined, the producer's perspective of quality is also seen in how effectively the production process is able to conform to the specification required by the designed referred to as **quality of conformance**-"Quality of conformance" is making sure the product or service is produced according to design. What this means is that quality during production focuses on making sure that the product meets the specification required by the design. (Russell, 2003).

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Diagrammatic representation of the meaning of quality
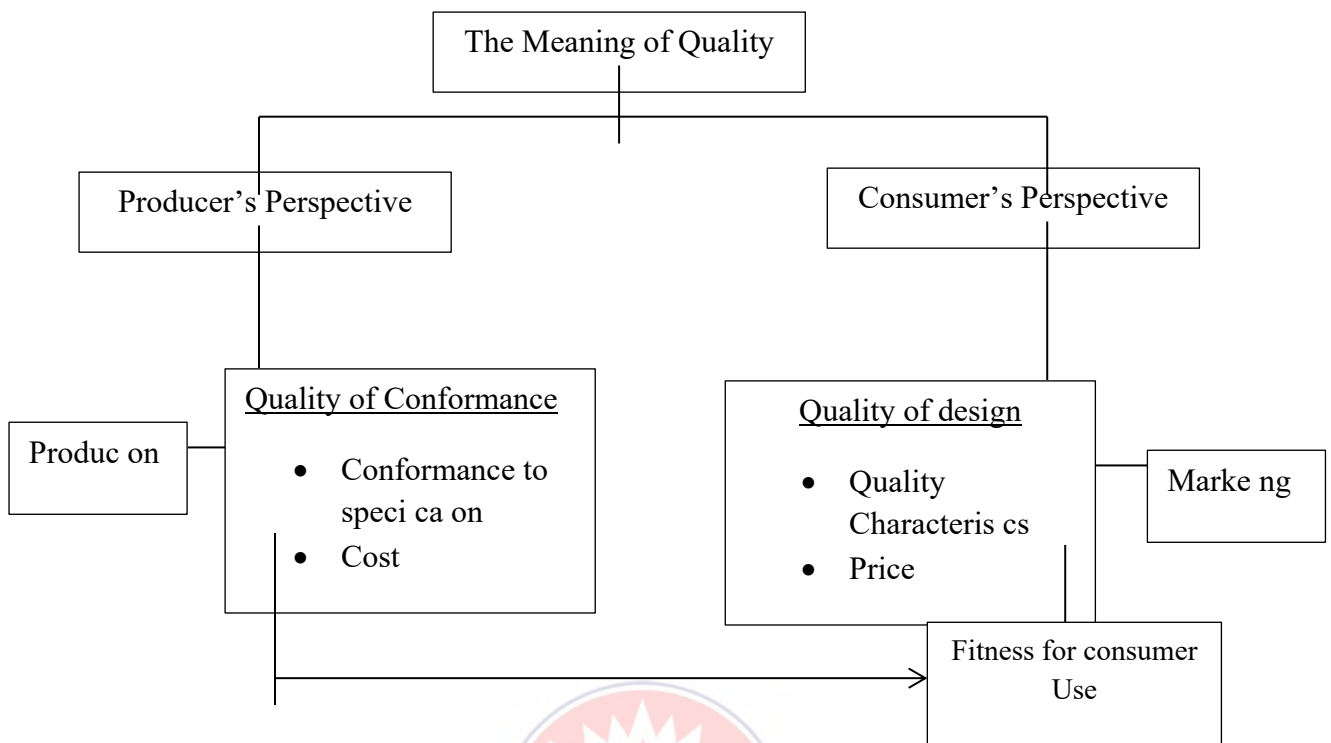
Fig. 2.1: Diagrammatic representation of the meaning of quality

Source: *Roberta Russell. (2003)*

2.7 Quality Assurance

In developing product and service, quality assurance refers to planned and systematic process of ensuring that a product or service being developed is meeting customer requirements, that is total satisfaction. More accurately, quality assurance is a standard for meeting customer requirements. It documents how a company will meet the requirements of a client or customer in a systematic, reliable fashion. It shows a company's commitment to quality products and service to the customer. A quality assurance system is said to increase customer confidence and a company's credibility, to improve work processes and efficiency, and to enable a company to better compete with others.

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According to Philip Kotler, (1999) the term Quality Assurance refers to planned and systematic processes that provide confidence in a product or service suitability for its intended purpose. It is a set of activities intended to ensure that products (goods and or service) satisfy customer requirements in a systematic, reliable fashion. Quality assurance is about improving and stabilizing and processes to avoid or at least minimize issues that lead to the defects or dissatisfaction in the first place. Two key principles characterize quality assurance.

Firstly, "fit for purpose" (the service or product should be suitable for the intended purpose) and secondly, "right first time" (mistake should be eliminated). Quality assurance includes regulation of the quality of raw materials, assemblies, products and components, services related to production; and management, production and inspection processes. It is important to realize also that quality is determined by the intended users, clients or customers, not by society in general. It is not the same as 'expensive' or 'high quality'.

According to Berry, Parasuraman and Zeithanl, who are strong advocates of quality services they make the point that only customers can judge quality – all other judgments are considered to be essential irrelevant.

According to Dr, W. Edwards Deming, quality assurance is the process of verifying or determining whether products or services meet or exceed customer expectations. Quality assurance is a process driven approach with specific steps to help define and attain goals.

This process considers design, development, production, and service. The most popular tool used to determine quality assurance is the Shewhart Cycle, developed by Dr. W. Edward Deming. This cycle for quality assurance consists of four steps: plan, Do, Check, and Act. These steps are commonly abbreviated as PDCA. The four quality assurance steps within the PDCA model stand for:

Plan: Establish objectives and processes required to deliver the desired results.

Do: Implement the process developed.

Check: Monitor and evaluate the implemented process by testing the result against the predetermined objectives.

Act: Apply actions necessary for improvement if the results require changes.

PDCA is an effective method for monitoring quality assurance because it analyzes existing conditions and method used to provide the products or service to customers. The goal is to ensure that excellence is inherent in every component of the process. Quality assurance also helps determine whether the steps used to provide the product or service is appropriate for the time and conditions. In addition, if the PDCA cycle is repeated throughout the lifetime of the product or service, it helps improve internal company efficiency. Quality assurance demands a degree of detail in order to be fully implemented at every step. Planning, for example, could include investigation into the quality of the raw materials used in production, the actual assembly, or the inspection processes used. The checking step could include customer needs are being exceeded and why they are or are not. Acting could mean a total revision in the manufacturing process in order to correct a technical or cosmetic flaw.
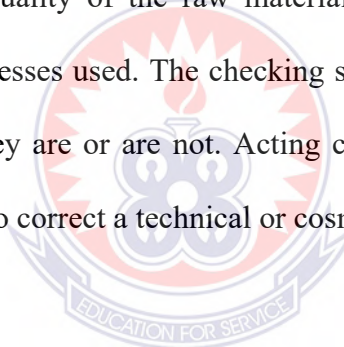
2.8 Quality Measures: Attributes and Variables

The quality of a product or service can be evaluated using either an attribute of the product or service or a variable measure.

1. **Attribute measure:** An attribute is a product or service characterize such as color, surroundings, surface texture, cleanliness or perhaps smell or taste. This can be evaluated quickly with a discrete response such as good or bad, acceptable or not, or yes or no. where quality specifications are complex and extensive, a simple attribute test might examine the quality of Mariam Hotel premises by seeing if it is clean or not. If it is not, it can be investigated to find out who is supposed to get it clean and has not done so. This is sometimes referred to as qualitative classification.

2. **Variable measure:** A variable measure is a product characterize that is measured on a continuous scale such as length, weight, temperature or even time. (Roberta and Bernard,2003) for example, the time it takes to serve a customer at Mariam Hotel can be measured to see if it is quick enough. Since a variable evaluation is the result of some form of measurement, it is sometime called quantitative classification method. A variable measure provides more information about a prouct or service than an attributes measure. For instance, the weight of a product is more informative than simply saying the product is good or bad.

2.9 Service Quality

Service quality can be defined as "comparing the perception of service received by a customer with the expectations of service desired". (Fitzsimons, 2005)

According to Larry (1997) quality service is a perceived judgment resulting from an evaluation process when customer compares the expectations with the service he or she perceive to have received. Customers have now become more confident of their right and the power they wield in the market place. Ideally, they have become increasingly demanding in relation to the way they are treated by supplier firms. With this revelation companies have also realized that quality is equally important in the delivery of service though before then they placed much emphasis on quality of goods. He went further to say that the customer makes a decision to stay at a particular hotel or shop at a particular store not because of only the tangible product or the décor of the rooms or quality of the food but on much more intangible factors of level of service.

Berry et al (2002) suggest that "customers use five dimensions to form their judgment of service quality which are based on a comparison between expected service and perceived service." For service, the assessment of quality is made during the service delivery process.

Each customer contact is referred to as a moment of truth, an opportunity to satisfy or dissatisfies the customer. Therefore customer satisfaction with a service quality can be defined by comparing perception of service received with expectation of service desired. In ensuring that quality is sustain and reaches the customer at the end of the day, five elements should be considered. These five elements are called the SERVQUAL elements and they are reliability, responsiveness, assurance, empathy and tangible.

2.9.1 Reliability

Reliability is the ability of the service provider to perform promised service both dependably and accurately. Reliability service performance is a customer's expectation and means that the service is accomplished on time, in the same manner, and without errors every time. Quality is assured when the provider of the service is conscious of what the customer wants and expects to see or feel of the service being delivered. It means therefore that when reliability of the service or the product is missing, then quality is not assured.
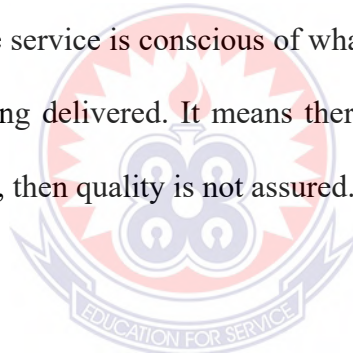
2.9.2 Responsiveness

This is the willingness of the service provider to help customers and to provide prompt service. For instance, keeping customers waiting for no reason does not create any good impression about the quality service delivery of the company. If a service failure occurs, the ability to correct errors quickly and with professionalism can create very positive perception of quality service delivery of the company. Hence, in assuring quality, it is very prudent to be responsive to service errors in the shortest possible time and with a high sense of professionalism. Again, customers should not be left unattended to for no reason. It is in these that customer become satisfied. Thus quality service makes customers satisfied.

2.9.3 Assurance

It is the knowledge and courtesy of employees as well as their ability to convey trust and confidence. The assurance dimension includes competence to perform service, politeness and respect for customers, effective communication with customers and general attitude that the provider has. Quality assurance in this sense means that the provider of the service should not only look at the time of delivery, nature of the service but should take into consideration how the service is delivered. In assuring quality to customer, the provider must do so with trust and confidence assuring the customer that the service is real, good and important to him or her. Again, the provider must show some form of decorum, showing respect to the customer in all sense and also communicating in the right manner and with the right attitude to the customer. These are very important in ensuring quality of service to the customer. At all cost, these should not be compromise in any way if quality is a hall mark.

2.9.4 Empathy

This is the provision of caring, individualized attention to customers. Empathy includes approachability, sensitivity and effort to understand the needs of the customer. Thus in the course of providing service to the customer and then meet them accordingly. Generalizing the needs and assuming all customers need same thing is wrong and does not denote quality of service delivery. In ensuring quality, the service provider needs to attend to each customer in a caring and sensitive manner for purposes of reaching the needs of the customers.

2.9.5 Tangibles

These are the physical facilities, equipment, personnel and communication materials that the service provider has at his or her office. The condition of the physical evidence is a clear indication of the care and attention that the service provider has exhibited. It therefore shows

that in the bid to ensure quality of the service delivered, the physical facilities, personnel and other communication materials must be in the best of condition or shape.

When the tangibles are in shambles, then of course the service will be of a low quality because of the possible errors that will occur in the course of rendering service to the customer. Hence, proper care should be taken in ensuring that the tangibles aspects of the service delivery are always in the best of shape for better service delivery. These five dimensions are not the only ways that service quality can be measured, but as shown in figure 2.2 there are other five elements that can also be looked at

Diagram showing approaches to measuring service quality

Word of mouth	Personal needs	Past experience

DIMENSIONS OF SERVICE QUALITY	Expected Service	**PERCEIVED SERVICE QUALITY**
Reliability Responsiveness Assurance ➢ Content ➢ Process ➢ Structure ➢ Outcome ➢ Impact	Perceived Service	i. Expectations exceeded Es<PS (quality Surprise) ii. Expectations mat ES-PS (satisfactory quality) iii. Expectation not met ES>PS (unacceptable quality)
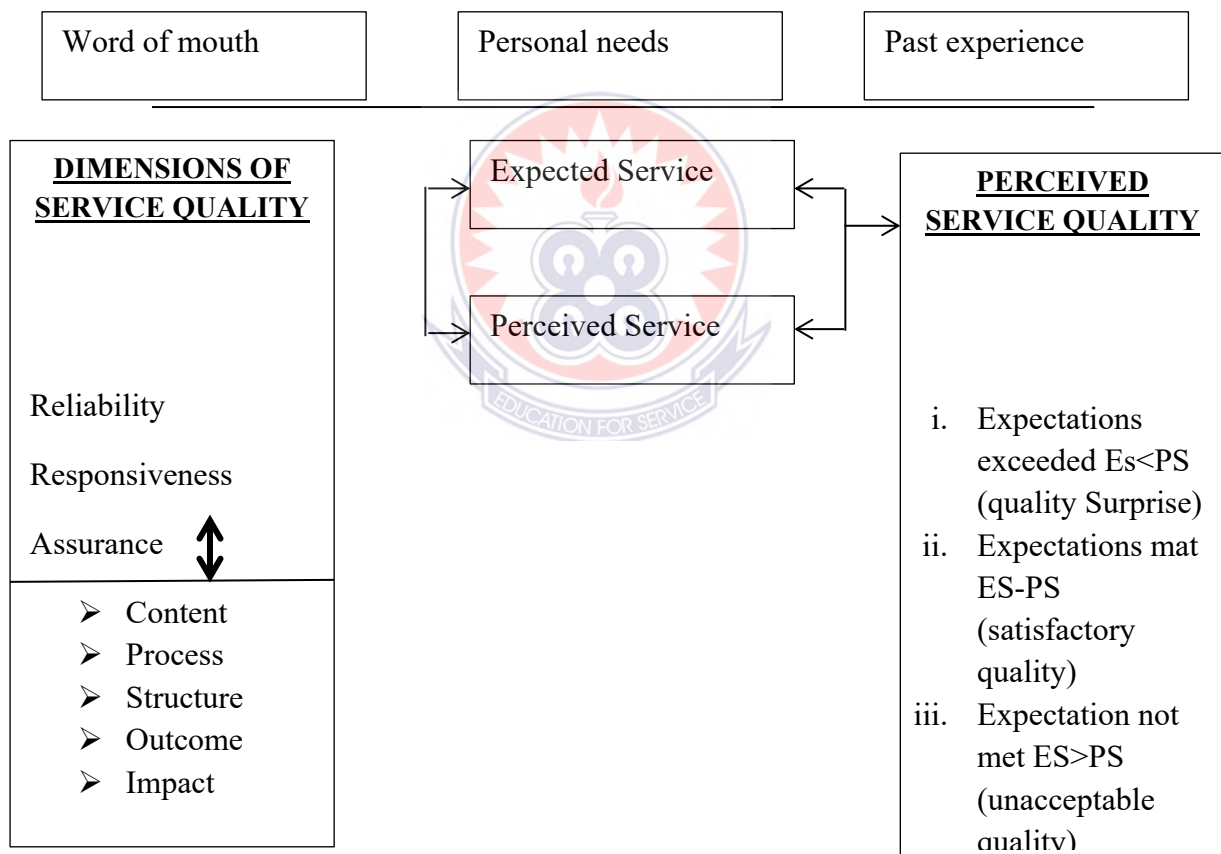
Fig. 2.2: Diagram showing approaches to measuring service quality

Source: Torc Williams 2005

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A comprehensive view of the service system is necessary to identify the possible measures of service quality. Therefore quality can also be looked at from content, process, structure, outcome and impact.

2.9.6 Content

In ensuring high quality standard of services or goods being produced, employees must follow the standard procedures of the company. For routine service, standard operating procedures generally are developed and service personnel are expected to follow these established procedures to the end. Content here requires that employees do not leave any procedure unmarked. Quality assurance in this respect requires that what must be done must be to the fullest in terms of the procedures to be followed in arriving at the final stage.

2.9.7 Process

Is the sequence of event in the service process appropriate? This is because there is the need for a logical sequence of activity that must be followed and well coordinated. There must be interaction between the workers and the customers. In the course of producing the product or the service, it is incumbent on employees to sequentially abide or follow the needed process. No process or activity should be jumped or overlooked. Each process or activity must be engaged in an orderly manner. As such coordination of the various processes should be done well to ensure that there isn't any distortion.

2.9.8 Structure

Are the physical facilities and organizational design adequate for the service? These and the support equipment are only part of the structural dimension. In ensuring quality, the physical facilities and the organizational design in the production of the service and the products must be enough and if necessary in excess. When these are in shortage, things cannot be done well and the end results is poor quality. The qualification dimension of the staff must also be taken

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into consideration. A measure of organizational effectiveness in controlling quick would be the presence of active self- evolution procedures and member's knowledge of their peer's performance.

2.9.9 Outcomes

What changes in status has the service affected? The ultimate measure of service quality is a study of the end result. The question that is always asked is whether the customer is satisfied or not. In services, the assumption is made that the status quo is acceptable unless the level of complaints begins to rise. The more complaints received by companies, the high indication that quality is poor.

2.9.10 Impact

What is the end result of the use of the service? Are the customers safe, secure? Are the questions that must be asked? However, it should be that the impact also must include a measure of service and accessibility which usually is quoted as the population served per-unit area. It will be noted that the other five element of quality measurement are taken from the company's perspective, therefore, there is the need for both customers and companies in the service industry to know that they must all judge service not from their perspective only but must look at it from the two angles. With quality ensured from the production stage, through the service delivery to the customers, the resultant reward is satisfaction to the customer and the producer or service provider as well. In ensuring quality, the most important perspective of quality is the customer's. Product and services must be designed to meet customer expectations and needs for quality. A total commitment to quality is necessary throughout an organization for it to be successful in improving and managing product and service quality. The commitment must start at the top and filter down through all levels of the organization and across all areas and department. Employees need to be active participants in the quality improvement process

and must feel a responsibility for quality. Improving service and product quality is cost-effective however; the cost of poor quality greatly exceeds the cost of attaining good quality.

2.10   Total Quality Management

To make sure that products and services have the quality they have been designed for, a commitment to quality throughout the organization is required. This approach to the management of quality throughout the organization has evolved into what is called total quality management or TQM.

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

Again, it is defined as is a business management strategy aimed at embedding awareness of quality in all organizational processes. TQM has been widely used in manufacturing, education, call centres, government, and service industries, as well as NASA space and science programs. From these above definitions and view of TQM, it presupposes that forecasting is very crucial in TQM environment. More customers perceive good-quality service to mean having a product or services when they demand it. This perception hold true for manufacturing and service companies. For instance, when customers walk into any hospitality firm like that of Mariam Hotel, they do not expect to wait for long to place orders. Rather they expect Mariam Hotel to have the items and services they want and they expect to receive their orders within a short period of time. An accurate forecast of customer traffic flow and product demand will enable Mariam Hotel to schedule enough servicer, to stock enough food, and to schedule food

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production to provide high quality service. An inaccurate service forecast causes service to break down, resulting in poor service quality.

2.10.1 Principles of Total Quality Management

Although companies use different terms to refer to their approach to quality, they mean essentially the same thing and embody many of the same concepts. According to Roberta and Bernard (2003) these concepts are strategic goals, total commitment, continuous improvement, comprehensive focus, employee responsibility, job training and so forth. However, there are principles which cuts across for every firm and which when followed strictly can yield good result. The principles given by Roberta et al (2003) are as follows:

1.   The customer definition of quality and customer satisfaction is the top priority.

2.   Top management must provide the leadership for quality.

3.   Quality is the responsibility of all employees at all levels of the organization.

4.   Quality is a strategic, and requires strategic plan.

5.   All functions of the company must focus on continuous quality improvement to achieve strategic goals.

6.   Quality problems are solved through cooperation among employees and management.

7.   Problem solving and continuous quality improvement use statistical quality control methods.

8.   Training and education of all employees are the basis for continuous quality improvement.

2.10.2 Quality Continuous Process Improvement

Companies all over the world including the hospitality companies and enterprises, value quality and also ensure that it met by both employers and employees at all standards on a continuous basis.TQM embodies the same basic principles as quality assurance, total quality control etc.

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TQM emphasizes top management's roles in leading a total quality effort on which all employees at all levels must focus. TQM also emphasizes that quality is a strategic issue and that the organization must decide what the customer want in term of quality and then use strategic planning encompassing all functional areas to achieve goals for quality.

In the recent world, the term continuous process improvement has been used among many companies to identify a quality improvement or TQM effort. Continuous process improvement is essentially a matter of nomenclature (Louise, 2003). Thus it embodies the same basic philosophy and principles of TQM. Hence, under continuous process improvement, all employees are responsible for continuous quality improvement and quality is the focal point of all organizational functions.

2.10.3 Quality Assurance Techniques

Employees use quality assurance techniques in dealing with these customers. The three techniques are seen to be 3s (Support, safety and supervision).

2.10.3.1 Support

The leader must understand quality assurance, accept how it works and be ready to provide solutions to reports on products and services under development to achieve quality products and services.

2.10.3.2 Safety

A good leader must ensure that the safety of products under development is not compromised in the process of producing quality product. Both are equally necessary in branding a product as good quality. a good leader is therefore required to engage the services of a good quality assurance personnel to ensure that goods produced are safe and of optimum quality.

2.10.3.3 Supervision

The leadership of an organization involves all those who are in authoritative positions. Supervision is a key area in ensuring the production of quality goods and services. The leader should be the supervisor's supervisor. He/she should address issues as they arise and provide interventions to resolve them. Supervision should be 24/7 and all year through.

2.10.4 Quality Assurance and Customer Satisfaction

At the other end of a company's spectrum from its suppliers is its direct relationship with its customers. According to Kerin et al (2006) an important component of any TQM program is the company's ability to measure customer satisfaction. In this sense the company needs to know if its TQM program is effective. That is; is the company meeting customer expectations? Is its product or services meeting their fitness for use definition? Is it what the customer wants, does the customer like it, does the customer need it, will the customer like it changed? TQM program must contain some form of measurement system to answer these questions and provide data about the customer's level satisfaction. With a quality assurance program otherwise known as continuous process improvement or TQM in place, customers are assured of their satisfaction with respect to quality, usage, specification and so forth. When customers express satisfaction it is an indication that the firm is doing great and that it quality assurance programs are in full swing.

The measurement of the satisfaction of the customer can be done in various ways. However, Lisa et al (1995) point out that the most widely used means for measuring customer satisfaction is the customer survey. This has been traditionally thought as a tool for market analysis. However, continuous monitoring of customer satisfaction through survey, or any other means, is an invaluable source for information that a company can use to improve its product, services and process. For example a third-party customer satisfaction survey results for 2000 Baldrige National Quality Award winner data corporation-Spicer Driveshaft Division in the United

States showed over 87 percent overall customer satisfactions with their product quality and performance from 2003 to 2007 which was over 10 points higher than their competitors.

2.10.5 Satisfactions as Cognitive or Affective Measurement of Quality

It is been the belief of some managers over the years that product performance and service quality bring about satisfaction. Good practice forms useful managerial elements that bring about the quality in service which leads to satisfaction. (Donald, 1999). However, there is not any one such thing as objective quality and therefore managers who are interested in customer satisfaction need to find out how customers perceive quality.

Quality is made up of both the cognitive (thinking) and affective (emotional) aspects. Cognitive, in the sense that it has to do with how the customer thinks and is thinking about the service or the product which brings to him or her satisfaction needed. Affective, in the sense that it has to do with how the customer feels about the service or the product being delivered or sold and this contributes to his or her satisfaction. According to Stoke (2007) perceived quality as an important predictor to customer satisfaction. Thus looking at all the description of quality, he concluded the perception of quality (what the customer holds about quality) is what counts and these involve the following:

1. Performances

2. It is based on comparative standards

3. It differs among customers and situation

4. It resides in the use or consumption of product and services.

2.11 The Cost of Quality

According to a legendary quality guru, Armand Feigenbaum, "quality cost is the foundation for quality-system economics". Quality costs have traditionally served as the basis for evaluating investment in quality programs. The costs of quality are those incurred to

achieve good quality and to satisfy the customer, as well as the costs incurred when quality fails to satisfy the customer.

2.11.1 Quality costs fall into two categories

These are;

1. The cost of achieving good quality, also known as the cost of quality assurance.

2. The cost associated with poor quality products or services also known as the cost of not conforming to specification.

2.11.2 The Cost of Achieving Good Quality

The cost of achieving good quality is the cost of quality management programs. These are prevention costs and appraisal costs.

- Prevention costs: These are the costs incurred during product design. They are the costs of trying to prevent poor-quality from reaching the customer. According to Stokes (2007), prevention reflects the quality philosophy of "do it right the first time," the goal of quality management program. He outlined some examples of prevention cost and these are as follows:

  1. Quality planning cost: the cost of developing and implementing the quality management program.

  2. Product design cost: the costs of designing with quality characteristics.

  3. Process costs: the costs expended to make sure that productive process conforms to quality specification.

  4. Training cost: the costs of developing and putting training programs for employees and management.

  5. Information costs: the costs of acquiring and maintaining (typically on computers) data related to quality, and the development and analysis of reports on quality performance.

Thus, the cost of preventing poor quality and ensuring good quality include planning, design process, training and information costs. This shows that for quality to be of a priority on the list of Mariam Hotel, the costs of maintaining quality must be adequately met.

- Appraisal costs**:** These are costs of measuring, testing, and analyzing materials, charts, products, services, and the productive process to ensure that product or service quality specifications are being met. There are several examples of these costs and among these are:

1. Inspection and testing: the costs for testing and inspecting materials, charts and product or service at various stages and at the end of the process.

2. Test equipment costs: these are the costs of maintaining equipment used in testing the quality characteristics of the products or services.

3. Operator costs: these are the cost of the time spent by operators to gather data for testing product or service quality, to make equipment adjustment to maintain quality, and to stop work to access quality. in a service organization like Mariam Hotel, appraisal costs tend to be higher and therefore, are a greater proportion of total quality costs. Quality in service is related primarily to be interaction between an employee and customer, which makes the cost of appraisal quality more difficult; however, it must be done. (Zeithanl et al, (2006).

2.11.3 The Costs Associated with Poor Quality

This is the cost associated with poor quality and is also referred to as the cost of non-conformance, or failure cost. The cost of failure is the difference between what is actually cost to produce a product or a service and what it would cost if there were failures. According to George (2005) this is generally the largest quality cost category in a company, frequently accounting for 10% to 90% of total quality costs.

The cost of poor quality can be categorized as internal failure cost or external failure cost.

- Internal failure costs: these are costs incurred when poor-quality products are discovered before they are delivered to customers. Examples include:

1. Scraps costs: these are costs of poor-quality products that must be discarded, including labour, materials, and indirect costs.

2. Rework costs: the cost of fixing defective products to conform to quality specification.

3. Process failure costs: these are the costs of determining why the productive process is producing poor-quality products or services.

4. Process downtime costs: these are costs of shutting down the productive process to fix the problem.

5. Price downgrading costs: these are costs of discounting poor-quality products that is selling products as "seconds".

- External failure costs: These are the costs incurred after the customer has received a poor-quality product or service. These costs are primarily related to customer service. Examples of external failure costs includes:

   1. Customer complaints costs: these are the costs if investigating and satisfactorily responding to a customer complaint resulting from poor-quality product

   2. Product return costs: these are costs of handling and replacing poor-quality products returned by customer.

   3. Warranty claims costs: these are litigation costs resulting from products warranties.

   4. Product liability costs: these are litigation cost resulting from product liability and customer injury.

   5. Lost sales costs. The cost incurred because customers are dissatisfied with poor-quality products and do not make additional purchases.

It is evident from series of researches that internal failure costs tend to be low for a service producing company like that of Mariam Hotel, while external failure costs can be quite high.

A service organization has little opportunity to examine and correct a defective internal process, usually an employee-customer interaction, before it actually happens. For this reason, it is incumbent on the employees to consciously exhibit high professionalism in delivering service to customers, particularly in the first instance.

Hence, the first contact with the customer by the employee should be free from any defects. Again, external failures typically result in an increase in service time or inconvenience for the customer. (George, 2005). Examples of external failure include customer waiting too long to be serviced after order is place or a customer waiting too long to replace an order, or an order that arrives with wrong items, requiring the customer to call back the waiter or waitress for re-ordering, just to mention a few.

2.12 Quality Improvement and the Role of Employees

Employee issues are universally perceived by companies to be one of the most important considerations when initiating a quality- improvement program. Failure to address employee issues will usually lead to a failure of the total quality effort. (Brain, 2006). This means that, employees should be considered in terms of their need as employees before quality of services and products can be taken as an issue. When employees are not satisfied with internal arrangement of any companies, development, delivery, servicing of any product to a customer will be of a low class. Therefore, in improving the quality standards of a company, employees should be considered in all aspect.

Example, I a survey of a firm in Georgia that had implemented TQM, 94% indicated that their employees had received additional job skill training, and additional training in problem solving skills such as statistical process control. 85% said they had expanded opportunities for employee recognition and reward, while 79% had formed work groups during the TQM implementation process. In this same survey, quality improved in 94% of the companies and

employee satisfaction improved in 88%. (Brain, 2006). Job training and employee development are major features of a successful quality assurance program. Increase training in job skills results in improved processes that improve service and product quality. Training in quality tools and skills such as statistical process control enable employee to diagnose and correct day-to-day problem related to their job. This provides employees with greater responsibility for service and product quality and greater satisfaction for doing their part to achieve quality. To achieve high quality, it is absolutely necessary that management and employees cooperate and that each have an equally strong commitment to quality. Cooperation in a quality-management program is achieved when employees are allowed to participate in the quality-management process that is when they are given a voice. (Stokes et al, 2004). According to Russell S. (2003) when employees are directly involved in the quality-management process, it is referred to as participative problem solving. Thus, employee participation in identifying and solving quality problem have been shown to be effective in improving quality, increasing employees satisfaction and morale, improving job skills, reducing job turnover and absenteeism and increasing productivity. Participative problem solving is usually within an employee-involvement (EI) program, with a team approach.

2.13 Quality Circles and Process Improvement Teams

According to Ittner (2000), one of the first team-based approaches to quality assurance in a firm is quality circles. It is called quality control circles in Japan and it originated during the 1960s. quality circle was introduced in the United States in the 1970s. it has being proven to be effective in both manufacturing and servicing industries. A quality circle is a small, voluntary group of employees and their supervisor(s), comprising a team of about 8-10 members from the same work area or department addressing production problems. The supervisor is typically the circle moderator, promoting group discussion but not directing the group pr making decisions. Decisions result from group consensus. A circle meets about once

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a week during company time in a room designed especially for that purpose, where the team works on problem and projects on of their own choice. (J.B Carpenter, 2003).

Quality circles follow an established procedure for identifying, analyzing, and solving quality-related (or other) problems. Members are trained to conduct meetings and address problems as a group, as well as collect data and analyze problem. The group technique for solving problems is brainstorming to generate ideas. Free expression is encouraged and criticisms are not allowed. Only after brainstorming is completed are ideas evaluated. (Evans and Lindsay, 2000). Quality circles have been very successful in Japan, United States, Asia etc. and their development has been credited to Dr. Kaoru Ishikawa of the University of Tokyo. It is estimated that approximately, 20 million Japanese workers and supervisors have participated in quality circles and several million project have been undertaken since its inception in the 1960s, with an average return of several thousand dollars each.

Diagrammatic representation of the quality circles process
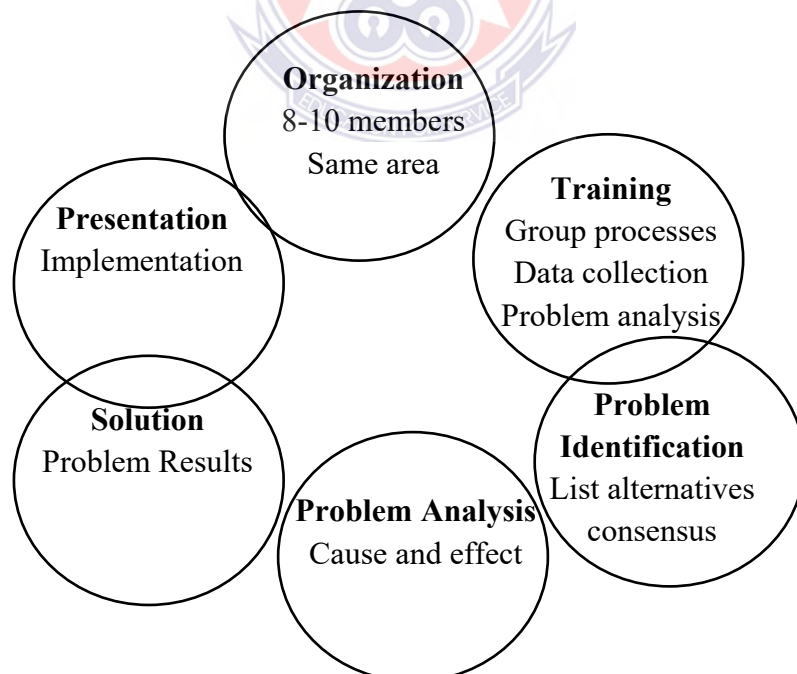
Fig 2.3: Diagrammatic representation of the quality circles process

Source: C.D. Ittner. (2003)

The diagram above explains how the quality circle works in improving quality assurance. The process begins with the team setting which constitutes 8-10 members with same concentration and a supervisor. This group of individuals is trained on data collection and analysis process with regards to quality. the next process is the identification of problem of problems together with devising numerous alternative towards solving the problem. This is done through brainstorming and hence coming to a consensus as to which alternative(s) to use in addressing the quality issue at stake. After identifying the problem(s) and brainstorming to derive alternatives, the next stage is analyzing the problems. That is the cause and effect which calls for data collection, information seeking to understand and analyze the problem critically. The next stage of the quality circle process is finding the resultant solution or result to the problem. The final process is the implementation of the solution as well monitoring to find how well the solution is ensuring quality. In other words how feasible is the solution in combating the poor-quality issue worrying the firm. The process is cyclical; it does not end so far as production of goods and services do not also end.
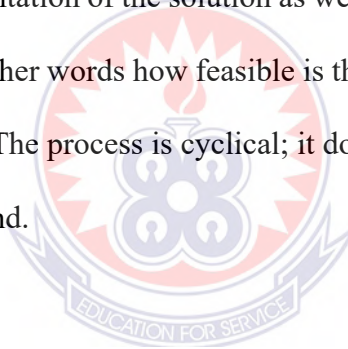
2.14 Quality Incremental Improvement

For products where technology is an integral part of product performance, competition often focuses on continuing technological improvement. Evans (1994), in such markets, a company makes products less costly and technologically better. Increasingly, companies achieve competitive advantage in the global marketplace by offering customers a continuous stream of technologically improved product. Market perceived quality (customer satisfaction) includes anticipating a customer's needs and being ready with a technologically improved product. The Japanese, who are seen as providing the market with superior quality product and services, are adopted at continuously incorporating technological changes and constantly improving their product with a series of small incremental steps rather than large jumps. A company way out

in a competitive world is to have flexible manufacturing machinery that permits them to respond to changing customer needs and to incorporate incremental technological improvement quickly and cost effectively ahead of competition. It is important to note that market-perceived quality is not just conformance quality but a perspective that views quality from the customer's perspective (i.e. performance) and internally from a quality-assurance point of view. Superior market-perceived quality allows a business to maximize profit, which can be translated into several alternatives: i.e. higher profit, additional capital to invest in R&D, new product to ensure perceived quality, or the building of a greater market share offers a superior product or service at a competitive price.

2.15 The Scope of Service

No economy can function effectively without taking into consideration the central role services play in the economy. The service infrastructure ranges from banking, transportation, communication, hotel and restaurant businesses and consultancy, just to mention a few. As an economy develops, however, service becomes even more important and soon the vast majority of people are employed in the service industry. Perhaps the most important characteristics of service operation are the presence of the customer in the service delivery system. Focusing on the customer and serving his or her needs has always been an important daily activity for service providers. Service can be defined as intangibles need of the individual which is produced or provided and consumed simultaneously. Thus, as the service is being provided, the customer alongside consumes the service. (Kotler, 1990). It also defines service as "an activity or series of activities or more or less intangible nature than normally, but not necessarily taken place in interaction between customer and service employees and/ or physical resources or goods and / or system of service provider which are provided as solutions to

customer problems". According to Fitzsimons (2005) service is a time-perishable, intangible experience performed for a customer acting in the role of co-producer.

Zeithanl and Bitner (2000) also define service as "deeds, process and performances" from the above definition of services, it can be seen that there is a clear distinction between services and good and this can be seen from their attributes.

2.16 The five Unique Elements of Service

There are certain unique elements in service that helps to distinguish them from goods and also make the service a quality one. These five unique elements are also known as the characteristics of service. The unique elements are as follows:

2.16.1 Intangibility

Services are ideas and concepts while products are things so innovations and non-patentable. Only option before service providers is to expand rapidly and prompt competitions. Intangibility in business is a problem for customers too. For service to rely on its reputation sometimes government ensures acceptable service through regulation.

2.16.2 Inconsistency

Quality of service is often inconsistent because developing, pricing, promoting and delivery of service is challenging. According to Larry (1997) since service depends on human, the quality varies with each person's capability and day-to-day job performance. Hence, no two services will be the same even if delivered at the same time, under same condition. Inconsistency is much of a problem with service than with goods.

2.16.3 Inseparability

There are two dimensions of inseparability. The first is inseparability of production and consumption. Thus while goods are first produced, sold and then consumed, services are sold first, purchased and then consumed simultaneously. E.g. a customer buys a ticket at the hotel ticket office, then comes and consumes in-house services as it is being produced. The second dimension of inseparability is that the customer cannot separate the delivery of the service from the service itself. E.g. in getting information from the hotel, the customer may have to go the hotel. The quality of the service may be poor, but if the customer have access interacting with the employees for direction, finds at ease whoever they are looking for, or does receive adequate and nice reception, he or she may be satisfied with the service experience, this means that a customer satisfaction may be influenced primarily by the perception of employees, managers and a good reception.

2.16.4 Inventory

Inventory of service is different from inventory of goods. Primarily, with services inventory, carrying cost are more subjective and are related to idle production capacity which is when the service provider is available but there is no demand. Sommers et al (2000) says that the inventory cost of service is the cost of paying to provide the service along with needed equipment. E.g. if a worker is paid to receive clients but no one schedules an appointment or comes, the fixed cost of the idle worker's salary is a high inventory carrying cost.

2.16.5 Lack of ownership

According to Lisa et al (2001), exceptional quality service results in greater customer satisfaction which also leads to greater customer retention. This is turn results in higher profitability. He says customer loyalty is a major contributor to sustainable profit growth. He continues to say that to achieve success; the employees must make superior service second

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nature to their organization. A seamless integration of all components in the service-profit chain-employee satisfaction, value creation, customer satisfaction, customer loyalty, and profit and growth-links all the critical dynamics of top customer services.

CHAPTER THREE

METHODOLOGY

3.0 Research Design

The research design adopted was a description survey. Descriptive research is to observe, describe and document aspects of phenomenon as it naturally occurs. Considering the research topic and the questions for the respondents, the researcher thought it expedient to use the descriptive survey design because the variables will be quantified n frequency distribution tables and percentages, bar and pie charts for easy analysis.

3.1 Population

The target population for this study was chosen to include customers and management of Mariam Hotel. The total population of staff is (70) to include permanent and part-time staff. The hotel has (1) Director and (2) managers and (67) other workers who were between the ages of 18 and 46 years. The hotel enjoys patronage from numerous customers.

3.2 Sampling Technique and Sample Size

The research used Non-probability sampling techniques in carrying out this research. Both accidental and purposive sampling was used. In this study the researcher used accidental sampling for customers. This is to help the researcher to administer the questionnaire to any customer who comes into the premises of Mariam Hotel and willing to respond to questions. This saves time and cost. Purposive sampling was used for some selected staff members who the researcher believed would provide the needed data on the study and also for the fact that certain objectives had to be achieved in the process. In this study, a total of sample size of **(120)** respondents, which includes **(20)** respondents made of staff and **(100)** customers will be sampled to give their opinions and feelings about their satisfaction of the services rendered by

Mariam Hotel. The researcher believes primarily that this size is a fair representative of the population and enough to provide the needed information for the study.

3.3 Instruments

The researcher instruments adopted to solicit information from the respondents for the study was a questionnaire. Two types of questionnaire were prepared and used by the researcher in the study, one for the Management/staff of Mariam Hotel and the other for Customers

3.4 Questionnaire for Management/Staff

This was a self-made questionnaire by the researcher to solicit information from the management of the hotel under study. The researcher used dichotomous, multiple choice, open-ended response item in the questionnaire formulation. These were used to limit responses from management from going beyond the intended response required from the researcher. Sample of this questionnaire is found in appendix "A"
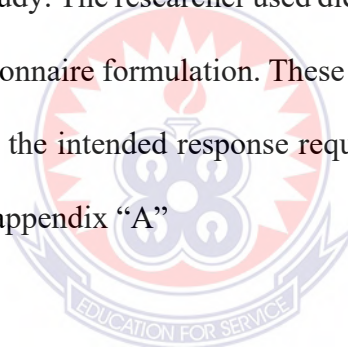
3.5 Questionnaire for Customers

The questionnaire used by the researcher was partly adopted from Getty and Thompson, (1994). The thirty (34) questions across the five (5) dimensions of QUALITY ASSURANCE (tangibles, reliability, responsiveness, confidence and communication) were modified by the researcher to suite the area of study. The researcher used dichotomous, multiple choice and ranking response items in the questionnaire formulation. A five (5) point "Likert" scale from "Strongly Agree" to "Strongly Disagree", "Highly Satisfied" to Highly Dissatisfied" and "Not at all important" to "Very important" in the ranking items, and "Yes" or "No" for the dichotomous items. This was to give the customer variety of questions to respond and also give

the researcher variety of responds for analyzing data from the customer. The sample of these questionnaires can be seen in appendix "B".

3.6 Data Analysis

Computer Software Program will be used in analyzing the responses obtained from the questionnaire administered. The data will be coded and enter into the computer database. The data will be analyzed using SPSS software version 16.0, M.S Excel and 10.0 M.S Windows. Variables of Interest include in the analysis is gender, age, marital status and position. Respondents will categorize into age groups of 18-25, Up to 70 Years.

3.7 Ethical Consideration

To ensure that the research is ethical, the researcher will see to it that all contacts with persons regarding the distribution of questionnaires and administration will take place within the hotel premises when the guest and manager are present and ready to respond to the questions. The researcher will obtain the consent of all subjects involved and disclosed the essential nature of the research to the subjects. The researcher will uphold confidentiality and anonymity of respondents. The researcher will also design a clear ethical path to ensure that data collection and analysis will not lead to inhuman and disrespectful situations.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Demographic Responses of Management/ Staff

The background information of respondents concentrates on the gender, age, level of education, marital status, position, number of years' respondents have worked, training of staff, number of times in training staff, do they have policy guide, how problems are address in the hotel, do they have quality assurance programme and how the quality assurance furthered the hotel.

4.1.2 Gender

Hotel industry has seen a remarkable growth providing opportunity for both men and women. Table 4.1 below indicates which of the gender perceive the dominance in Mariam Hotel.

Table 4.1: Distribution of Demographic on Gender.

Item	Frequency	Percent (%)
Male	11	55.0
Female	9	45.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018

With regards to gender, the data collected showed that 11 respondents representing (55.0%) were males and 9 respondents representing (45.0%) were females. This also shows that the working force of the hotel under study is male dominant.

4.1.3 Age

The data collected categorized the age group staff of the hotel under study to ensure equal employment opportunity without discrimination or harassment on the basis of race, colour, creed or religion. (Williams Lea). It is of this view the researcher group the ages of respondents into 18-25yrs, 26-35yrs, 36-45yrs and 46yrs above. Table 4.1.2 below shows the responses of respondents.

Table 4.2: Distribution of Response on Age.

Item	Frequency	Percent (%)
18-25yrs	5	25.0
26-35yrs	10	50.0
36-45yrs	2	10.0
46 yrs Above	3	15.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018

The data was to identify the category of age group of staff of the hotel under study. Based on the data collected, 5 respondents representing (25.0%) were between the ages of 18-25 years. 10 respondents representing (50.0%) were between the ages of 26-35years. 2 respondent representing (10.0%), were between the ages of 36-45 years. And 3 respondents representing (15.0%) were between the ages of 46 years and above. From the above it could be said that most of the employees' base of the hotel are the vibrant youth. This could attribute to the fact that the job market is looking for young energetic people to work for higher productivity.

4.1.4 Education

People with higher level of education have better job prospects; the difference is particularly marked between those who have attained upper secondary education and those who have not. The table 4.3 below is the indicator showing the employment rates of people according to their education levels.

Table 4.3: Education Status of Respondents

Item	Frequency	Percent (%)
Uneducated	0	0
Basic	4	20.0
Secondary	8	40.0
Tertiary	8	40.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018

The data collected with regards to level of education, uneducated had 0%, 4 respondents representing (20.0%) attended basic school, 8 respondents representing (40.0%) attended secondary school, 8 respondents representing (40.0%) had their tertiary education. This shows that the level of workers' literacy is so high which can contribute to the improvement of quality assurance to the hotel.

4.1.5 Marital Status

Marriage is against the law to discriminate anyone in the workplace because of their actual or assumed marital status. Marital status includes; single, married, divorced, widowed etc. Table 4.1.4 shows the responses of the respondents on marital status.

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Table 4.4: Marital Status on Respondents

Valid/Item	Frequency	Percent (%)
Married	13	65.0
Single	7	35.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

Table 4.4 above shows that 13 respondents representing (65.0%) were married, and 7 respondents representing (35.0%) were single. None were divorced or widowed. The inference deduced by the researcher was that married couples were more than any other worker and this call for responsibility in discharging their duties, and can also bring about quality assurance once they have been keep their marital house safe.

4.1.6 Position

Position is a job title a person is occupying in a hotel. This varies from hotel to hotel and they include; manager, restaurant personnel, front desk personnel, housekeeping officer, labourers, security, laundry, storekeeper etc. Table 4.5 shows the responses of respondents from questionnaires.

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Table 4.5: Respondents on Job Position in the Hotel

Item	Frequency	Percent (%)
Waiter/waitress	2	10.0
Laundry workers	2	10.0
Room cleaners	2	10.0
Kitchen cooks	4	20.0
Security	1	5.0
Bar attendants	2	10.0
Driver	1	5.0
Front desk personnel	2	10.0
Storekeeper	1	5.0
Restaurant officer	1	5.0
Managers	2	10.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

In response to the question "Position", the researcher found out that 2 respondents representing (10.0%) were waitress/waiter, laundry workers, room cleaners, bar attendants, front desk personnel, managers respectively. 4 respondents representing (20.0%) were kitchen cooks, 1 respondent representing (5.0%) were security, driver, storekeeper, restaurant officer respectively. The table above shows the details of the analysis.

4.1.7 Work Experience

Work experience is how long or the number of years a person has stayed in a particular job. The researcher sought to know how long the employees have been in the job and practicing

quality assurance. Table 4.6 indicates the year's employees have been working and have experience.

Table 4.6: Respondents on the number of years worked in the hotel.

Item	Frequency	Percent (%)
0-1year	4	20.0
2-5years	12	60.0
6-15years	4	20.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018

In soliciting for the number of years respondents have worked with the hotel, the researcher found out that, 4 respondents representing (20.0%) worked for 1year, 12 respondents representing (60.0%) worked for 2-5years, 4 respondents representing (20.0%) worked for 6-15years. This shows that respondents between 2-5years have worked in the hotel for quite long and therefore they have enough experience to deliver well for customers.

4.1.8 Training of Staff

Training is an important aspect in the hospitality business to ensure quality. All employees need to be trained to deliver consistently, interact well with the housekeeping and front desk customers. (Riddhi Maniar, 2014). Table 4.7 shows the responses from respondents' questionnaires.

Table 4.7: Responses on the Training of Staff

Item	Frequency	Percent (%)
Yes	20	100.0
No	0	0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

The question asked was to find out whether the hotel under study trained staff to handle guest. From the data collected, it showed that the hotel really train staff. From the table below, 20 respondents representing (100%) said "Yes". Zero (0) respondent said "No" and this represent (0%) of the total population. It signifies that the hotel have being given regular training to their staff.

4.1.9 Duration of Training

Duration of training is the period at which hotels train their staff to be abreast to the policies of the business. To be on point in delivery quality assurance the management must give its employees either monthly, quarterly or yearly training. Table 4.8 shows the responses of respondents from the questionnaires.

Table 4.8: Responses on the number of Times Training Occurs.

Item	Frequency	Percent (%)
Every month	7	35.0
Every three month	6	30.0
Every six month	5.	25.0
One year above	2	10.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

As a follow up question to Q7, the researcher sort to know the number of times the hotel train their staff. From the analysis below, it shows there are training given to staff and depending each section or department period of training. 7 respondents representing (35.0%) being the majority of the respondents said they train them every month. 6 respondents representing (30.0%) for every three months, 5 respondents representing (25.0%) for every six month and 2 respondents representing (10.0%) for one year and above. It signifies that training is done regularly.

4.1.10 Policy Document

Policy is documents prepare to outline the quality approaches to any hospitality business. The policy Mariam Hotel adopted seems to be good in providing quality to their customers. Table 4.9 indicates the responses of the respondents about the policy usage in the hotel.

Table 4.9: Distribution on the Hotel having Policy

Item	Frequency	Percent (%)
Yes	19	95.0
No	1	5.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

The question asked was to find out whether the hotel under study has a policy with respect to quality assurance. From the data collected, it showed that the hotel really have such a policy document. From the table below, 19 respondents representing (95%) said "Yes". Only 1 respondent who said "No" and this represent (5.0%) of the total population.

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4.1.11 Type of Policy

Every hotel has it policy document to be using in discharging quality assurance. In table 4.10 it shows the various types Mariam Hotel have adopted to ensure quality service is delivered.

Table 4.10: Responses on the Type of Policy

Item	Frequency	Percent (%)
High service standard	3	15.0
Quick and efficient service	6	30.0
High standard of hygiene	3	15.0
Better staff/customer relationship	7	35.0
None of the above	1	5.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

The researcher sort to know some of the policies that the hotel has in connection to quality assurance. From the analysis, it showed that, 7 respondents representing (35.0%) being the majority of the respondents gave "better staff/customer relationship". 6 respondents representing (30.0%) gave "quick and efficient services" and 3 respondents representing (15.0%) gave "high service standards and high standard of hygiene" respectively. 1 respondent did not answer this particular question in Table 4.10.

4.1.12 Guest Problems Address

For a business to be successful it should be ready to solving challenging problems. One person cannot be a master to solving problems unless collectively. Table 4.11 indicates the way problems are solved at Mariam Hotel.

Table 4.11: Responses on how problems are address in the Hotel

Item	Frequency	Percent (%)
Management alone	3	15.0
Employees alone	2	10.0
Management and employees	15	75.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

With respect to this question, it showed that management and employee collectively address problems encountered during service delivery. 15 respondents represent (75.0%) said both management and employees address the problem. 3 respondents representing (15.0%) said management alone whereas 2 respondents represent (10.0%) said employees alone. The researcher through an interview saw that some of these problems are minor and for that matter such cases employees are allowed to immediately to solve those problems. The Table 4.11 indicates that both management and employee address problem.
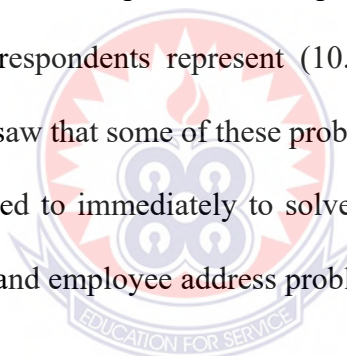
4.1.13 Duration embark on Quality Assurance Programme

Quality assurance system is an important management aid in hotel operation where adequate quality of service is given to satisfy customer or to succeed in a very competitive market. Quality assurance being a management task must be planned and controlled. (Walter Willborn, 2006). Table 4.12 gives brief responses of respondents from questionnaire.

Table 4.12: Responses on when the Hotel embark on quality assurance programme

Item	Frequency	Percent (%)
When problem arises	5	25.0
Every six months	10	50.0
Yearly	5	25.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

From the data gathered in relation to this question, 10 respondents representing (50.0%) said every six months, 5 respondents representing (25.0%) said yearly. And 5 respondent representing (25.0%) said when problem arises. The researcher revealed that the hotel embark on quality assurance programme every 6 months. Table 4.12 above shows the analysis.

4.1.14 When Complaints Address

When there are problems in the hotel business and are not handle very careful, it drives away your loyal customers. Hence, as soon as problem arises the management would have to address it immediately in order to maintain conducive place for the guest and staff as well. Table 4.13 shows how respondents see Mariam Hotel addressing their problems.

Table 4.13: Responses on how Complaints are addressed

Item	Frequency	Percent (%)
Immediately	20	100.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

With regards to how fast customer's complaints are addressed, the researcher found out that the hotel immediately solves complaints of customers. This is a good sign of a company that value customers and takes into consideration the quality standards of the company.

4.1.15 How Quality Assurance Furthered

When Quality assurance is when practice by hotel business management, it will sell the products of the facilities and at large it will bring in more customers to your hotel. Table 4.14 shows the responses of respondents from questionnaires.

Table 4.14: Responses on how Quality Assurance furthered

Item	Frequency	Percent (%)
Know internationally	4	20.0
Increased growth rate	11	55.0
Earn a good name	5	25.0
Total	**20**	**100.0**

Source: Field Survey. July, 2018.

In response to the question" how has quality assurance furthered the hotel"? The researcher found out that there has been some positive impact of quality in the hotel. From the data collected 11 respondents representing (55.0%) said quality assurance has increased the growth rate of the hotel. 5 respondents representing (25.0%) said it has earned the hotel a good name. And 4 respondents representing (20.0%) said that ensuring quality has made the hotel known internationally. The table above shows the analysis.

4.2 Demographic Responses of Customers

The background information of respondents concentrates on the gender, age, level of education, marital status, occupation, how long have you been a customer, reliability of service, responsiveness in service delivery, confidence of staff, communication, tangible items in a living room, tangible items in a bathroom, ventilation equipment, promotional schemes, facilities available, service quality delivery, did service meet value for money, overall quality of accommodation service provided and intention to re-visiting.

4.2.1 Gender

Hotel industry has seen a remarkable growth providing opportunity for both men and women. Table 4.15 below indicates which of the gender perceive the dominance in Mariam Hotel.

Table 4.15: Distribution of responses on gender

Item	Frequency	Percent (%)
Males	65	65.0
Females	35	35.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

With respect to gender, the data collected showed that 65 respondents representing (65.0%) were males and 35 respondents representing (35.0%) were females. This shows that males' aspect of the customers is a little more than the females. Above is the analysis in the table.

4.2.2 Age

Age is a policy to ensure equal employment opportunity without discrimination or harassment on the basis of race, colour, creed or religion. (Williams Lea). It is of this view the researcher

group the ages of respondents into 18-25yrs, 26-35yrs, 36-45yrs and 46yrs above. Table 4.16 below shows the responses of respondents.

Table 4.16: Responses on age

Item	Frequency	Percent (%)
18-25years	15	15.0
26-35years	37	37.0
36-45years	33	33.0
46 above	15	15.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

The age aspect was to identify the category of age group of customers of the hotel under study. Based on the data collected, 37 respondents representing (37.0%) were between the ages of 26-35years. 33 respondents representing (33.0%) were between the ages of 36-45years, 15 respondents representing (15.0%) were between the ages of 18-25years. And 15 respondents representing (15.0%) were between the ages of 46 and above. Hence, from the above, it could be drawn that most of the customers of the hotels are the energetic youth.

4.2.3 Level of Education

People with higher level of education have better job prospects; the difference is particularly marked between those who have attained upper secondary education and those who have not. The table 4.17 below is the indicator showing the employment rates of people according to their education levels.

Table 4.17: Distribution of Respondents on the Level of Education

Item	Frequency	Percent (%)
Uneducated	5	5.0
Basic	4	4.0
Secondary	16	16.0
Tertiary	75	75.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

The data collected with regards to level of education, uneducated has 5 respondents representing (5.0 %), basic has 4 respondents representing (4.0 %), secondary has 16 respondents representing (16.0 %), and tertiary has 75 respondents representing (75.0 %). This shows that majority of the customers are well educated coming from the tertiary institutions. The table above gives the details.

4.2.4 Marital Status

Marriage is against the law to discriminate anyone in the workplace because of their actual or assumed marital status. Marital status includes; single, married, divorced, widowed etc. Table 4.18 shows the responses of the respondents on marital status.

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Table 4.18: Responses on the Marital Status

Item	Frequency	Percent (%)
Married	60	60.0
Divorced	7	7.0
Single	30	30.0
Widowed	3	3.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

Concerning "Marital Status" the analysis showed that 60 respondents representing (60.0 %) were married and another 30 respondents representing (30.0 %) were single. 7 respondents representing (7.0 %) were divorced and 3 respondents representing (3.0 %) were widowed. This shows that majority of the customers are married couples who go there for either conferences or meeting their business partners. The analysis is shown in the table above;

4.2.5 Occupation

Occupation is an employment status a person is possessing. This describes the type of job the customers are. This enable the management to know the caliber of customers they have or who visit their business. They include self-employed, unemployed, civil and public service, N.G.Os etc. Table 4.19 shows the responses of respondents from questionnaires.

Table 4.19: Distribution on the responses of occupation

Item	Frequency	Percent (%)
Unemployed	8	8.0
Self employed	43	43.0
Civil and public	40	40.0
Others	9	9.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

In response to the question, "occupation" the researcher found out that majority of the customers are self employed. These are business man woman. With the self employed, 43 respondents representing (43.0 %) of the total population. 40 respondents representing (40.0 %) were civil and public service, 8 respondents representing (8.0 %) were unemployed and 9 respondents (9.0 %) were others; this include (NGOs, Contractors, Football Teams, etc). The above table shows the occupation analysis.

4.2.6 Duration of Customer

How long or the number of years a person has been visiting a particular hotel, it means that the customer likes the services the hotel is delivering. The researcher sought to know how long the customers do visit the hotel. Table 4.20 indicates the year's customers have being visiting the hotel.

Table 4.20: Respondents on the number of years being a customer in the hotel.

Item	Frequency	Percent (%)
1-3years	62	62.0
4-6years	23	23.0
7-10years	13	13.0
10years & above	2	2.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

With respect to the number of years respondents have been customers to the hotel, the researcher found out that 62 respondents (62.0 %) have been a customer to the hotel for 1-3 years. This forms the majority of the respondents. 23 respondents (23.0 %) have been customers for 4-6 years, 13 respondents (13.0 %) have been customers for 7-10 years and 2 respondents (2.0 %) said they are customers for 10 years and above.

4.2.7 Reliability of Service

Reliability of service performance is a customer expectation and means that the service is accomplished on time. (Berry et-al, (2000). The table 4.2.21 below shows the responses of the respondents with regards to reliability of services.

Table 4.21: Respondents View on Reliability of Service

Item/Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Readiness of hotel room	33	63	0	0	4	100
Modern facilities	62	9	2	21	6	100
Guest reception	84	11	0	3	2	100
Satisfactory billing and Payment	41	34	0	21	4	100

 Source: Field survey. July, 2018.

The variables studied include: readiness of hotel room on arrival of the guest, hotel room equipped with modern facilities, guest were received well till they left their accommodation and satisfactory billing and payment made by guest in the hotel. These variables were ranked on how customers feel about the reliability of service in the hotel on a scale of 1 to 5 with 1 being less significant and 5 highly significant. The table indicates that, majority of the

customers (96 %) agreed that their rooms were ready on arrival whilst an insignificant number of four percent (4 %) disagreed strongly that their room were not ready as at the time of arrival. The hotel room equipped with modern facilities indicated sixty-two percent (62 %) strongly agreeing and nine percent (9 %) agreeing that their rooms were equipped with modern facilities whilst twenty one (21 %) disagreed and six percent (6 %) strongly disagreed. However, two percent (2 %) stood neutral. Guest received well until they left their accommodation indicated ninety five percent (95 %) agreeing that they were received well till they left their accommodation whilst minority twenty five percent (25 %) had an opposing view. Guest satisfaction with regards to billing and payment in the hotel revealed seventy five percent (75 %) agreeing whilst twenty five (25 %) disagreed and two percent (2 %) stood neutral. The values obtained for the various variables in Table 4.21 proves that, guest reception on arrival till they leave the hotel ranked the highest, followed by readiness of hotel room for guest on arrival. Modern facilities in the guest room ranked third and customer satisfaction on billing and payment ranked the least. This shows that the reliability of services rendered to the customers in the hotels were satisfactory since all the variables readiness of guest room, good reception of guest, availability of modern facilities and accurate billing indicated results agreeing above average. In line with this, Rahaman and Shil (2012) indicated that consumer satisfaction is heavily dependent on easy availability of quality service.

4.2.8 Responsiveness in Service Delivery

This is the willingness of the service provider to help customers by providing prompt services. In assuring quality it is very prudent to be responsive to service errors in the shortest time and with high sense of professionalism. (Berry et-al, (2000). Table 4.2.22 indicates the responses of the respondent from the questionnaire.

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Table 4.22: Respondents View on Responsiveness in Service Delivery

Item/Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Service information	62	18	0	14	6	100
Help desk for guest	83	7	0	10	0	100
Staff availability	64	19	0	9	8	100
Check in and out	83	9	0	4	4	100
Guest encountering problem	8	4	0	86	2	100
Staff addressing guest problems	79	14	0	2	5	100
Responsiveness of manager	95	3	0	0	2	100

Source: Field survey. July, 2018.

The variables under responsiveness of service in table 4.22 showed a positive response above average (50 %). This means that all the variables were agreed upon by the customers with regards to responsiveness in the hotel. This indicates that managers were responsible in managing their hotels. In line with this some authors Shi and Su (2007); Narangajavana and Hu, (2008) suggest that providing good quality service to customers, it is necessary for hotel managers to understand the expectations of its customers and then develop programs that can address issues of customers and bring improvement in service quality. Customers demand and expectations continue to change according to market that is why hotel managers must timely know those expectations and improve their service quality accordingly (Chen, 2008). Besides this, different customers have different perception of service quality, so there is the need to cater for these problems also (Shi & Su, 2007). These variables were availability of help desk

for guest, check-in and check-out, pace of response by staff in addressing guest problems in the hotel. Majority of the customers agreed that there was a help desk in their hotels and this account for eighty three percent (83 %) strongly agreed and seven percent (7 %) agreeing summing up to ninety percent (90%) response agreeing to the variable. However, ten percent (10 %) disagreed of having help desk in their hotel. Staff quick response to check-in and check-out was also evidenced by a percentage response of ninety two percent (92 %) and ninety three percent (93 %) agreeing to guest problems being solved immediately in the hotel. The third item was getting easy contact with staff in service delivery. A percentage of eighty three percent (83 %) agreeing that, it is easy getting contact with staff in the delivery of service in the hotel whilst a small number of seventeen percent (17 %) disagreed. This means that getting easy contact with staff in the delivery of service is not difficult. The fourth ranking item was customers receiving detailed information on service delivery. This means that customers received detailed information on service delivery in the hotel. The researcher also sought to know whether customers encountered problems in their stay in the hotels. However, this is a positive sign; because it revealed that, majority of the guest did not encounter problems in the Mariam hotel.

4.2.9 Confidence of Staff

Every employee should have the ability to convey, trust and confidence when discharging their duties. The confidence dimension includes; competence to perform services, politeness and respect for customers, effective communication and general attitude. (Berry et-al, (2000). Table 4.23 shows the responses of the respondents from the questionnaire.

Table 4.23: Respondents Views on Confidence of Staff.

Item/Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Expert in service delivery	62	11	0	6	21	100
Hotel accessibility for disable Persons	50	19	0	10	21	100

Source: Field survey. July, 2018.

The researcher's investigation on hotel staff confidence in terms of delivery of service and customer assurance on service delivery to people with disability revealed that, the hotels have staffs who are expert in the delivery of service to customers. This ensures trust and confidence in customers with the kind of service they receive in their hotel accommodation. Gurbuz (2008); Harris and Goode (2004), proposed that in a market environment, trust is a significant factor which influences customer loyalty, therefore enhancing customer trust in a product or service would lead to an increase in loyalty. Complaint behaviour has been described as a dissatisfaction response to the suppliers of a product or service at the time of final feedback (Soderlund, 1998). Despite, the low ranking value, fifty percent (50 %) majority strongly agree and nineteen percent (19 %) agreeing, summing up to sixty nine percent (69 %) agreed that Mariam hotels is user friendly to all and sundry. This means that, the hotels is accessible to disable persons. In overall, confidence in hotel accommodation service to customers proved positive considering the above average (50 %) percentage respondents agreeing to the variables under the confidence. In support of this, Hu *et al*., (2009), contends that, customer satisfaction is a "cognitive or affective reaction that emerges in response to a single or prolonged set of service encounters." In order to achieve customer satisfaction, it is important to recognize and to anticipate customers' needs and to be able to satisfy them. Enterprises which are able to

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rapidly understand and satisfy customers' needs, make greater profits than those which fail to understand and satisfy those (Barsky & Nash, 2003).

4.2.10 Views on Communication

Workplace communication is very important to hospitality business because it allows hotels to be productive and operate effectively. Staff can experience an increase in morally productivity and commitment if they are able to communicate up and down the communication chain. (Jennifer Lombordo). Table 4.24 shows the responses of the respondents from the questionnaire.

Table 4.24: Respondents Views on Communication

Item/Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Friendliness of staff	64	19	0	5	12	100
Welcoming guest	83	14	0	0	3	100
Attention and report of guest Complaints	64	11	0	20	5	100
Availability of manager	58	10	0	31	1	100

Source: Field survey. July, 2018.

Communication is a very important factor to consider in attracting customers to a hotel facility. Guest needs to be talked to when checking in, during their stay in the hotel and when checking out of the hotel. The variables under communication were ranked and these include; friendliness of staff, warm welcoming of guest, attention and reporting of guest complaints and manager availability to be talked to in case of an event. The highest ranked construct was warm welcoming of guest on arrival in the hotel. In the table this means that guest were warmly welcomed when they were checking-in into the hotel. This is also evident in table 4.24 where

eighty three percent (83 %) and fourteen percent (14 %) strongly agreed and agreed respectively that, staff of the hotel cordially welcome them into the hotel. However, the minority three percent (3 %) disagreed and none of the customers stood neutral. The second ranked variable was friendliness of hotel staff to customers in the hotel. This shows that the staffs were very friendly to customers in the hotels. Sixty four percent (64 %) strongly agreed and nineteen percent (19 %) agreed that, there was a cordial relationship between staff and customers while a small number of five percent (5 %) and twelve percent (12 %) strongly disagreed and disagreed respectively. Kim *et al.,* (2009) stress that relationship quality has a remarkable positive effect on hotel guests' behaviour: it creates positive word of mouth (WOM) and increase repeat guest rates. In this context, positive relationships can create customer's higher commitment and increase their return rate (Choi & Chu, 2001). The third ranking variable was attention and reporting of guest complaints appropriately. The corresponding total percentage of strongly agreeing and agreeing to this variable was seventy five percent (75 %). This showed that staff paid attention to guest complaints in the hotel and report appropriately. In line with this, Soderlund (1998) contends that complaint behaviour has been described as a dissatisfaction response to the suppliers of a product or service at the time of final feedback. The fourth ranked variable was hotel managers' availability to be talked to in case of an event. Managers were available in the hotels to be talked to in case of an event. This is evidenced by 68 % agreeing to the availability of managers in their hotels. This means that getting managers to communicate to in case of a problem is not difficult.

Considering the satisfactory response by the customers in the Mariam hotels in which they stayed, it is clear communication by staff of the hotels is well managed. The quality of personal interactions between customers and employees in a service organization is a critical component of service quality evaluation and it is an important factor that affects customers' assessment of service quality (Caro & Garcia, 2008, 2007; Brady & Cronin, 2001) and their selection of

overnight accommodation (Knutson, 1988). The benefits of a good service quality as far as the hotel industry is concerned include greater guest satisfaction and enhancement of employee performance (Rust, Anthony & Zahorik, 1995; Cronin, Brady & Hult, 2000; Soutar, Mok & Sparks, 2001; Duncan & Elliott, 2002; Kang & James, 2004; Su, 2004).

In general, Choi and Chu (2001) contends that the combination of staff service quality, room qualities, value, general amenities, IDD facilities, business services and security had significant impact on customer satisfaction in Hong Kong hotels. In addition, Fah and Kandasamy (2011) noted that tangibility, reliability and assurance, responsiveness and empathy, and ecological design and concept had significant relationship with customer satisfaction in Malaysian hotels. Mohammad and Alhamadani (2011) also affirm that five service quality dimensions (empathy, tangibles, reliability, responsiveness and assurance) had significant influence on customer satisfaction in commercial banks in Jordan. Again, Alexandris *et al*. (2002) explain that an understanding of the reasons why customers stay in hotels and identifying the factors that influence their behavioural intentions of choosing a particular hotel are beneficial to hospitality planning and marketing. Customer satisfaction depends on such dimensions as reliability, responsiveness, assurance, empathy and tangibles and on additional elements like price, personal and situational factors that may occur during the service supply (Bateson & Hoffman, 2000).

4.2.11 Tangible items considered Important in Living room

These are the physical facilities, equipment, personal and communication materials that service provider have at his/her office. The condition of the physical evidence is clear indication of the core and attention that the service provider has exhibited. (Berry et-al, (2000). Table 4.2.25 below shows the responses of the respondent.

Table 4.25: Tangible Items Considered Important in Hotel Quality of Accommodation in the Living/Bedroom

Item Description		%		%
Plant/flower in room				
	Available	19	Important	21
	Not available	81	Not important	79
Tea/coffee maker in room				
	Available	6	Important	5
	Not available	94	Not important	95
Refrigerator				
	Available	17	Important	95
	Not available	83	Not important	5
Iron				
	Available	11	Important	95
	Not available	79	Not important	5
Television				
	Available	100	Important	99
	Not available	0	Not important	1
Bed for kids				
	Available	1	Important	40
	Not available	99	Not important	60
Comfortable bed (Adults)				
	Available	96	Important	99
	Not available	4	Not important	1
Wardrobe				
	Available	99	Important	92
	Not available	1	Not important	8
Furniture				
	Available	93	Important	60

	Not available	7	Not important	40
Lighting system				
	Available	100	Important	100
	Not available	0	Not important	0
Ventilation				
	Available	100	Important	100
	Not available	0	Not important	0
Floor covering (tiles, linoleum, carpet)				
	Available	100	Important	100
	Not available	0	Not important	0
Good room smell				
	Available	93	Important	100
	Not available	7	Not important	0
Locks for rooms				
	Available	100	Important	100
	Not available	0	Not important	0
Room ceiling				
	Available	100	Important	100
	Not available	0	Not important	0
Clean room and free from mosquitoes, cracks and cobwebs				
	Available	99	Important	100
	Not available	1	Not important	0
Clean surfaces and fabrics in the room				
	Available	98	Important	100
	Not available	2	Not important	0
Size of room				
	Available	0	Important	72
	Not available	0	Not important	28

Source: Field survey. July, 2018.

Tangible items found in the bedroom and living rooms which were considered very important in quality of accommodation revealed ninety six percent (96 %) of the customers considered refrigerator as an important item in the room and its corresponding availability in the rooms showed seventeen percent (17 %). The study also reveals that ninety five percent (95 %) of the customers considered iron to be important whereas in their accommodation eleven percent (11 %) of the customers had iron in their rooms. This means that refrigerators and irons in the hotel rooms were not many considering the few percentage availability in the hotels under study.

The provision of television in the rooms showed an overwhelming hundred percent (100 %) availability and ninety nine percent (99 %) of the customers hold the view that it is important in the hotel accommodation. Comfortable beds for adults in the hotel recorded ninety six (96) availability and ninety nine percent (99 %) also hold the view that, comfortable bed is an integral part of quality of accommodation in the hotel. Ninety two percent (92 %) and ninety three percent (93 %) confirm the availability of wardrobe and furniture respectively in the hotel rooms they stayed. The customers also consider these items important and hence recorded 92% for wardrobe and sixty percent (60 %) importance for furniture in the room. Size of the hotel room showed customers response of seventy two percent (72 %) importance whereas twenty eight percent (28 %) of the customers do not consider size of the room as a significant factor in hotel accommodation quality.

The study further reveal that lighting system, ventilation, floor covering, good room smell, locks in the hotel room, room ceiling, clean room and free from mosquitoes, cracks and cobwebs and clean surfaces in the room recorded hundred percent (100 %) response importance from the guest, and hence they are important in hotel accommodation quality. It is also interesting to note that, the items recorded percentages above average (50 %) in availability, and this confirms or gives a clear manifestation of their presence in the hotels the customers visited.

Nineteen percent (19 %) of the customers had plant or flowers in their rooms whilst majority eighty one percent (81 %) of the rooms was used by the customers without plant or flowers in them. However, seventy nine percent (79 %) of the respondents considered the availability of the plant/flower less important in the quality of accommodation. Ninety five percent (95 %) of the respondents considered tea/coffee maker in the rooms important in considering accommodation quality and its availability in the rooms recorded six percent (6 %) which means it's availability is inadequate. Sixty percent (60 %) of the customers hold the view that beds for kids in the hotel is not important whereas forty percent (40 %) of them considered it important. Beds for kids availability in the hotels showed few (1 %). In line with the above results of the study Lovelock and Wirtz, (2007) contends that in service organizations such as hotels, the customer perception of quality, and the subsequent image (position) generated of the firm is often influenced more by the intangible elements of the offer than by its tangible elements. Ambient Factors (AMF) are part of the physical environment factors such the temperature, comfort, background music, lighting systems, general appeal of the service environment, cleanliness, neatness and smell of hotel rooms and environment, among others.

4.2.12 Tangible items considered Important in Bathroom

These are the physical facilities, equipment, personal and materials that service provider have at customer's bath rooms. The condition of the physical evidence is clear indication of the core and attention that the service provider has exhibited. (Berry et-al, (2000). Table 4.26 below shows the responses of the respondent.

Table 4.26: Tangible Items Considered Important in Hotel Quality of Accommodation in the Bathroom

Item Description		%		%
Soap				
	Available	97	Important	99
	Not available	3	Not important	1
Tooth paste and tooth brush				
	Available	2	Important	20
	Not available	98	Not important	80
Hair dryer				
	Available	2	Important	7
	Not available	98	Not important	93
Jacuzzi bath/shower				
	Available	100	Important	100
	Not available	0	Not important	0
Bathroom linen tower/cabinet				
	Available	2	Important	91
	Not available	98	Not important	9
Music				
	Available	0	Important	6
	Not available	0	Not important	94
Cream for face, body, foot and hand				
	Available	5	Important	40
	Not available	95	Not important	60
Bucket for bathing				
	Available	0	Important	18
	Not available	100	Not important	82
Towel				
	Available	12	Important	66
	Not available	88	Not important	34

Source: Field survey. July, 2018.

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4.2.13 Tangible Items Found in the Bathroom of the Hotel and Considered Important in Hotel Accommodation Quality

The tangible items found in the bathroom of the hotels revealed that, soap for bathing, jacuzzi bath/shower and bathroom linen tower/cabinet recorded a response above ninety percent (90 %) importance and hence they are considered significant in the hotel bathroom. However, bathroom linen tower/cabinet which is also valuable in the hotel bathroom records two percent (2 %) available in the bathrooms of the hotel under study. This means that the bathroom linen tower/cabinet is not adequate considering the percentage record shown on table 4.7. The next important item considered in the hotel bathroom is the towel. The customers' response revealed sixty six percent (66 %) importance of towel in the hotel bathroom. Though the towel is considered important in the hotel bathroom by the guest, its availability in the various hotels revealed few and hence twelve percent (12 %) available. However, toothpaste and tooth brush, hair dryer, music, cream for face, body, foot, hand and bucket for bathing revealed a percentage importance less than fifty percent (50 %). This means that customers do not consider these items very important in assessing the quality of the hotel bathroom. Buckets were not found in all the hotel bathrooms under study and this accounted to zero percent (0 %) availability. Kandampully (2007) contends that, hospitality services can be described as various combinations of activities, benefits, and interactions-thus services are subjective outcomes achieved through time, motion and emotion-but achieved in the presence of, and with the assistance of, tangible products and information. In another context, Kandampully argues that in the service organizations such as hotels, the customer perception of quality, and the subsequent image (position) generated of the firm is often influenced more by the intangible elements of the offer than by its tangible elements.

4.2.14 Ventilation Equipment

Ventilation system is vital to the comfort of the occupant who will inhabit the building. The system will bring fresh air with more oxygen and less carbordioxide at the same time as remove the hazardous chemical that would be present. Figure 4.1 below shows the responses of respondent about which type of ventilation are used in the hotel.
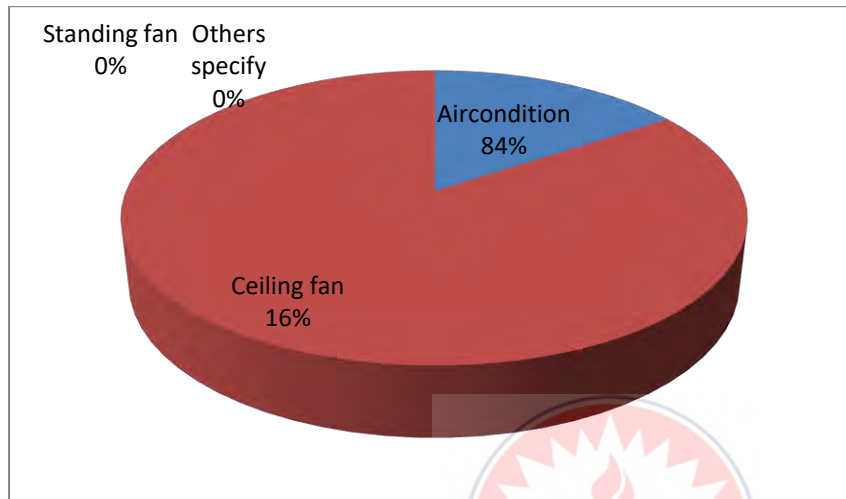
Figure 4.1: Ventilation Equipment Found in the Hotels

Source: Field survey. July, 2018.

Ventilation equipment used in the various hotels indicated the following responses: majority of the customers representing eighty-four percent (84 %) indicated that, they used air condition in their rooms as ventilation equipment and sixteen percent (16 %) affirm that ceiling fan were used whereas standing fan recorded zero percent (0 %), which means standing fans were not used as ventilation equipment in all the hotel rooms under study.

4.2.14 Promotional Offers

(Robert Morello, 2018), independent hotels are small business and as such they do not have the same abundant resources and corporate guidance enjoyed by the major chains. Instead of benefitting from a nationwide hotel brand marketing campaign, independent hotels must devise and carry out their own marketing strategies based on the quality and style of service of the

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hotel, its price point, and who are the target customers. Figure 4.2 indicates the responses of respondent on promotional offers.
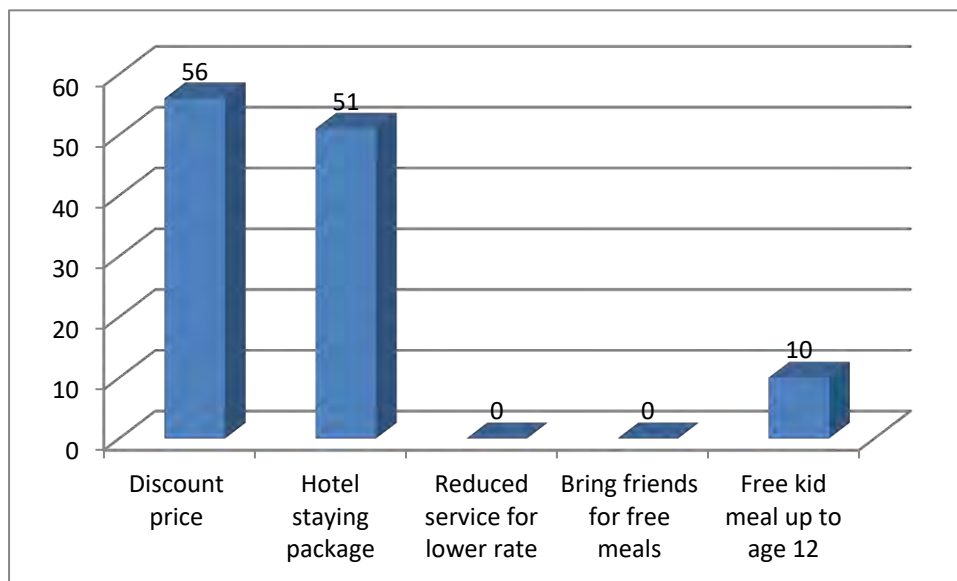
Figure 4.2: Promotional Schemes/Offers in the Hotels

Source: Field survey. July, 2018.

Promotional schemes enjoyed by customers in the hotels revealed fifty six percent (56 %) enjoyed discount price in their hotels, fifty one percent (51 %) enjoyed hotel staying package and ten percent (10 %) response confirm free kid meal up to age 12. However, reduced service for lower rate, bring friends for free meals recorded zero percentage (0 %). This means that majority in the hotel under the study gave promotional packages to their customers who use their hotel accommodation. Reduced service for lower rate and bringing friends for free meals was vehemently not practiced in the hotel.

4.2.15 Facilities Available in the Hotel

Mariam Hotel offers exclusive services and benefits for the comfort of its customers. Among many facilities that the hotel has to offer includes; Restaurant and Bar, Car rentals, Gym, Parking place, Laundry service etc. figure 4.3 shows the respondents responses from the questionnaire.

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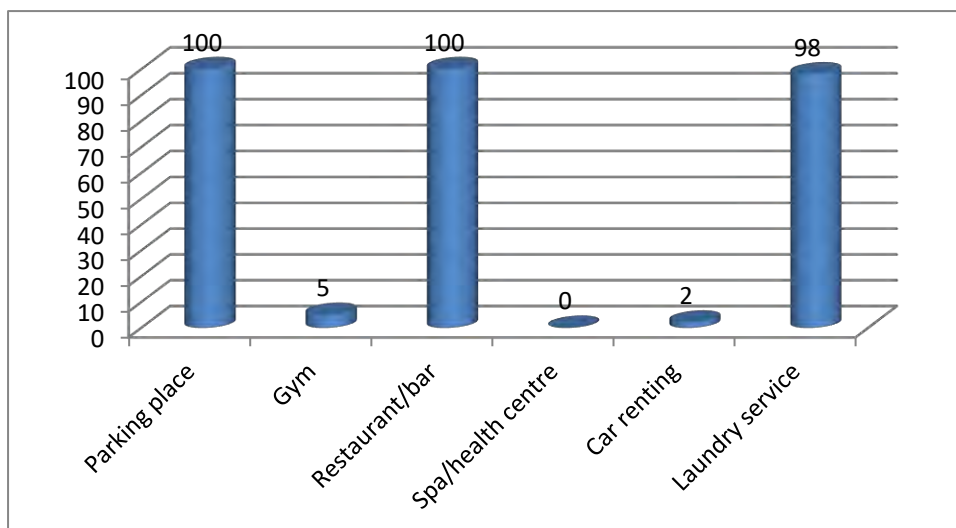
Figure 4.3: Facilities Available in the Hotels

Source: Field survey. July, 2018.

The hotel facilities such as parking place, gym, restaurant/bar, spa/health/centre, and car renting and laundry service were looked at and it confirmed that parking place and restaurant/bar recorded hundred percent (100 %) response, which means that the hotel have parking place and restaurant/bar. Ninety-eight percent (98 %) of the respondents said they had laundry services in the hotel. Five percent (5 %) of the respondents said a gym was available in the hotel and two percent (2 %) of the respondents said they had car rentals whereas spa/health centre was not available in the hotel and hence the percentage response of zero (0 %). According to Pizam and Ellis (1999), Cooper *et al.,* (1998), and Chi and Qu (2009) cited in (Suneeta & Koranne 2014), guest staying in hotel is exposed to different service attributes from telephonic or online reservation, to check-in and check-out, accommodation to food and beverage service, recreational services to secretarial services, spa treatments to rent a car service. Satisfaction for such guest has to be satisfaction from all these services. Pizam and Ellis in further research have recognized that on the whole satisfaction in hotel industry comprises of satisfaction with individual attributes of various services that make up the total experience of staying in hotel. These findings are substantiated by Cooper *et al.,* and they suggest that satisfaction for hotel guests is an amalgamation of facilities and services of food

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and beverages, accommodation, transport and scope for shopping and quality of delivering these services need to almost uniform. Since food and accommodation remain the most critical components of satisfaction, its quality has direct effect on customer satisfaction and lasting impression.

4.2.16 Evaluation of Service Quality Delivery

According to Larry (1997), quality service is a perceived judgment resulting from an evaluation process when customer compares the expectations with the service he/she perceive to have received. Customers have become increase demanding in relation to the way they are treated. Table 4.2.27 shows the responses of the respondent from the questionnaires.

Table 4.27: Evaluation of Service Quality Delivery in the Hotel

Statement	Highly Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Highly Satisfied	Total
Cleanliness	0	4	12	18	66	100
Pleasant greeting by staff	2	2	10	26	60	100
Minimal waiting time	2	6	8	22	62	100
Security	3	8	30	28	31	100
Reservation on arrival	0	2	16	18	64	100
Prompt arrival	2	3	17	38	40	100
Knowledge of bell	0	0	14	76	10	100
Efficient housekeeping	0	12	8	60	20	100
Quality amenities	0	8	45	40	7	100
Excellent services	0	2	30	48	20	100
Courtesy and helpfulness	0	0	26	44	30	100
Good parking place	0	0	8	32	60	100
Overall percentages	**(1)**	**(4)**	**(18)**	**(38)**	**(39)**	**100**

Source: Field survey. July, 2018.

4.2.17 Evaluation of Service Quality Delivery in the Hotels

Table 4.27 presents how customers are satisfied with the quality of service delivered to them in the hotel. Respondents evaluate their level of satisfaction by indicating with a tick in the column that corresponds to their level of satisfaction. Ninety six percent (96 %) were satisfied with the cleanliness/serene environment and pleasant greetings by staff of the hotel whereas four percent (4 %) of the respondents were dissatisfied with the cleanliness/serene environment and pleasant greetings by staff in the hotel. According to Narangajavana and Hu, 2008 (cited in Naseem, Ejaz & Malik, 2011) for improving service quality, four aspects were identified: (1) service delivery, (2) hotel employees, (3) guest amenities and surroundings, and (4) prestige. Minimal waiting time when checking in and out was solicited from the respondents and it showed ninety two percent (92 %) of the respondents were satisfied with the waiting time of checking in and out of the hotel whilst eight percent (8 %) were dissatisfied with the waiting time. Provision of security to protect customers and operators of the hotel and their property was also looked at and this also showed eighty nine percent (89 %) of the respondents satisfied with the security and protection of the hotel whereas eleven percent (11 %) was not satisfied. Ninety eight percent (98 %) were satisfied with the hotels reservation whilst two percent (2 %) of the respondents were not satisfied. Prompt arrival of bell person and the knowledge of person on the hotel facilities shows that ninety-eight percent (98 %) and hundred percent (100 %) respectively of the respondents were satisfied with the punctual and timely arrival of the bell person and the knowledge and experience they have towards the hotel facilities. Two percent (2 %) of the respondents were dissatisfied with the prompt arrival of the bell person in the hotel. Efficient and timely housekeeping indicated eighty eight percent (88 %) satisfaction whereas twelve percent (12 %) of the respondents were dissatisfied with the efficient and timely housekeeping of the hotel staff. The research also sought to find out whether the hotels had quality amenities in the room, and this revealed ninety two percent (92

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%) satisfaction response of quality facilities in the room whilst eight percent (8 %) of the respondents were dissatisfied with the quality of amenities in the hotel. Majority of the respondent (98 %) were satisfied with excellent special services delivered at the hotel whereas two percent (2 %) were dissatisfied with the special service delivered. Courtesy and helpfulness of room service and provision of good parking lot, restaurant, laundry service and spa indicated hundred percent (100 %) response and hence customers were highly satisfied with the quality of these services rendered to them at the hotel. In support of service quality enjoyed by the customers in the hotel, Han, Back & Barrett, 2009; Ryu, Han & Kim, 2008 Shi & Su, 2007, cited in Naseem, Ejaz and Malik (2011) contend that, there are many aspects of service performance and quality: some of them are: (1) Service quality of reception hall, guestroom and restaurant, (2) Technique of employee, (3) Decoration and atmosphere of hall, guestroom and restaurant (4) Safety of room and courtesy of attendants, and (5) variation of food.

4.2.18 Service Render Meet Value for Money

This is the difference between the total benefit derived from a goods or services against its total cost when assessed over the period the goods or services are used. The table 4.28 shows the responses of respondent.

Table 4.28: Responses on service rendered met value for money

item	Frequency	Percent (%)
Yes	80	80.0
No	20	20.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

In response to that question the researcher also sought from the respondents whether service rendered met value for money. Eighty percent (80 %) agreed vehemently by saying "Yes" to it whilst twenty percent (20 %) saying "No" were opposing view that service did not meet value for money.

4.2.19 Good Services

Service is an intangible need of an individual which is produced or provided and consumed simultaneously. Table 4.29 indicates how respondents react to the responses when it comes to good service the hotel providing.

Table 4.29: Responses on Good Services by the hotel

Item	Frequency	Percent (%)
Good	92	92.0
Somehow good	8	8.0
Total	**100**	**100.0**

Source: Field Survey. July, 2018.

In overall, majority of the customers' representing ninety two percent (92 %) affirm that service provided at the hotel was good and eight percent (8 %) were of the view that the service was somehow good and none of the customers responded to the variable not good at all. Considering the findings, it is evident that quality of accommodation services provided at the hotel to the customers was satisfactory. The table below shows the details

Interestingly ninety four percent (94 %) of the customers confirm their intention to revisit the hotel facility another time or tell friends about the hotel. Majority of them hold the view that they will re-visit the hotel because of the quality of accommodation service in the hotel whereas few of the customers made up of three percent (3 %) and Two percent (2 %) will revisit the hotels because of the location and the price of the hotel respectively. Interestingly ninety four

percent (94 %) of the customers confirm their intention to revisit the hotel facility another time or tell friends about the hotel. Majority of them hold the view that they will revisit the hotel because of the quality of accommodation service in the hotel whereas few of the customers made up of three percent (3 %) and Two percent (2 %) will revisit the hotels because of the location and the price of the hotel respectively.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATION

5.1 Conclusion

Quality assurance in the Hospitality business is a vital aspect of services hotels given to customers to make them satisfied, and also it helps to refrain customers as well as increase their base. Most customers prefer hotels like (Golden Tulip, Coconut Hotel, Miklin Hotel etc. not because they look beautify but they provide quality Assurance to them. The present study revealed that there has been some positive impact of quality in the hotel. From the data collected it was revealed that quality assurance has increased the growth rate of Mariam hotel. Through the findings it was also discovered that staff participating in delivering quality assurance was excellent. From the analysis, it was shown that the hotel adopted a policy document and that seen to providing quality do their customers. Again, what I realized showed that when problem arises in the outfit of the hotel both management and staff collectively address problems encountered during service delivery.

Finally, the findings have clearly shown that the relationship between quality assurance and customer satisfaction as Mariam hotel was excellent. From the data collected, it has revealed that satisfactory signs showed by the customers on the usage of modern facilities and excusion of professionalism in providing services. These can be seen in the data collected where (84.0%) indicated that, they used air-condition in their rooms. Laundry services recorded (98%) responses. And refrigerator (95.0%), television (99.0%), wardrobe (92.2%) floor covering (100%) etc. Generally, from the results and discussions, the data analyzed, (95.0%) agreed that reliability of service was very satisfactorily in Mariam Hotel and majority of the customers have a re-visit intension to the hotel.

5.2 Recommendations

The researcher suggests that management should improve the customer/employees relations. It was observed that the relationship was there but not so much. What management should do is to open up to customers and make them feel at home. Again, employees should see customers as first priority and treat them as such in all aspect of the business.

Training of hotel staff and medical examination should be done at least quarterly and or semi-annual to keep those abreast with skills or new ideas and also to ensure healthy staff all times. Although the services have good percentages of satisfaction, some amount of dissatisfaction was shown by some of the customers and need to be improved.

5.3   Suggestion for Future Improvement

The researcher believes that in every situation there is always room for improvement. The researcher suggests that there should be an improvement in the numbers of hotels under study so to check which hotel in the metropolis has high quality assurance to retain customer satisfaction.
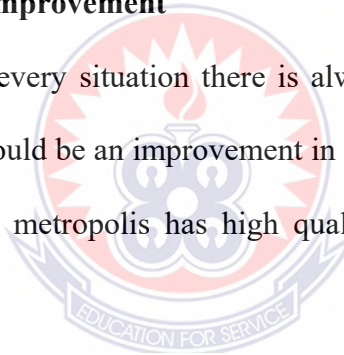
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APPENDICES

APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA

MASTER OF TECHNOLOGY (DEPARTMENT OF HOSPITALITY AND

CATERING EDUCATION), KUMASI CAMPUS

<u>Questionnaire for Management/Staff</u>

Dear Sir/Madam,

I am a Master of Technology student in Hospitality & Catering Education undertaking a study on the topic ***"Assessing the impact of quality assurance in the hospitality industry: a case study of Mariam Hotel, Tamale Metropolis."*** In connection with this, a questionnaire has been designed to gather information for the study. Please be assured that your anonymity and the information you will give will be treated with the strictest confidentiality. I will provide you a copy of the results of my study if you are interested. Thank you for your interest in participating in this questionnaire.

<u>SECTION A: PERSONAL INFORMATION</u>

Please kindly tick **[√]** the one that is most appropriate to you.

1. Gender: i. Male [   ]   ii. Female[   ]

2. Age: i. 18 – 25 [   ] ii. 26 – 35 [   ] iii. 36 – 45 [   ] iv. 46 and above [   ]

3. Level of education: i. Uneducated [   ] ii. Basic [   ] iii. Secondary [   ]

        iv. Tertiary [   ]   iv. Others (Specify) …………………….............................….

4. Marital status: i. Married [   ] ii. Divorced [   ] iii. Single [   ] iv. Widowed [   ]

5. Position:……………………………………………………..

6. How long have you been with Mariam Hotel……………………….

SECTION B

Please kindly tick **[√]** and fill the one that is most appropriate to you.

7. Do you train staff to handle guest in the hotel? Yes [   ] No [   ]

8. How often do you training staff of your hotel?

  1.   Every month

  2.   Every three month

  3.   Every six month

  4.   One year and above

9. Do you a quality assurance policy or program as a company? Yes [   ] No [   ]

10. If yes, please give some of these policies……………………...

     …………………………………………………………………………………………

     How are problems encountered solved? Management alone [   ] Employees alone [   ]

     Management and Employees [   ]

11. How often does your hotel embark on quality programs? When problems arise [   ] Every

     3 months [   ] Yearly [   ]

12. How fast are customer complaints on services and products addressed? Immediately [   ]

     1 week [   ] 2 weeks [   ] 3 weeks [   ]

13. How has quality assurance furthered the hotel? Known internationally [   ] Increased

     growth rate [   ] Earned a good name [   ]

APPENDIX B

UNIVERSITY OF EDUCATION, WINNEBA

MASTER OF TECHNOLOGY (DEPARTMENT OF HOSPITALITY AND

TOURISM EDUCATION), KUMASI CAMPUS

<u>**Questionnaires For Customers**</u>

THE IMPACT OF QUALITY ASSURANCE ON CUSTOMERS SATISFACTION IN THE HOSPITALITY BUSINESS: A CASE STUDY OF MARIAM HOTEL.

Dear Sir/Madam,

I am a Master of Technology student in Hospitality & Catering Education undertaking a study on the topic ***"Assessing the impact of quality assurance in the hospitality industry: a case study of Mariam Hotel, Tamale Metropolis.*** This questionnaire is part of a study aimed at gathering information on the above topic. Information gathered from you will be treated as confidential and for academic purpose only. Thank you.

<u>**SECTION A: PERSONAL INFORMATION**</u>

Please kindly tick **[√]** the one that is most appropriate to you.

1. Gender: i. Male [   ]   ii. Female[   ]

2. Age: i. 18 – 25 [   ] ii. 26 – 35 [   ] iii. 36 – 45 [   ] iv. 46 and above [   ]

3. Level of education: i. Uneducated [   ] ii. Basic [   ] iii. Secondary [   ]

    iv. Tertiary [   ]   iv. Others (Specify) …………………….............................….

4. Marital status: i. Married [   ] ii. Divorced [   ] iii. Single [   ] iv. Widowed [   ]

5. Occupation: i. Unemployed [   ] ii. Self employed [   ] iii. Civil and public service [   ] v. Others please (specify) ………...........

6. How long have you been a customer of Mariam Hotel……………………….

SECTION B

RELIABILITY OF SERVICE

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7	Your hotel room was ready before you arrived.					
8	The hotel room was equipped with modern facilities for use.					
9	Customers are received well till they leave their hotel accommodation.					
10	Guest is always satisfied with billing and receipts issued by staff of the hotel.					

RESPONSIVENESS OF SERVICE

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
11	Customers get detailed information of service on service delivered.					
12	The hotel have help desk for guest					
13	Getting contact with staff in the delivery of service is easy					
14	Staff responds to customers quickly during check-in and check-out in the hotel.					

15	Did you encounter any problem in the hotel?					
16	Did staff attend to you quickly in addressing the problem?					
17	Do you think manager act responsibly in solving the problem?					

CONFIDENCE

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
18	Experts in service delivery in the hotel.					
19	Hotel accessibility for disable persons					

COMMUNICATION

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
20	Customers are satisfied with friendliness of Staff of the hotel					
21	Customers are satisfied with staff mode of welcoming them on arrival in the hotel.					

22	Staff pays attention to guest complaints and reports them appropriately.					
23	Customers are satisfied with the availability of manager to be talked to in times of events.					

TANGIBILITY

24. Which of the following items are available in your living/bedroom?

(Tick as many as applicable)

Items	Tick [√]
Plant/flower in room	
Tea/coffee maker in the room	
Refrigerator	
Iron	
Television	
Bed for kids	
Comfortable bed for adults	
Wardrobe	
Furniture	
Lighting system	
Ventilation equipment	
Floor covering (linoleum, tiles or carpet)	
Painting of room	

Good room smell	
Security locks	
Ceiling	
Clean room and free from insects, mosquitoes and cobwebs	
Clean surfaces in the room	
Discipline and clean employees	
Size of room	

25. Which of the following items are considered important in assessing quality of accommodation in the living/bedroom?

Item(Tick as many as applicable)	Tick [√]
Plant/flower in room	
Tea/coffee maker in the room	
Refrigerator	
Iron	
Television	
Bed for kids	
Comfortable bed for adults	
Wardrobe	
Furniture	
Lighting system	
Ventilation equipment	
Floor covering (linoleum, tiles or carpet)	
Painting of room	

Good room smell	
Security locks	
Ceiling	
Clean room and free from insects, mosquitoes and cobwebs	
Clean surfaces in the room	
Discipline and clean employees	
Size of room	

26. Which of the following items are available in your bathroom for use?

Item(Tick as many as applicable)	Tick [√]
Soap	
Toothpaste and tooth brush	
Hair dryer	
Jacuzzi bath/shower	
Bathroom linen tower/cabinet	
Music	
Cream for face, body, foot or hand	
Bucket for bathing	
Towel	

27. Which of the following ventilation equipment is used and in good condition in the hotel?

(Please tick [√] as many as applicable in your hotel).

     i.   Air-condition [ ]

     ii.   Ceiling fan   [ ]

iii.   Standing fan [ ]

iv.   None of the above[ ]

28. Which of the following promotional schemes did you enjoy in your stay in the hotel?

(Please tick [√] as many as applicable in your hotel)

    i.   Discounted price   [ ]

    ii.   Hotel staying package   [ ]

    iii.   Reduced service for lower rate   [ ]

    iv.   Bring friends for free meal   [ ]

    v.   Free kid meal up to age 12   [ ]

29. Which of the following facilities are available in the hotel? (Please tick [√] as many as

applicable).

    i.   Parking place   [ ]

    ii.   Gym   [ ]

    iii.   Restaurant/bar   [ ]

    iv.   Spa/health centre [ ]

    v.   Car renting   [ ]

    vi.   Laundry service   [ ]
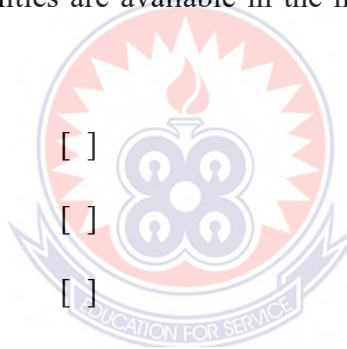
SECTION C

QUALITY OF SERVICE DELIVERED

30. Please evaluate by indicating how satisfied you are in the quality of service in the hotel you

stayed?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Cleanliness/serene accommodation and environment				
Pleasant greeting by staff				
Minimal waiting time when checking in and out				
Security and protection				
Reservation in order on arrival				
Prompt arrival of bell person				
Knowledge of bell person on facilities				
Efficient and timely housekeeping				
Quality amenities in room				
Excellent special services				
Courtesy and helpfulness of room service				
Good parking place, restaurant, laundry service and spa				

31. Did service meet value for money?   Yes [ ]   No [ ]

32. In overall, indicate "good", "somehow good" or "not good at all" the quality of accommodation services provided in your stay in the hotel?

(a) Good [ ] (b) Somehow good [ ] (c) Not good at all [ ]

33. Do you intend to revisit the hotel another time or tell a friend about the hotel?

Yes [ ]   No [ ]

34. Why do you intend to revisit the hotel another time?

(a) Because of the location.

(b) Because of the price.

(c) Because of the quality of accommodation service in the hotel.