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COLLEGE OF TECHNOLOGY EDUCATION

DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION

ASSESSING THE EFFECTS OF COVID-19 ON CUSTOMER SATISFACTION OF HOTELS FOOD AND BEVERAGES SERVICES: A CASE STUDY OF SELECTED HOTELS IN TAMALE METROPOLIS

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ASSESSING THE EFFECTS OF COVID-19 ON CUSTOMER SATISFACTION OF HOTELS FOOD AND BEVERAGE SERVICES IN THE TAMALE METROPOLIS

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(1055308)

A DISSERTATION SUBMITTED TO THE DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION, SCHOOL OF RESEARCH AND GRADUATE STUDIES, UNIVERSITY OF EDUCATION, WINNEBA, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF TECHNOLOGY EDUCATION (CATERING AND HOSPITALITY) DEGREE

MARCH, 2022

DECLARATION

Candidate's Declaration

I hereby declare that this thesis, the exception of quotations and reference contained in published works which have all been identified and acknowledged, is entirely my own original work, and it has not been submitted either in part or whole for another degree in this University or elsewhere.
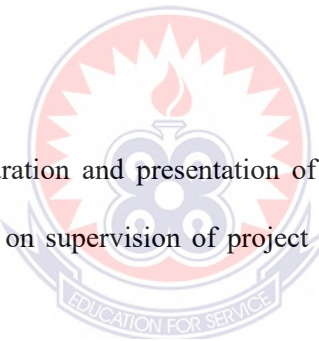
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Signature:...........................…………. Date: ....……

Supervisor's Declaration

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

SUPERVISOR'S NAME: DR. GILBERT OWIAH SAMPSON

Signature: ....………… Date:......................................

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I sincerely give gratitude and the highest praise to the Almighty Allah (SWT) who endowed me with the strength, knowledge and everything that it took to pass through the hills and valleys of education; may your Name be praised.

My deepest gratitude goes to my family; your support in my education cannot be measured, I say thank you.

Failure to direct my sincere appreciation to my supervisor, Dr. Gilbert Owiah Sampson who in his unmeasured efforts in the supervision of the work made it successful would be ungratefulness of the highest degree on my part.

DEDICATION

I dedicate this work to all those who assisted in one way or the other to make this work a
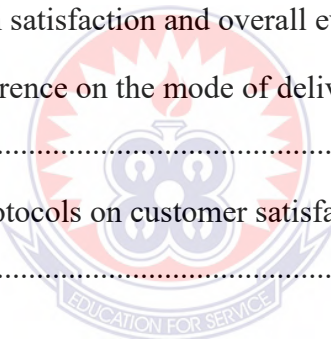
success.

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ABSTRACT.

Customer satisfaction is an important topic for both researchers and managers. Being able to judge customer satisfaction levels and to apply that knowledge are critical starting points for ascertaining and maintaining long term customer retention and competitiveness. Covid -19 has come with restrictive meausres such as social distancing and regular hand-washing. These restrictive measures have the potential of limiting customer satisfaction and experience of hotel food and beverage services. The researcher wants to know the effects of Covid-19 on customer satisfaction of hotels food and beverage services in the Tamale Metropolis. The research design adopted for this work was descriptive survey. The population consists of all the 68 hotels and guest houses in the Tamale Metropolis. The study used non probability sampling technique to carry-out the work. It purposively selected 225 customers from 15 hotels and lodges in the metropolis. The data collection instrument adopted was questionnaire method. Participant were asked to measure the effects of covid-19 on their satisfaction and experience of foods and beverage service of the hotel. The findings suggest some important implications for hotel managers and food service operators. The results of the study showed that the age groups between 27 and 30 years are the largest customers. The study further revealed that (31.11%) rated the effect of covid-19 on quality of service high and (24.44%) rated it very high. The results confirmed that attributes such as quality of food, service quality, price and value remain critical determinants of customer satisfaction. Covid-19 has negatively affected customer satisfaction of hotels food and beverage services. Hotel operators should focus on improving take out and deliveries to the doorstep of customers and should be ready to re-strategize by adopting models that will help them stay a float.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The novel coronavirus known as Covid-19 spread through the globe like wild bush fire in the late 2019 to date. China was the first country hit by the health pandemic and thus its hotel industry has encountered severe challenges (Sun et al 2020). These challenges have affected every stakeholder in the hotel industry. Owing to travel bans and social distancing norms, there has been a decline in tourist's willingness and access to travel. This has led to the cancellation of travels and hotel bookings, which has eventually affected the job and income security of hotel employees. Ghana records its first two cases of COVID – 19 infections on 12th March 2020. The Government responded by gradually introducing social distancing measures, travel restrictions, border closures and eventually a two - week partial lockdown in the country largest population areas of Accra and Kumasi (Amewu, 2020). Social distancing measures have been enforced nationwide and include bans on conferences, workshops, sporting and religious events as well as the closure of bars and night clubs.

Hotels, restaurants and other destinations and source markets have been badly affected and have suspended operations and commercial activities due to the partial to permanent closure of international borders (Harman et-al, 2020). With the worldwide travel bans, touching more than 90% of the global population as well as the prevailing restrictions on public gatherings and community mobility, tourism generally ceased in March, 2020(Betha, et-al, 2020.) UNWTO initial projections for 2020 proposed that international travels could decline by 20_30% compared to 2019 (Becken & Carmignani, 2020).

Since the outbreak of Covid 19 at the end of 2019, industries have been plagued by uncertainties, and this scenario is especially evidence in the tourism and hospitality industry. As an industry based on human mobility and close interactions the tourism and hospitality is the co-creator and main receiver of the pandemic and its ramifications (Gallen, 2020). Food and beverage services can broadly be defined as the process of preparing, presenting and serving of food and beverages to the customers. In addition to serving food and drinks, servers perform tasks such as setting up tables, removing used dishes and preparing simple dishes. They served as the main point of contact to customers. The quality of food and beverages services contribute greatly to the customer satisfaction or experience of the hotels in the Tamale Metropolis.

Customer satisfaction is a business philosophy which tends to the creation of value for customers. Quality of service and customer satisfaction are critical factors for success of any business (Gronoos 1990, Parasuraman et al, 1988). As valdam (2009) points out, enterprise exists because they have a customer to serve. The key to achieve sustainable advantage lies in delivering high quality service that results in satisfied customers (Shemwell et al, 1998). Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention.

Globally, there is an increasing demand for better quality products and services including hotels food and beverage service. Hotel customers are becoming much more discerning and demanding, making the delivery of quality service one of the challenges facing the tourism industry especially, the hotel subsector (Munkaila, et_al, 2018). As such customer satisfaction is a key ingredient for the survival and success of the hotel industry. Hotels therefore need to differentiate their service offerings by meeting the needs of their customers better, improving customer satisfaction and delivering service quality that is higher than that provided by competitors (Reichheld & Sasser 1990).

1.2   Statement of the Problem

Many researches have been conducted into customer satisfaction of the various aspects of the hospitality industry. Customer satisfaction is an important topic for both researchers and managers. A high level of satisfaction will lead to an increase in repeat patronage. Being able to judge customer satisfaction levels and to apply that knowledge are critical starting points for ascertaining and maintaining long term customer retention and competitiveness.

Various hotel attributes that contribute to customer satisfaction include quality of food and beverage, service quality, price and value, convenience, among others. COVID-19 has come with restrictive measures such as social distancing, regular hand washing, wearing of nose masks, disinfection and sanitizing of all public places. These restrictive measures have the potential of limiting the customer satisfaction and experience of hotel food and beverages. A satisfied customer indicates that there is a similarity between the performance of the products and services with the expectation of the customer

1.3   Research Questions

In conducting the research, I intend to find answers to the following questions

1. Which attributes of the hotel make a customer satisfied?

2. Which attributes of the hotel lead to customer dissatisfaction?

3. What are the effects of COVID-19 on customer satisfaction of hotels food and beverages services?

1.4.1   General Objectives

Globally, the COVID-19 pandemic has compelled hotel managers and owners to device ways of controlling the spread of the pandemic while providing good quality services to

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their customers. At the end of the study, the researcher wants to know the effects of covid-19 on customer satisfaction of hotels food and beverage service in the Tamale Metropolis.

1.4.2   Specific Objectives

It is my hope that by the end of this study, the above general objective would be achieved after considering the following specific objectives

1. Identify the hotels attributes that contribute to customer satisfaction of food and beverage service.

2. Assess the effects of COVID-19 on customer satisfaction of hotels food and beverage service in the Tamale Metropolis.

3. Evaluate ways of improving customer satisfaction of hotels food and beverage service in the new normal Covid-19 era.

1.5   Significance of the Study.

To obtain loyalty and to outweigh other competitors, food and beverage service providers must be able to obtain high levels of customer satisfaction for the service supplied. There are several studies that analyze the needs and the desires of customers. A research by Wueet et_al,(1996) define the perceptions of hotel attributes as the degree to which guests may find various services and facilities critical for their stay in a hotel.

More often, hotels in the Tamale Metropolis complain of low turnover or low patronage especially during the pandemic but failed to find out what the causes are. The study would help hotels managers to adapt ways of satisfying their customers in the covid-19 era and post covid-19 with regards to the use of online delivery.

The digital and intelligent tools will eliminate human error, increase service efficiency, stabilize quality and thus enhance customer satisfaction and improve hotel performance in the increasingly competitive business environment.

It will also help researchers in conducting further studies in to covid-19 and hospitality industry. When made public, the research will contribute to the awareness creation of the pandemic and ways of curbing the spread of COVID-19.

1.6   Organization of the Research

The research is set out in five chapters. The first chapter introduces the study which include background, introduction, statement of the problem, research questions, objectives of the research, significance of the study and organization.

Chapter two is the review of related literature while research methodology is presented in chapter three. Chapter four deals with the analysis, interpretation and discussion of the data collected. The work is summarized, concluded and recommendations made in chapter five.
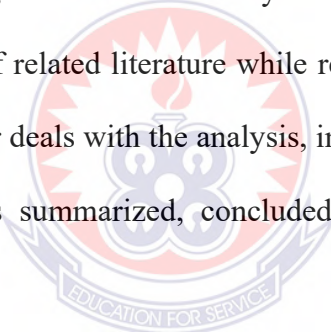
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Customer satisfaction

The World Tourism Organization in 1985 elucidated that customer satisfaction is nothing but a psychological perception. This basically involves one kind of feelings and happiness that ultimately comes from the hopes and expectations from products and services. A current study shows that brand image is one of the independent variables that depicts as the psychological feeling the customer holds from various sources, for example, word of mouth (WOM), commercial advertisements, public relations and so on (Wu & Liang, 2009). Elbakoush & Yan (2015), were of the view that it is very much tough to assess the customer satisfaction evaluation especially in the service industry. Behavioral intent reflects the intentions of repurchase, word of mouth, behavior complaining about loyalty, and price sensitivity (Zeithaml et al. 1996). In order to evaluate behavioral intentions, constructive words of mind, ability to suggest and re-buy intentions are used (Ozdemira and Hewett, 2010). A study done by Barsky & Labagh (1992) stated that customer satisfaction especially in hotel and tourism sector are most challenging business in the decades of 1990. They also pointed out that it is a crucial issue because customer perception, attitude, taste, lifestyles, personality are varying from one person to another. As a result, people recognize the same service in various ways. To boost up the performance of the hospitality industry, it should provide high quality service and improving the customer satisfaction (Barsky & Labagh, 1992). Another study done by Wuest, et-al, (1996) opined that for achieving customer satisfaction, different facilities and attributes are necessary. Such types of attributes are location, personal service, cleanliness, relaxation opportunities, service standard, physical appearance and interior are very much important (Ananth, et-al, 1992). A study carried

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out by Choi & Chu (2001) revealed that quality of staff, room quality and money value for the products are most widespread factors. Additionally, according to Mattila & O'Neill (2003) stated, price also plays a vital role in hospitality sector. It opined that High price brings high service quality for the customer. As a result, lots of hotels are increasing their investment to improve quality of service and perceived value for customers. This ultimately cultivate a healthier relationship with each customers and achieving higher customer satisfaction which ultimately leads to customer loyalty (Jones, et-al, 2007). Another study done by Lee, Lee & Feick, (2006), mentioned that positive word of mouth gives a very good impression to the other customer. So, an impression coming from the satisfied customer gives a very good promotion without any cost involvement. The ultimate effect of word of mouth also enlarged by the intrinsic nature of the World Wide Web (Dominici, 2009) and it is important in hospitality and tourism sector. So, this sector has to take the opportunity from internet where actually customers publicly share their preferences, views, experiences with others via web services (Trusov, et-al, 2009).

Several research studies have shown that customer satisfaction is an important topic for food service managers (Yen 2005). Customer satisfaction is the outcome of customer's perception of the value received in a transaction or relationship, where equals perceived service quality, compared to the value expected from transection or relationship with competing vendors (Blankchard and Galloway, 1994). Customer satisfaction is often used as an indicator of whether a customer will return to a restaurant. While there is no guarantee of a satisfied customer's revisit, it is almost certain that a dissatisfied customer will not return. A high level of customer satisfaction leads to an increase in repeat patronage, brand loyalty as well as recruiting new customers by word-of-mouth endorsement.

Other than customer satisfaction, most of the researches also show that the most important factors influencing customers decision when choosing a restaurant are food quality, service quality, value, cleanliness and whether their food is prepared to order (Yen, 2005). Pettijohn Pettijohn & Luke, (1997) studied fast food restaurant customer satisfaction where they found that food quality had the highest mean among all the variables. Menu variety and store atmosphere were ranked as least important. These findings were significant because they helped fast food restaurant managers used their resources to make improvements on the store elements considered most influential in determining customer satisfaction.

Sulek & Hensley (2004) conducted a case study related to a full- service restaurant. They discovered that of all the components in a full-service restaurant, quality of food was the most important. Although a customer evaluates multiple attributes when determining food quality, he/she is really judging three general food characteristics namely, safety, eye appeal and dietary acceptability.

Soriano (2002) in his study of customer expectation factors, found that after quality of food, quality of service was ranked the second most important factor in determining the customer's decision to return to a restaurant. Yuksel & Yuksel (2002) study about tourist satisfaction with restaurant service found that customer satisfaction is an important topic for both researchers and managers. This is based on the fact that a high level of customer satisfaction will lead to an increase in repeat customers. Being able to judge customer satisfaction levels and to apply that knowledge are critical points for ascertaining and maintaining long term customer retention and competitiveness. Yuksel & Yuksel (2002) also contend that the majority of customer satisfaction theories state that satisfaction is a relative concept, always judged in relation to a standard.

Gandufo & Rosa (2010) carried out research on customer satisfaction in the hotel: A case study from Sicily, Italy. The study revealed that customer satisfaction is the starting point of customer loyalty, therefore long-term relationship. It further indicated that factors such as cleanliness, price, location, appealing image and reputation contribute to the customer's satisfaction of hotels in Sicily, Italy.

Eric (2014) conducted research into determinants of tourist's satisfaction of hotels service delivery in Kumasi metropolis and revealed that there is a relationship between tourist's characteristics and the various measures of service delivery that is, safety and security, courtesy of staff and physical facilities. In addition, he revealed that tourist's gender, age, marital status, country of origin and number of visits to Ghana are significantly related to safety and security. These characteristics were also found to be significantly related to staff courtesy and physical facilities of the hotels. Similarly, Amissah (2013), studied tourists' satisfaction with hotel services in Cape Coast and Elmina Ghana, and revealed that understaffing, insufficient operational procedures, lack of training and management not understanding customer desires are factors affecting tourists' satisfaction.

Munkaila (2018), also carried out a study into service quality in northern tourism; A case study of Hotels in Tamale Metropolis and concluded that apart from empathy, tangibles, reliability, responsiveness and assurance are good predictors of guest's satisfaction with quality of service of hotels in Tamale metropolis. The study further concluded on the following factors affecting the provision of quality of service in the hotel industry in the Tamale metropolis in the northern region of Ghana; leadership style, working equipment, schedule of work, motivation of staff, no training and development of staff, problem of communication at all levels and no provision of company transport to and from work affects the service quality provision.

Customer satisfaction is characterized by an assessment of the apparent disparity between earlier desires and the genuine presentation of the item (Oliver 1999). Customer satisfaction with an organization's products and services is the most significant factor in reality and achievement (Hennig-Thurau and Klee, 1997). Customer loyalty is a customer that measures improvement (Gustafsson, Johnson, and Roos, 2005). As shown by Kim, Park, and Jeong (2004), the consumer reacts to satisfaction and satisfaction levels. The capacity of the specialist organization to produce a high degree of satisfaction is critical for the segregation of products and to establish solid ties with customers in the business environment of the present day as stated by Deng et al. (2009). Previous researchers have discovered that satisfaction of the customers can assist the brands with building long and beneficial associations with their customers (Eshghi, Haughton and Topi, 2007).

Customer satisfaction according to Abu-ELSamen, et-al, (2011) is also a prerequisite for integrating the customer service skills into the marketing mix and for ensuring the organization satisfaction. It is a typical phenomenon that the quality of service, a brand offer and its value really decide on the degree of customer satisfaction at this stage (Turel et al. 2006). Customer's association is additionally significant as when the buyers consider the product's significance and contribute time to look for data then it eventually improves the satisfaction level (Russell Bennett, et-al, 2007). This fulfilment may impact the concerned organization by repurchase, acquisition of more items, positive verbal exchange, and ability of the customer to pay more for the specific brand.

Tao (2014) is of the view that customer satisfaction is broken into five ranges such as very dissatisfied, relatively dissatisfied, general satisfaction, relatively satisfied and very satisfied. The satisfaction of customer has increased as consumers join essential criteria that meet consumer needs. On the other hand, the worst customer service leads to lower

customer satisfaction compared with predictions. There are two approaches to corporate customer service enhancement. First, boosting consumer loyalty and, second, interviewing customer demand efficiently by increasing costs. With respect to restaurant industry, customer evaluation of a restaurant ultimately depends on its degree of satisfaction (Babin et al., 2005) in terms of its subjective and full feelings. When consumers measure the quality of food and administration against the cash they use, the intellectual components may be the most significant consideration, whereas the complete set of emotions are used by customers when they determine the delight, fervour and sense of individual achievement. (Babin et al., 2005).

2.2. Customer Loyalty.

According to Oliver (1999) the loyalty of the customer is called a close relationship between the subjective attitude and patronage of an individual. Although customer satisfaction is a vital element in an organization, loyalty alone cannot carry a business to a high level. Particularly in daily transactions, customer satisfaction induces a favourable financial impact. Building loyalty allows a business to base its goods and services on their appeal and to demonstrate commitment in fulfilling the demand or developing customer partnership (Griffin 2002).

Thomas and Tobe (2013) opined: "Loyalty is more rentable." The benefits of attracting a new customer are far higher than retaining current ones. A relationship with a customer is equally important in customer loyalty and this requires that company work in a broader context that extends beyond itself, as no company can be world class at everything (McDonladnn & Keen 2000). Gremler and Brown (2009) splitted customer loyalty into three groups: loyalty to the conduct, intentional loyalty and emotional loyalty. Within the customer loyalty paradigm, customer loyalty requires knowing customer needs. In order

to achieve customer satisfaction, the business has to take control of prices, discounts and quality of goods etc. It is therefore important that the customer and the organization build a pleasant atmosphere for investing in existing customers, offers company advantages, such as improved productivity and market competitiveness.

2.3. Relationship Between Customer Satisfaction and Customer Loyalty.

Satisfaction is an emotion, but loyalty is defined as behaviour. Chen and Wang (2009) opined that customer satisfaction can be perceived as a form of quality evaluation between previous perceptions and service experience. There is also a major incentive to sustain a partnership with a company's business or goods through favourable appraisal of the product or service the customer acquires, and a vital cornerstone that upholds loyalty. Satisfied customers are also more inclined to purchase again, reduce their price aversion, and make positive words and faithful customers (Chen & Wang 2009).

Customer satisfaction and loyalty are vital factors to focus on to develop and gain benefit in the business. Satisfaction does not contribute to allegiance immediately and takes one step by step. Steps are defined as customers experiencing various phases such as consciousness, discovery, extension, dedication and dissolution (Arantola, 2000).

Customer loyalty can be viewed as a by-product of customer satisfaction. Customer satisfaction contributes to customer loyalty (Fornell 1992) as satisfaction is reached at a certain point and customer loyalty decreases immediately if the amount of satisfaction falls below a certain degree. In fact, extremely pleased customers appear to be more trustworthy than average customers. Generally, it is evident that the association between customer service and loyalty is strongly favourable. Customer satisfaction contributes to both revenue and earnings being improved (Chi 2005).

2.4. Factors Influencing Customer Satisfaction and Customer Loyalty

2.4.1. Service Quality.

As a result of a clash between reality and hope in a product and service, Kotler and Keller (2009) have described customer satisfaction as the degree of feeling. Service quality is described by Parasuraman et al (1988) as an estimation by customers of the supremacy or advantage of the whole service product. According to Akbar and Parves (2009), customer satisfaction is an appraisal of the goods or services that meets the desires or aspirations of either the customer or the service provider.

Parasuraman and Berry (1988) have described service quality as a type of attitude similar but not equal to satisfaction, as a result of a comparison between expectations and performance. According to Vilkaite-Vaitone and Papsiene (2016), Law (2017), satisfaction is an immediate response to service consumption. Nevertheless, service efficiency is implied in the mind of customers in the food industry in a comprehensive picture of a business. The perceived interest and planned demand influence the standard of service. Parasuraman et al. (1985) emphasized that, if customers obtained their desired service level, they would be delighted, would be more satisfied if they provided what they anticipated and would consider the standard of service as outstanding. The price of the service is derived from the well-known idea that the happiness of consumers is a foundation of a prosperous future for the economy and a profitable sector. (Karamata et al., 2017).

2.4.2. Food Quality.

In the analysis, three main administrative parts have been employed to measure restaurant service efficiency according to Dutta, et-al, (2014). These three parts are employed in employee service, climate and quality of food. Food quality, as per Ryu et

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al. (2012,), has been featured to measure customer's satisfaction in restaurant business and as a result of which Ryu et al. (2012,) adopted five dimensions of food quality. To be specific or namely: the smell of the food is luring, there is an assortment of menu things, the food is nutritious, the food is scrumptious, and the food is fresh. Qin and Prybutok (2009), distinguished the connections between social aims, customer satisfaction or loyalty, perceived price, food quality and service quality in fast food restaurants and showed that there is an immediate and positive effect of food quality on customer satisfaction or loyalty. The most basic piece of the whole restaurant environment is food (Hensley 2004).

Presentation, according to Namkung and Jang (2007), is a strategy to plate food, improving decoration to accomplish engaging consideration of the customer to fulfill a customer's view of price. The positive relation between consumer loyalty and food quality continues, as was recommended by Ha and Jang (2010). Lim (2010) incorporates this discovering; a point of view of customers and customer satisfaction or loyalty on food performance are connected. Besides, freshness, as indicated by Shaharudin et al. (2011), has become one significant component of customer purchasing goals. Along these lines, to guarantee freshness, maintaining food and serving in such manner should be following some compulsory statistic. In the event that customers get satisfaction and accomplish great experience, they will ceaselessly spread the positive and great informal exchange to other potential customers to stimulate their interest to the foodservice providers.

The meaning of good quality might be diverse to various customers. Along these lines, it is beyond the realm of imagination to expect to satisfy customer impression of quality on the grounds that their perspectives are conflicting and differed from different viewpoints (Shaharudin et al., 2011, 201).

Ko and Su (2015), who distinguished two classes of measurements with regard to customers and products, concentrated the essential elements of food services quality. The class of goods contributes to safety, hygiene, and the cooking arts. Customer category included quality of service, marketing, development, and environment.

The impact of food quality on customer purchasing conduct has been researched by Ryu, Lee and Kim (2012), They have discovered that customer's perceived prices rely upon performance of serving food with quality and maintaining proper hygiene. The two factors remain in direct connection to one another.

2.4.3. Price

One of the biggest roles played to bring customer satisfaction is price. Customer can ignore lot other issues if price is according to their budget and it meets the quality they look for. Law, et al. (2008) clarified that price is one of the ascribes that can affect customer's way of thinking. Maintaining proper price according to the quality of the food is a major factor to bring customer satisfaction. Also, Jin, et al. (2012) demonstrated that the impression of price decency can bring customer satisfaction and loyalty.

Price additionally decides, for a customer, to settle on to purchase or not (Khan 2011). From customer's perspective, price works as a pointer to decide customer involvement in merchandise or administration (Mattila and O'Neill, 2003,). Customers, in this manner, are progressively disposed to put together their purchase choice with respect to price factor than on other things (Khan 2011). In Marketing, the price has a significant influence in actualizing marketing procedure (Kottler and Armstrong 2012).

Moreover, the prices are connected to restaurant services, as indicated by (Andaleeb and Conway, 2006), Potential consumers embrace it as an inside reference point under which precise price levels can be distinguished. Besides, as recommended by Andaleeb and

Conway (2006), the style of the restaurant additionally impacts the price or price-related to the restaurant. Service excellency and product quality encourage customers enough to realize price related to the restaurant.

2.4.4. Behavioral Intention.

Behavioral intention (BI) is characterized as an individual's apparent probability or emotional likelihood that the person in question will take part in a given conduct (Medicine, 2002).

An inquiry into the social objective of extravagance drive-through joints was performed by Mosavi and Ghaedi (2013) in Shiraz, Iran. Using delineated arbitrary analysis, Mosavi and Ghaedi (2013) investigated how the influence of item quality and social objectives intervenes with positive feeling. Likewise, Jani and Heesup (2011) conducted a study that included both emotional and subjective supporters of consumer loyalty and quality of relationships in clarifying the objectives of customer behaviour. Affect is considered to play a crucial role in pleasing both consumers and behavior. Satisfaction with customers is a clear history of trust but an indirect antecedent. It should be remembered that quality and efficiency have a significant effect on customer satisfaction. While these authors have studied clients 'positive emotions and have also considered the affective and cognitive factors, the authors do not appear to be in line with the current field of research which focuses specifically on clients' behavioral intentions.

As Wang and Chen (2012) in Taiwan pointed out, in their expectations of potential buying back goals they addressed the relation between restaurant characteristics (e.g. scape management, supporting comprehension, food quality) and appraisal variables (e.g., quality and appreciation of general support). In order to accomplish great goals, the full-service restaurant managers were formed by offering improved assistance,

knowledge and food quality and thereby expanding the vision of their customers of generally high quality and administration value.

In the United States, however, using the two-advance approach of Anderson and Gerbing, Namkung and Jang (2010) investigated the interrelationships between reasonableness, emotions and social objectives of administration in a restaurant environment. Therefore, setting reasonable costs and offering appropriate types of assistance in a convenient way was seen as a way to invalidate negative feelings.

Moreover, another examination was led by Eliwa and Ali (2006) in Stillwater, Oklahoma utilizing self-directed shut finished surveys. This examination concentrated on researching customers' observation on the eateries' picture, customers' fulfilment and restaurant dedication. The outcomes demonstrated that these characteristics decided the extent of their relative significance to a particular market by connecting customer conduct to restaurant reliability. This accentuates the demonstration of making and keeping up a predictable picture within general fulfilment of a practical objective market is pivotal and this is progressively pertinent for the upscale market portion. The administrators ought to in this way place accentuation in growing high caliber of food and administration and ought to likewise prepare their workers to give steady cordial, mindful help customers.

2.4.5. Restaurant Location and Atmosphere.

Location is another factor that is normally used to gain customer satisfaction and loyalty. Soriano (2002) explained that customers who felt satisfied, mostly expects that the location of the restaurant would be in comfortable area to reach. Heung (2002) likewise expressed that location of a restaurant can play a vital role to compete in this line of business. So, it is to believe that, the area of a restaurant has a considerable impact on its

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financial achievement. The accompanying business outlook has an immediate impact on the area of choice (Hsu, 2009): rent or home costs, number of potential customers, access streets, parking, restaurant visibility, traffic conditions, neighbourhood, growth potential, proximity of competitors, safety and security.

The appealing presence of service limit measurements, in particular inside schedule, feel, spatial format and human dimension, has a strong impact on the quality of administration (Wang and Chen, 2012). The structure of the outside of the structure just as inside, explicitly the lounge area, impacts coffee shops' quality observations. Furniture structure and format impact a coffee shops' feeling of security (Ryu, Lee and Kim, 2012).

The accompanying items are added to the restaurant quality measurement plan (Ryu and Jang, 2008): aesthetics, ambience, lighting, layout, table setting.

An investigation by Veljko et. al. (2014) in Kragujevac, Serbia was completed utilizing Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). The exploration was directed to recognize the predecessors of satisfaction and return to expectations for full-administration eateries. The outcomes affirmed the critical effect of air and nature of collaboration on visitor satisfaction. satisfaction alongside environment and saw cost developed as a huge trigger of return to aims.

Atmosphere or environment is another factor to be considered while deciding customer satisfaction. Han and Ryu (2009) explored the impact of actual environmental factors, for example, layout and comforts towards customer satisfaction and loyalty, and found that environments are a factor that demonstrated to have a huge impact. Wu and Liang (2009) discover that the nature of service experience, which incorporates atmosphere and environment is a critical indicator of customer satisfaction and loyalty. Different investigations additionally presumed that environment is one of the factors that highly affects customer satisfaction (Haghighi, 2012; Canny, 2014).

2.5 Effects of covid-19 pandemic on the world at large

Human societies continue to combat both old and new pathogens despite the remarkable advances chalked in health delivery over the last two decades (Schiedel, 2017). Old pathogens, such as influenza and malaria continue to exert dire consequences on humanity for millennia (Centre for Disease Control and Prevention, 2019). At the beginning of the 21st century, several pandemics have plagued humans including and not exhaustive, HIV/AIDS, Ebola, Zika virus, SARS, and the recent COVID-19 (Archibon & Annan, 2020). All kinds of pandemics continue to exert untold degrees of hardship and suffering on human lives (Fan, Jamison & Summers, 2018). To help mitigate the spread of the coronavirus, stringent precautionary measures have been taken by leaders of several countries including lockdown as a containment strategy (Lin et al. 2020). Total and partial lockdown restrictions have been imposed by countries, restricting non-essential business activities, closing down educational institutions, and encouraging working from home with essential service providers running on minimal operations (Ozili & Arun, 2020). One of the disturbing impacts of the recent COVID-19 global pandemic and its associated lockdown restriction is the wreck on global economies (International Energy Agency, 2020). Expectations in economic progression globally have been changed with drawbacks in investments (UNECA, 2020). The global workforce has drastically reduced, with unemployment increasing at an unprecedented rate (UNIDO, 2020). Global GDP is estimated to be declined to about 78%, from an initial growth of 3.2% before the COVID-19 pandemic to 1.8% during the lockdown restrictions in countries (UNECA, 2020). Global supply chains have been disrupted with high levels of supply shortages with skyrocketing rates of price hikes (Deloitte Ghana, 2020). Demand for oil globally has declined as a result of the lockdown restrictions on human movement in many parts of the world (International Energy Agency, 2020).

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According to current evidence, SARS-CoV-2, the virus that causes COVID-19, is primarily transmitted between people via respiratory droplets and person-to-person contact routes. Transmission may also occur by touching objects or materials carrying infection (fomites) in the immediate environment around the infected person (WHO, 2020).

The most common symptoms of COVID-19 are fever, dry cough, and tiredness. Other symptoms that are less common and may affect some persons with COVID-19 include aches and pains, nasal congestion, headache, conjunctivitis, sore throat, diarrhea, loss of taste or smell or a rash on skin or discoloration of fingers or toes. Some people become infected but only have mild symptoms and some people infected with SARS-CoV-2 have no symptoms at all.

Prevention measures include regular and thorough hand hygiene; physical distancing; avoiding touching eyes, nose, and mouth; good respiratory hygiene and the wearing of medical masks for at-risk individuals or fabric masks for the general public where there is community transmission and physical distancing cannot be maintained (WHO, 2020)

Despite the devastating economic impacts on the lives of people globally, those in high income countries and households have a stronger economic buffer to cope while the low and middle-income countries are struggling (Thurlow, 2020). Most African countries are highly vulnerable to the economic devastation as a result of the COVID-19 pandemic lockdown restrictions exposed by their weak economic systems as well as their close financial ties with China, the first to experience the dire effects of the COVID-19 (UNDP, 2020). Poverty levels in Africa are expected to soar up with nearly 50% of the Sub-Saharan African population plunged in extreme poverty (UNIDO, 2020). UNECA (2020) projects a drop in Africa's GDP rate to -2.6%, likely to result in the loss of

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livelihood of close to 19 million people. The debt levels of Sub-Saharan African countries are expected to double to an estimated GDP of 57.6% in 2019 (OECD, 2020). Also, the savings of about 30% of the population in Sub-Saharan Africa are expected to be expensed after the lockdown restrictions (Teachout & Zipfel, 2020).

The covid-19 pandemic has inevitably eroded national economies across the globe and the continuous surge in numbers would eventually affect almost all sectors of economies if the surge continues. Kickbusch et-al (2020), cites how Bloomberg,2020 estimates that in an endemic situation, covid-19 may possibly cost the world economy $2.7 trillion equivalent to UK's economy. This could lead to developing countries and budding economies being drastically impacted without support in the form of development aid, debt relieve and debt restructuring. There has been multifaceted response from multilateral institutions towards mitigating the economic impact (Chattu et-al 2020; and Kickbusch et-al, 2020).

According to Baker *et al.,* (2020), no earlier infectious disease outburst including the Spanish flu has impacted the stock market as forcefully as the COVID19 pandemic. They also argued that policy responses to the COVID-19 pandemic offer the most gripping explanation for the extraordinary stock market impact. Ramelli and Wagner (2020), indicates that economic turmoil associated with COVID-19 pandemic has had wide-ranging and severe impact upon financial markets, including stock, bond and commodity markets (including crude oil and gold).

Governments across the globe: France, Switzerland, Spain, Ghana and many more have promised aid to support all types of local businesses impacted by COVID-19.

Ataguba (2020), asserted that early estimates predicted that, should the virus become a global pandemic, most economies will lose 2-4 percent of the value of their gross domestic product (GDP). About 22,020 leading economists have already reduce their

2020 forecasts of global economic growth down from around 3.0 percent to 2.4 percent. This forecast consequently estimated global GDP around 86.6 trillion US dollars in 2019 – meaning that a 0.4 percent drop in economic growth amounts to almost 3.5 trillion U.S dollars in lost economic output (Zhang, Hu, & Ji, 2020). However, the predictions were made prior to COVID-19 becoming a global pandemic and before the implementation of widespread restrictions and social distancing to curb the spread of virus. With the virus at a pandemic stage, international stock markets have suffered vivid falls due to the eruption (Sansa, 2020). Nicola *et al.,* (2020), touches on Dow Jones report on 15th June,2020 that fear is once again gaining the upper hand on Wall Street with signs of an emerging second wave of COVID-19 infections surfacing. The Dow Jones industrial fell more than 600 points or 2.3 percent minutes into re-opening of trading in New York (Cherkaoui, 2020; Kantamneni, 2020).

Education has also been affected by the pandemic and students from the basic level of education up to tertiary level have to learn from home through online learning and blended learning sessions (Ehrlich, McKenney, & Elkbuli, 2020).

According to the US Travel Association, travel spending declined by 42 percent in 2020 (nearly $500 billion) from 2019, with international travel and business travel suffering the sharpest declines. International travel spending fell 76% (compared to 34% for domestic travel) while business travel spending reduced 70% (compared to 27% for leisure travel) (U.S. Travel Association, 2020). Since the World Health Organization declared COVID-19 a global pandemic in March 2020, hotels worldwide have seen precipitous declines in occupancy. North American hotels closed 2020 with a 43 percent occupancy and a RevPAR decline of 48 percent in the same year, according to Smith Travel Research. Hotel closures, layoffs and furloughs resulted in 8.3 million lost jobs in just March and April 2020, and 498,000 jobs lost in December 2020. With reduced staff,

service levels were bound to be affected and the American Customer Satisfaction Index (ACSI) clearly shows a decline in satisfaction scores and an increase in customer complaints after the outbreak of the pandemic. American Traveler and Consumer sentiment research results from US Travel Association show that Americans are still wary of travel, albeit a growing expression of interest in safe travel destinations (American Customer Satisfaction Index, 2020).

China's hospitality industry was the first to be hit by the devastating impact of covid-19. It had however showed signs of early recovery since March 2020. The overall effects of the pandemic on China's hotel industry were depicted in the early stages when hotels and other outlets were asked to shut to prevent further spread of the disease. The anti-pandemic experience and strategies of China's hotel industry would help the hotel industry in other parts of the world to forecast the disastrous scenarios and industry recovery and undertake effective anti-pandemic actions (Valle, 2020).

Fei Hao et-al (2020) conducted a study into covid-19 and China's Hotel Industry: Impacts a Disaster Management Framework and Post-Pandemic Agenda. The study revealed that China's hotel business suffered a disastrous decline and dropped to the freezing point almost overnight.

The sudden outbreak of covid-19 swept through the Chinese lunar new year-the most important festival in China, casting a dark shadow over the until then thriving hotel industry (Fei Hao et-al, 2020). According to (China Hospitality Association, 2020), China's hotel industry lost over 67 billion Yuan (approximately US$9.44 Billion) in revenue and 74.29% hotels in China were closed for an average period of 27 days in January and February 2020. As the pandemic intensified, the financial loss of China's hotel industry continued to the first quarter and its impact was evident in the financial reports of several hotel firms. For instance, concerning domestic brands, in the first

quarter of 2020, the second largest hotel group in the world and the largest in China, Jinjiang International, reported a net profit of 171 million Yuan (approximately US$24.1 million), a YoY decrease of 42.3% (Zhang, 2020).

The long-term recovery of China's hotel industry seems to be promising, yet not without challenges. Several organizations forecasted about hotel's performance in 2020. Hilton forecasted a 6–12-month recovery period and revenue losses of around US$50 million (Lamjing, 2020). Zhang et-al, forecasted that the industrywide OCC in 2020 will drop to approximately 3.5%; however, if there is a rebound in the pandemic in China, then the decline could be around 5.5% (Zhang et-al, 2020). As per the China Hospitality Association, in the second quarter of 2020, OCC will rise gradually; the YoY revenue will decline to about 41.5%, with a revenue loss amounting to 40 billion Yuan (approximately US$5.64 billion). The third quarter of 2020 will witness a gradual recovery of domestic business activities, a pick-up in exhibitions and business meetings, and the peak season during the summer holiday in July and August. This scenario will contain the decline in YoY revenue at around 8%, with a revenue loss of around 8 billion Yuan (approximately US$1.13 billion U.S. dollars). In the fourth quarter, the hotel industry may embrace a compensatory consumption growth, especially during the National Day Golden Week, eventually making up for the revenue loss. Notably, business recovery will still be influenced by the global situation. Owing to the economic recession, shortened vacations, and customers' pervasive post-disaster panic, it is less likely that a retaliatory growth will occur after a slowdown in the pandemic.

Global hospitality industry contains a broad group of businesses such as hotel industry, restaurants, theme parks, event planning, and many more that provides services to customer. Factors that were driving the hospitality industry before pandemic COVID-19 include increasing disposable income, new travel trends, increasing online business of

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travelling due to increased internet penetration and internet banking, web-presence of hotels & tourism directories and many more. The ever-expanding global tourism industry was one of the major factors driving the growth of the hospitality industry before the coronavirus outbreak. The number of international tourist arrivals had risen continuously over the past decades. As per the growth projection made by the World Tourism Organization (UNWTO), the number of tourist arrivals across the globe was expected to cross 1.5 billion by 2020. Key factors affecting the market after the pandemic include the decrease in tours and travels as most of the flights are getting cancelled. The government all across the globe are cancelling the foreign visits and locking down most of the area which is one of the other major reasons behind the slowing down of hospitality industry.

The global hospitality industry report is segmented based on food and beverages, travel and tourist, lodging, and recreation. Travel and tourist segments along with the recreation segment are majorly declining due to the lockdowns happening across the world. The effect of COVID-19 on hospitality industry can be observed in all the regions including North America, Europe, Asia-Pacific, and Rest of the World. In the US, many hotels had reported a sudden increase in cancellations for both individual reservations and group events. Additionally, since the origin of the COVID-19 outbreak, many cities in the Asia Pacific are on complete lockdown, which is in turn restricting the growth of the hospitality industry

Ozili and Arun (2020) provided a list of COVID-19 statistics, including confirmed cases, confirmed deaths, recovered cases in several countries and continents, and discussed the global impact of COVID-19 on the travel and restaurant industries. The study reviewed different policy measures implemented by different countries around the world to deal with COVID-19. They further categorized these into four groups of (1) human control measures; (2) public health measures; (3) fiscal measures; and (4)

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

Several studies reported the effect of COVID-19 on specific critical domains of the hospitality industry, such as undocumented workers and hotel cleaners. Williams and Kayaoglu argued that the most vulnerable workers in the industry need governmental financial support but cannot receive assistance, most likely because they are undocumented immigrants (Williams and Kayaoglu,2020). Furthermore, Rosemberg (2020), highlighted the issues of job insecurity, risk of exposure to COVID-19, lack of health insurance, added pressure due to increased workload, and extra time required for ensuring complete disinfection during the pandemic (Rosemberg, 2020).

Other studies focused on the pandemic's impacts on specific countries, including China, Malaysia, Nepal, and India. Wen et al. (2020) reviewed literature and news on Chinese tourist behavior, tourism marketing, and tourism management; they concluded the growing popularity of luxury trips, free and independent travel, and medical and wellness tourism post-COVID-19 period (Wen, et-al 2020). They indicated that new forms of tourism would be more prevalent in post-COVID-19, including (1) slow tourism, which emphasizes local destinations and longer lengths of stay, and (2) SMART tourism, which uses data analytics to improve tourists' experiences (Wen, et-al,2020). Another study used automated content analysis to investigate newspaper articles and identified nine key themes among 499 newspaper articles, including, "COVID-19's impact on tourism, public sentiment, the role of the hospitality industry, control of tourism activities and cultural venues, tourism disputes and solutions, national

command and local response, government assistance, corporate self-improvement strategies, and post-crisis tourism product" (Chen, et-al, 2020).

2.6 Ghana's Covid-19 Outbreak.

2.6.1 preparedness and responses.

Ghana began preparing for the spread of COVID-19 in January 2020 with the establishment of a National Technical Coordinating Committee tasked to review the country's resilience and preparedness to manage an outbreak (MoH 2020). By early March, President Nana Akuffo-Addo committed GH¢ 572 million (US$ 100 million) towards a coronavirus National Preparedness and Response Plan, which sought to strengthen the capacity of health facilities, laboratories, and points of entry to detect and control viral spread and to create public awareness. Although a World Health Organization report (WHO 2020) described Ghana's readiness to deal with the COVID-19 pandemic as "adequate", global statistics on COVID-19 hospitalization rates are sobering (CDC COVID-19 Response Team 2020): with an estimated 200 Intensive Care Unit beds and 200 ventilators available at private and public facilities in Ghana (Arhinful 2020; Ghana Web 2020), the country can ill afford active infections rates to spiral out of control.

Ghana recorded its first two cases of COVID-19 infection on 12 March 2020. Soon thereafter, President Akufo-Addo announced nationwide travel and social restrictions effective from 16 March,2020 (The Presidency, 2020). These measures included a ban on entering the country for foreign nationals travelling from countries with more than 200 COVID-19 cases; a ban on public gatherings, such as conferences, workshops, political rallies, as well as (some) religious activities (funeral attendance was to be limited to 25 people); and closure of universities, senior high schools, and basic schools.

Businesses, retail outlets, restaurants, hotels, transport operators, and local markets could continue to operate but had to adhere to social distancing and enhanced hygiene measures. Ghana only started relaxing some of these social distancing measures at the beginning of June 2020.

Although by 23 March, 2020 Ghana had only recorded 25 cases (GSS, 2020), Ghana's international borders were closed, initially for a two-week period, but several further extensions have been announced since then and borders remain closed at the time of writing. On 30 March, a partial lockdown was announced in Ghana's largest metropolitan areas, namely Accra (including neighboring Tema and Kasoa) and Kumasi (The Presidency, 2020). The lockdown was extended for one week until 20 April, 2020. All residents were directed to remain home, only leaving for essential purchases (food, medicine, water) or essential services (banking transactions, use of public toilet facilities, or medical care). The lockdown further prohibited inter-city movement of vehicles and aircrafts for private and commercial purposes, except for those providing essential services and moving cargo. Within city limits, passenger vehicles and taxis were instructed to reduce their numbers of passengers, resulting in an estimated 25 to 33% reduction in capacity (Ayamga, 2020).

Workers in certain categories were exempt from the stay-at-home directives. These included: (i) members of the executive, legislature and the judiciary; (ii) production, distribution and marketing of food, beverages, pharmaceuticals, medicine, paper and plastic packages; (iii) environmental and sanitation activities; (iv) staff of Volta Aluminum Company, an aluminum smelter; (v) road and railway construction workers; (vi) mining workers; (vii) fisherfolk; (viii) members of the security agencies assigned lawful duties; (ix) staff of electricity, water, telecommunications, e-commerce and digital

service providers; (x) staff of fuel stations; (xi) health workers; (xii) media; and (xiii) persons in the food value chain (The Presidency, 2020).

The lockdown was formally lifted after three weeks primarily due to concerns about its devastating socioeconomic impacts (The Presidency, 2020). As noted, social distancing measures were gradually lifted from the beginning of June, but the country's borders remain closed.

2.6.2 Effects of covid-19 on the hospitality industry in Ghana.

The hospitality in Ghana has noteworthy potential to drive economic growth and job creation. It increasingly an area of focus for venture in Ghana (Zhe and Bawuah,2019). In 2017, the sector contributed Ghc12.58bn or 6.2 percent to national GDP. A total of 1.3m international tourists visited the country that same year, representing 6 percent increase compared to 2016. In terms of employment, the World Travel and Tourism Council reported that the sector supported 682000 jobs or 5.3 percent of national employment in 2017 (Adu-Ampong, 2017). The outbreak of covid-19 has disrupted every aspect of the Ghanaian economy especially the hospitality industry Amewu et-al (2020).

Sena Amewu et-al (2020) carried a study into the Economic Costs of CO VID-19 in Sub-Saharan Africa: Insight from a Simulation Exercise for Ghana. The study shows that Ghana's partial lockdown, despite being implemented for a relatively short period and only in Ghana's major urban areas, impose heavy economic cost. National GDP was estimated to fall by 27.9%, during the three-week lockdown period

In Ghana, the economic disruptions as a result of the COVID-19 pandemic and its partial lockdown restrictions in the two epicenters, thus Greater Accra and Greater Kumasi, have been severe (Goddard, 2020). Ghana's GDP growth of 3.3% for 2020 is expected to

decline to less than 2.9% as a result of the COVID-19 partial lockdown restrictions (Deloitte Ghana, 2020). Trading volumes and values in the supply chain are expected to decline with a high net loss of revenue to the government with hospitality and export industries been the worst affected (Deloitte Ghana, 2020). Nemzoff, Chalkidou, Walker, and Sullivan (2020) notes of Ghana's economy that it has been devastated and shattered by the COVID-19 pandemic restriction largely because the greater majority of the working force are in the informal sector. About 70% of the informal sector workers' livelihoods depend on the hand-to-mouth work culture, exposing them to the harsh economic and socially precarious conditions (Goddard, 2020). Those whose livelihoods solidly depends on the hand-to-mouth work culture are only capable of satisfying their immediate needs from the daily wage or profit they earn from their work. Therefore, they are incapacitated to have a regular investment, saving, or future financial package (Aguiar, et-al, 2019). Therefore, to the workforce in the 'hand-to-mouth' work culture in Ghana, staying home as a result of a lockdown restriction is not a pleasant option as it only subjects them to harsh living conditions (Das & Sanchez-Paramo, 2020). Following the government of Ghana's lockdown restriction as a containment strategy against the spread of the COVID-19 pandemic in the country, many of the informal sector workers who depend on the 'hand-to-mouth' work culture are hard-hit economically as they fear to lose their fragile businesses and plunging their livelihoods into abject poverty. This condition has negatively resulted in the high reported cases of informal sector workers in the 'hand-to-mouth' work culture, flouting the COVID-19 lockdown regulation in Kumasi, Ghana (Teleso, 2020; Joy Online News, 2020).

The introduction of partial lockdowns, closure of borders, stay-at-home policy and social distancing announced by the government in March,2020 as part of measures to curb the spread unfortunately resulted in rapid shutdowns by most cities and metropolis (Bertha

Ada Danso, et-al, 2020). The resulting effects from these measures threw several restaurants and hotels across the country into abrupt shock. Hotel bookings worth millions of dollars were cancelled, hotel owners laid off staff while others were asked to proceed on leave without salary (Abay et-al, 2020). The bank of Ghana describes the industry as the fourth uppermost foreign currency earner for the country but will sadly not be able to generate the needed in 2020 for the economy due to the spread of the pandemic (Badu et-al, 2020).

Bertha Ada Danso et-al (2020) carried out research in Ghana Hotel Industry (Three-Five Star Rated) and Covid-19: Present Scenario and the Way Forward. In this study, they revealed that the novel covid-19 has negatively affected individuals, families, society, industries and world at large. It was realized that the hotels in Ghana (3-5 star rated) have undoubtedly been affected by the covid-19 pandemic and as such anticipating ease of the restrictions, lifting of bans on social gatherings, reopening of the closed borders, though they remain uncertain. The study further revealed that though the effect on the hotel industry in Ghana is negative, some positives can also not be ruled out. As per the responses from the interview and observations made overall, invariably, we are in an era where health concerns have become paramount than before thus, hotels need to adapt to the current norm to ensure guests comfort and safety (Bertha Ada Danso et-al, 2020).

Ghana is a developing country and according to the Ghana Statistical Service (2016) it is an economy that grew at 4.5% in 2015 and similar projections are expected for 2016 and onwards. Meanwhile, the country recorded GHC 3.7M (USD 880 000) in visitor exports in 2015. In 2016, it was expected to attract 1,316000 international tourists' arrivals, and 1,913,000, by 2026 thus generate outgoings of GHC 4.7M (USD 1.12M) a rise of 2.5% pa. Current statistics show that, the express contribution of Hotel, Travel& Tourism to GDP in 2016 was GHC 4.9M (USD 1.2M) (3% of GDP). This forecast is to rise by 5.6%

to GHC 5.2M (USD 1.2M) in 2017 and by 5.1% pa to GHC 8.6M (USD 2M) (2.9 of GDP) by 2027(Ansah, 2019; BOASIAKO).

There are already over 1,595 established hotels of various star ratings in Ghana. Statistics from the Ghana Statistical Service 2016 has it that the sector was the fourth highest foreign exchange earner for Ghana, and the country earned a total of US$1.3 billion in 2014 from the sector. Being one of the fastest-growing sectors of the economy it is likely to grow at an average rate of 4.1 Percent per annum over the next two decades (Service, 2016).

With the worldwide travel bans touching more than 90% of the global population as well as the prevailing restriction on public gatherings and community mobility, tourism generally ceased in March 2020. Initial indications of effects on air travel, cruises and accommodations have been disturbing (Gössling, Scott, & Hall, 2020; Idris & Oruonye, 2020). UNWTO initial projections for 2020 propose that international travels could decline by 20-30% compared to 2019 (Becken & Carmignani, 2020).

Ghana joined the ranks of countries that are enforcing some form of constraint on movement with the hope of slowing down the increase of the disease as it recorded its first cases in March 2020. Presently, the number of infected people is on the rise yet steadily. The outbreak of the disease has slowed down business activities, which will eventually affect revenue. Owusu Fordjour, et-al (2020), as well as Dr. Raymond Dziwornu, Dean, Faculty of Accounting and Finance, University of Professional Studies, Accra, opined that, the administration is expected to overlook its first quarter revenue goal for the year due to the bang of COVID-19 global pandemic.

Hotels, restaurants and other destinations and source markets have been badly affected and have suspended operations and commercial activities due to the partial to permanent

closure of international borders. (Hartman & Nickerson, 2020; Kim, et-al, 2020; Nastopoulos, 2020).

Against this background of an evolving global pandemic, this paper seeks to assess the effects of the covid pandemic customers satisfaction of hotel food and beverages in the Tamale Metropolis in the northern region of Ghana. Owing that, the further spread of COVID-19 pandemic in Ghana might create devastating long-term effect on the hotel trade locally and internationally.

Major services provided by hotels such as restaurant, swimming pool, conferences and events were all badly affected due to non-availability of customers to consume the services provided.

Profits margins have been eroded and the bottom line badly affected. According to the data published by STR, a global data firm in March 2020, a spiky drop of occupancy rates from 96% in the global hospitality is expected because of the pandemic (Ivanov, et-al 2020).
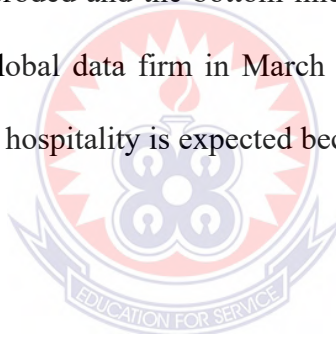
2.6.3 Effects of Covid-19 On the Hospitality Industry in the Northern Region of Ghana.

The hospitality industry in the northern region of the country was not spared of the devastating effects of the corona virus pandemic. Northern region is blessed with many tourists' sites to include the Mole Park, the Gbewaa Royal Palace, the Salaga Slave market, just to mentioned but a few. Tamale metropolis has many places of great interest to include the Art Centre, Tamale Chief's palace, the Burial site, Aliu Mahama Sports Stadium, among others. Many hotels and lodges are situated in the region to provide hospitality service to visitors in the region.

The people of northern have rich cultural festivals which attract peoples from within and outside the country to witness. The annual Damba festival and Bugum(fire) festival attract natives and non-natives living outside the region including foreigners into the region. These festivals boost the tourism and hospitality industry in the northern because when the people come, they stay in hotels and lodges and also visit the tourists' sites.

The outbreak of corona virus has put a stop to most of these activities. The overloads Dagbang traditional area (Yaa-naa), Gonja traditional area (Yogbun-wura), Mampurugu traditional area (Nayiri) and the Nanumba traditional area (Bimbila naa) have announced a suspension of all cultural festivals in 2020. They also suspended the performance funerals that attract large gatherings. These suspensions seize the movement of many tourists into the region.

Social distancing measures have been enforced nationwide and include bans on conferences, workshops, sporting and religious events as well as the closure of bars and night clubs.

Hotels, restaurants and other destinations and source markets have been badly affected and have suspended operations and commercial activities due to the partial to permanent closure of international borders (Harman et-al, 2020). With the worldwide travel bans, touching more than 90% of the global population as well as the prevailing restrictions on public gatherings and community mobility, tourism generally ceased in March, 2020(Betha, et-al, 2020.) UNWTO initial projections for 2020 proposed that international travels could decline by 20_30% compared to 2019 (Becken & Carmignani, 2020).

2.7 Covid-19 management in hotels and other entities of the accommodation sector.

Hotels and accommodation establishments are places where there is a high degree of interaction among guests and workers. It is these aspects—the lodging of guests, the services these entails (food and beverage, cleaning, activity organization, etc.)—and the interactions specific to these establishments (guests-guests, guests-staff, and staff-staff) that require specific attention. (WHO,2020)

The hospitality industry comprises three different categories to include:

a. Food and Beverage; example restaurants, stores and bars.

b. Tourism; examples flights, parks, heritage sites, trains, buses, cultural museums, and other unique sites to the area and country.

c. Hotels; examples hotels, lodges, guesthouses, and hostels.

All staff of the accommodation establishment should comply with basic protective measures against covid-19 including hand hygiene, physical distancing, avoiding touching nose, eyes and mouth, cough and sneezing etiquette (respiratory hygiene), use of surgical or fabric masks, stay-at-home orders when indicated and seeking medical attention when symptoms of covid-19 are present (WHO 2020).

2.8. Post-covid-19 Hotel Industry

The covid-19 pandemic would significantly and permanently affect several major aspects of the hospitality industry. Even before the pandemic, the hotel industry was facing fundamental challenges. Hotels faced increasing pressure to become more customer-centric, digital, agile and sustainable (Valle, 2020). As a blessing in disguise, the health and economic impacts of the pandemic significantly changed the demand-supply balance of the hotel industry, requiring hotel firms to re-evaluate the current business models and

set out a new agenda to enhance competitiveness. In this way, disaster can be a trigger or catalyst for a robust and more adaptable hotel industry (Faulkner, 2001).

The traditional hotel business model focusing on catering and accommodation has been severely changed by covid-19, which has driven proactive companies to restructure and develop a more diversified business scope and distribution channels. Some of the changes will last through the post-pandemic era. Therefore, the hotel industry must renew services by deconstructing and reconstructing existing products, marketing strategies, distribution channels, delivery methods and consumption points (Gallen, 2020). The hotel industry will embrace reforms facilitating multi-business and multi-channel platforms. For instance, hotels can maximize their space and utilize it for accommodation, catering, retail and public activities as well as for the off-line demonstration of online shopping (Fei Hao, et-al, 2020).

Covid-19 pandemic has enhanced the need for intelligent services in both the supply and demand sides of the industry (Fei Hao et-al, 2020). Changes in customer demand are the fundamental drivers of digital transformation. In the current scenario, customers have developed a renewed preference for contactless service supported by the digital platform and intelligent technology (Fei Hao et-al, 2020). These services are expected to continue even after the pandemic. Several large-scale chain brands have hastened the digital transformation to sustain competitiveness in the post pandemic world. Hotel's investment in digital customer relationship management has endowed customers service with configurability and traceability (Fei Hao et-al, 2020). This is the base on which the hotel can predict the individual preference, provide customized services, improve membership conversion and increase customer loyalty via various engagement schemes.

The digital and intelligent tools will eliminate human error, increase service efficiency, stabilize quality and thus enhance customer satisfaction and improve hotel performance in the increasingly competitive business environment (Fei Hao et-al, 2020).

From a study by Niewiadomski (2020), it was established that for many years, the hospitality, travel, tourism and events industry (HITTTE) dominated the world until COVID-19 brought the ever-buoyant industry to ground zero. Global and local markets have all but collapsed and governments around the globe are working tirelessly to strike a balance between keeping their market economies going, averting unemployment and deprivation of the poor while trying to respond to public health essentials (Bakar & Rosbi, 2020).

They further asserted that before COVID-19, there were concerns about over-tourism (overcrowding from the excess influx of tourist, which often resulted in conflicts with locals) as well as exceeding of ecological thresholds and climate change due to tourism. Now it seems the pendulum has swung to the other end and under-tourism is what industry players may have to be troubled about. In the current situation industry players will have to draw lessons from the situation and use the lessons to reposition their facilities (Bakar & Rosbi, 2020).

The COVID-19 pandemic is surely going to bring change globally as many industry organizations have published estimates of the consequences. Businesses can use these estimates to effect change in the business to ensure survival. Video conferencing is an under-utilized opportunity to reduce transport demand (Gemar, Soler, & Guzman-Parra, 2019).

The hospitality industry is headed for an unprecedented slump from COVID-19. According to experts the pandemic will remain for about 2 years, because the fear of

travelling and enforcement of social distance protocols will not go away soon after the pandemic subsides (Sarkodie & Owusu, 2020).

A scheduled international conference- 4th African Union in Ghana had to be cancelled because of the COVID-19 pandemic. Hospitality businesses like hotels, airline and tourism have been greatly affected.

A Specialized Technical committee on Finance, Monetary affairs, Economic Planning and Integration meeting and the G24 meetings which was to take place in Accra- Ghana on March 2020 had to be cancelled resulting in the loss of 1000 hotel beds reserved as reported in Ghana Ministry of Finance report, April 2020 and cited in (Amewu et al. 2020).

In the post- COVID-19 world, Jain (2020), states that Island sitting which reinforces the social distancing protocol, live cooking contests to inspire confidence in diners, preference of bottled drinks over dispensers, proper and regular sanitation protocols and low staff to customer ratio are expected.

Gössling et al., (2020), maintain that, in the restaurant sector, the easing of restriction especially social distancing will favor fast food and home deliveries over fine dining restaurants. The recovery of cruise ships as suggested by many authors is only possible with the introduction of a vaccine. The HTTTE and post COVID-19 scenario requires both private and public stakeholder engagements to rethink operational practices within the sector (Di Vaio, Boccia, Landriani, & Palladino, 2020).

Digitalization is expected to be the norm for conferencing and the likes. According to (Gössling *et al.,* (2020); Hussain (2020)), the European council, the

G20 leader's meeting on the 26th March 2020 had for the first time been organized through video conferencing.

Green tourism will be a major approach industry players will have to embark upon to revamp the tourism industry since businesses do not exit to only make profit but rather to care for the environment they operate in (Dube, 2020).

Post COVID-19 according to Mensah (2020), requires hotel owners and managers to take major steps to institute crisis management plans, which must embody survival strategies namely cost-cutting, orderliness, Integration and domestication. Repackaging of the hospitality services to make it more attractive in this situation could help drive traffic to various hospitality service providers. The driving force behind the industry recovery is the SMEs hotels however; they need to be supported by government to remain relevant in this area.

A clear understanding of the measures to be undertaken by hotel owners, flexibility and the right policy guideline will make the hotel industry robust again in a post COVID-19 era.

CHAPTER THREE

METHODOLOGY

3.0 Study Area.

Tamale which is officially called Tamale Metropolitan area is the capital of the Northern Region of Ghana. Tamale Metropolis is one of the 16 districts in the northern region. It is located in the central part of the region and shared boundaries with the Sagnarigu Municipal to the west, Central Gonja district to the south, Mion district to the east and Savelugu district to the northeast. The metropolis has a total estimated land size of 646,901.80 sqkm (GSS, 2010). It is a transit point to many tourist sites on other districts and regions in the northern part of the country. The metropolis has many places of great interest to include the Art Center, Tamale Chief's palace, the Burial site, Aliu Mahama Sports Stadium, among others. Many hotels and lodges are situated in the Tamale metropolis to provide hospitality service to visitors in the region.
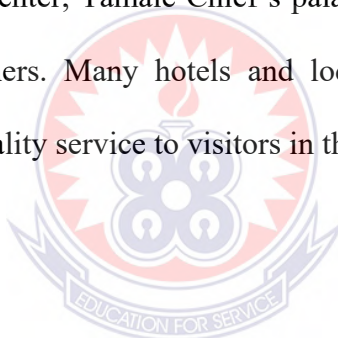
3.1 Research design

The research design adopted for this work was descriptive survey. The research design enables the researcher to collect data with minimal expenditure of efforts, time and money. (Orodho, 2008). This type of design allows collected data to make inference of a surveyed population at one point in time (Hall, 2011). With descriptive research, the researcher observes, describe and documents aspects of phenomenon as it naturally occurs.

3.2 Population

The population consists of all the 68 hotels and guests houses in Tamale metropolis. These are recognized hospitality institutions by the Tourism authority and hoteliers'

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association of Ghana. It consists of the customers seeking hotel services in the Tamale metropolis at the covid period.

3.3 Sampling techniques and sample size.

The study used non probability sampling technique that is, convenient sampling to carry out the research work. It purposively selected 225 foreign and local tourists who visited the selected hotels and lodges at the time of the survey. The convenient sampling technique was used because it saves time and cost as questionnaires were given to the receptionist of each hotel and lodge who assisted in administering them to their customers as they checked in and checked out.

3.4 Data collection instruments

The data collection instruments adopted was questionnaire method. Both primary and secondary data were used. The primary data were responses from customers of the various hotels. Secondary data was collected from journal, Tourism authority and the internet. Before the questionnaire were distributed, a pilot survey was administered to 20 hospitality students and other professionals asking for their comments on the clarity of survey wording and instructions. The intent was to ensure that accurate data was captured by the final survey instruments.

The survey consisted of three sections. The first section was made up of questions aimed at collecting the demographic data of the respondents. The other two sections were developed in relation to the variables of interest based on the objectives of the study. The answers received from the respondents for these sections helped the researcher to achieve the objectives of the study.

Upon the approval of the management of the selected hotels, the questionnaire was distributed to the receptionists accompanied by a cover letter introducing the rationale of the study, assuring voluntary participation, anonymity and confidentiality. Participants were asked to measure the effects of COVID-19 on the experience of food and beverage service of the hotels.

3.5 Data analysis

Data collected was edited, coded and fed into the computer using statistical package for social science (SPSS) version 23. Data was presented in frequency percentage tables which was used to analyze and assess the effects of COVID-19 on customer satisfaction of hotels food and beverage service in the Tamale metropolis. The purpose of all these is to make the information clear and understandable to everyone.
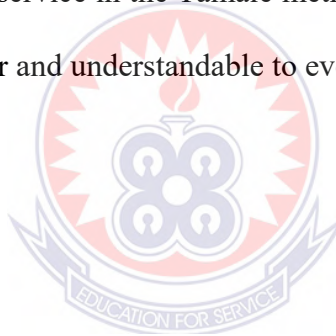
CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Demographic Information of Customers

The background information of respondents concentrates on the gender, age, type of guest, occupation and how long the guest frequent the facility.

4.1.1 Gender.

The hotel industry has seen a remarkable growth providing opportunity for both men and women to have comfortable homes away from their homes. Table 4.1.1 shows the gender distribution of the respondents.

Gender	Frequency	Percentage (%)
Male	110	49
Female	115	51
Total	**225**	**100**

Table 4.1.1 Distribution of Demographic on Gender of respondents.

With regards to gender, the data shows that 110 respondents, representing 49% were males and 115 respondents, representing 51% were females. This indicates that at the time of writing this paper, the tourists who patronized the hotels in the metropolis comprise more females than males.

4.1.2 Age distribution of respondents

Age is the state of being old or the process of becoming older. The number of years a person lived becomes his/her age. The researcher has grouped the ages of respondents

into 20—23 years, 24—26 years, 27—30 years, and 31 and above years. Table 4.2 below shows the responses of the respondents.

Table 4.1.2 Distribution of respondents on age.

Age range (years)	Frequency	Percentage (%)
20---- 23	12	5
24---- 26	82	37
27---- 30	106	47
31 and above	25	11
Total	**225**	**100**

The age component was to identify the category of age group of tourists frequenting the hotels and lodges in the Tamale metropolis. Based on the data collected, 12 respondents, representing (5%) were between the ages of 20—23 years. 82 respondents, representing (37%) were between the ages of 24--- 26 years. 106 respondents, representing (47%) were between the ages of 27--- 30 years while 25 respondents, representing (11%) were between the ages of 31 years and above. It could be deduced from the above that, most of guests patronizing the hotel facilities are vibrant youth. This could be attributed to the fact that the youth are energetic and travel a lot for various reasons.

4.1.3 Type of guests.

This aspect looks at the type of customer whether they coming from within the country or outside the country. Table 4.1.3 shows respondents on type of guests.

Table 4.1.3. Type of guests

Type of guest	Frequency	Percentage (%)
Foreign	96	43
Local	129	57
Total	**225**	**100**

The type of guest aspect was to identify the category of guests who frequent the facilities at the time of writing. From the survey, 96 respondents representing (43%) were foreigners while 129 respondents representing (57%) were local guests.

4.1.4 Occupation

Occupation is an employment of a person. This describes the type of job the customers are engaged in. This information enables management to know the caliber of customers they have so they can cater for their special needs. The occupation includes students, self-employed, public servants and private sector employees.

Table 4.1.4 Occupation of the respondents

Occupation	Frequency	Percentage (%)
Student	20	9
Self employed	145	64
Public servant	15	7
Private sector employee	45	20
Total	**225**	**100**

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The data collected with regards to respondents' occupation revealed that 20 respondents, representing (9%) were students. Also, 145 respondents which represent (64%) were self-employed while 15 respondents, representing (7%) were public servants. The data further shows that 45 respondents which represent (20%) were private sector employees. The data indicates that majority of the guests who patronized the hotels and lodges were the self-employed group while students were the least group.

4.1.5 Duration of customers.

This examine how long or the number of years a person has been visiting a particular hotel. The longer a person has been a customer means that the person likes the services the hotel is delivering. The researcher seeks to know how long customers do visit the hotels. Table 4.1.5 indicates the years customers have been visiting the hotels.

Table 4.1.5 Respondents on the number of years of been a customer.

Year range	Frequency	Percentage (%)
1---- 5	198	88
6---- 10	27	12
11 and above	0	0
Total	**225**	**100**

In soliciting for the number of years the respondents have been customers of the facility, the researcher has found out that 198 respondents representing (88%) were between 1—5 years range. In addition, 27 respondents representing (12%) were between the 6--- 10 years range. The data however indicates that none of the respondents have been a customer to the facilities for up to 11 years.

4.2 Customer expectation and satisfaction

These are the feelings customers expect to get from the products and services of a hotel. Customers feel less satisfied when they expect something from a hotel but do not get what they expected. In many cases, customer expectations and satisfactions are influenced by the advertisement a company uses to sell its products and services. Table 4.2 shows the customer expectation and satisfaction of quality of foods and beverages.

4.2.1. Food quality

Food quality, as per Ryu et al. (2012,), has been featured to measure customer's satisfaction in restaurant business and as a result of which Ryu et al. (2012,) adopted five dimensions of food quality. In the event that customers get satisfaction and accomplish great experience, they will ceaselessly spread the positive and great informal exchange to other potential customers to stimulate their interest to the foodservice providers.

Table 4.2.1 Customer expectation and satisfaction of quality of foods and beverages.

	1	2	3	4	5	Mean
			Percentage			
Overall quality of food.	0	0	10.22	84.44	5.33	4
Taste of foods	16.38	33.62	5.17	31.9	12.93	3.4
Variety of menu options.	14.66	12.06	6.9	34.48	31.9	3.3

The variables studied include overall quality of food, taste of food and variety of menu options. These variables were ranked on how customers feel about the quality of foods in the hotels on a scale of 1 to 5 with 1 being much worse than I expected and 5 being much better than I expected. The data indicates that majority of the customers (84.44%) stated that the overall quality of foods provided by the hotels were better than they expected while (5.33%) said it was much better than expected and (10%) of the respondents were neutral. From the data, none of the respondents (0%) stated that the quality of foods was worse than they expected. On the taste of food, (1293%) of the respondents indicated that the taste of foods was much better than expected, (31.9%) said it was better than expected whilst (5.17%) remained neutral. On the other hand, (33.6%) of the respondents indicated the taste of foods was worse than expected and (16.38) said it was much worse than expected. With regards to respondents' response on the variety of menu options, the results show that (31.9%) said it was much better than expected and (34.48%) said it was better than expected. However, (12.06%) indicated it was worse than expected and (14.66%) said it was much worse than expected. The data further shows that (6.9%) of the respondent remained neutral. The values obtained for the various variables in the table proves that overall quality of foods ranked the highest, followed by the variety of menu options whilst the taste of foods ranked third. This therefore means that customer expectation and satisfaction of the quality of foods were exceeded.

4.2.2. Atmosphere of Hotels

The environments under which products and services are delivered can influence the satisfaction of those products and services. Table 4,2,2 shows how customers assess the atmosphere of the hotels.

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Table 4.2.2. customer expectation and satisfaction of hotels atmosphere.

	1	2	3	4	5	Mean
	Percentage					
Cleanliness of facilities.	6.22	19.11	26.22	30.67	17.78	4
Hand washing facilities.	4.44	27.56	12.44	39.11	16.44	3.4
Social distancing protocols.	6.67	20	13.33	31.11	28.89	3.3
Staff appearance.	5.78	20.89	26.67	42.22	4.44	3.3
Attentive staff.	19.56	13.78	24.44	33.33	8.89	3.6

The restaurant location or atmosphere is another factor that is normally used to gain customer satisfaction and loyalty. Soriano (2002) explained that customers who felt satisfied, mostly expects that the location of the restaurant would be in comfortable area to reach. Heung (2002) likewise expressed that location of a restaurant can play a vital role to compete in this line of business. So, it is to believe that, the area of a restaurant has a considerable impact on its financial achievement.

The data in table 4.2.2 indicated that respondents (17.78%) with a mean value of 4 said the cleanliness of the facilities were much better than they expected, (30.67%) said cleanliness of the facilities were better than expected whilst (26.22%) of the respondents remained neutral. (19.11%) said cleanliness of the facilities was worse than they expected and (6,22%) said it was much worse than expected. On hand washing facilities, (16.44%) said it was much better than they expected, (39.11%) said it was better than

expected while (12.44%) remained neutral. On the other hand, (27.56%) of respondents indicated it was worse than expected and (4.44%) said it was much worse than expected.

With regards to social distancing protocols, (28.89%) indicated that it was much better than they expected, (31.11%) said it was better than expected whilst (13.33%) of the respondents remained neutral. (20%) however, said it was worse than expected and (6.67%) said it was much worse than they expected.

Also, on the aspect of staff appearance, (4.44%) indicated that, it was much better than expected, (42.22%) responded that staff appearance was better than expected while (26.67%) remained neutral. However, (20.89%) of the respondents said it was worse than expected and (5.78%) said it was much worse than expected.

Finally, results indicates that (8.89%) of the total population responded that, staff attentiveness was much better than expected, (33.33%) said it was better than expected whilst (24.44%) remained neutral. On the other hand, (13.78%) of the respondents said it was worse than expected and (19.56%) indicated it was much worse than expected.
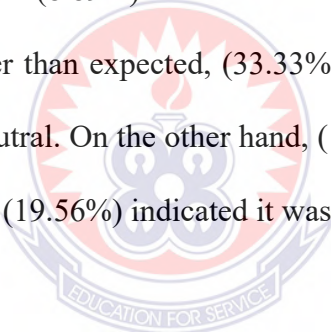
Table 4.2.3. Service quality.

	1	2	3	4	5	Mean
			Percentage			
Cleanliness of facilities.	0	11.11	21.33	60	7.56	3.6
Hand washing facilities.	0	17.78	24.44	46.67	11.11	3.5

The variables studied are service provided by staff and staff knowledge about foods. These variables were ranked on how customers feel about the reliability of service in the hotels on a scale of 1 to 5 with 1 been much worse than expected and 5 been much better than expected. The data on the table indicates that majority of the respondents (60%) said the services provided by staff were better than expected, (7.56%) said it was much better than expected whilst (11.11%) of the respondents said the services provided by the staff were worse than they expected. (21.33%) remained neutral while none of the respondents (0%) said the service provided by staff were much worse than expected. With regards to staff knowledge about foods, 25 respondents representing (11.11%) said it was much better than expected, 105 respondents representing (46.67%) said it was better than expected whilst 40 respondents representing (17.78%) said it was worse than expected. 55 respondents representing (24.44%) remained neutral while none (0%) said it was much worse than expected.

The values obtained for the various variables in table 4.2.3 shows that service provided by staff ranked first with (60%) and staff knowledge about foods ranked second with (47%). This shows that the quality of service rendered to the customers in the hotels were satisfactory since all the variables recorded above average. It is in line with this that

Parasuraman and Berry (1988) have described service quality as a type of attitude similar but not equal to satisfaction, as a result of a comparison between expectations and performance.

4.2.4. Convenience.

Convenient location is another factor that is normally used to gain customer satisfaction and loyalty. Soriano (2002) explained that customers who felt satisfied, mostly expects that the location of the restaurant would be in comfortable area to reach. The variables studied include service hours, convenient location and parking convenience. Table 4.2.4 shows the distribution of respondents on convenience.

Table 4.2.4. Respondents on convenience.

	1	2	3	4	5	Mean
			Percentage			
Service hours	4.44	18.67	30.22	42.22	4.44	3.24
Convenient location.	0	0	4	88.89	7.11	5
Parking convenience.	3.56	16.44	6.67	71.11	2.22	3.5

The data from table 4.2.4 indicates that 10 respondents representing (4.4%) said the service hours was much better than expected, 95 respondents representing (42.22%) said it was better than expected while 42 respondents representing (18.67%) said it was worse than expected. Furthermore, 68 respondents representing (30.22%) remained neutral while 10 respondents representing (4.44%) responded much worse than expected.

On convenient location, (4%) of the respondents were neutral, (88.89%) said it was better than expected whilst (7.11%) said it was much better than expected. None of the respondents (0%) said it was worse and much than expected.

With regards to parking convenience, 8 respondents representing (3.56%) stated it was much worse than expected, 37 respondents representing (16.44%) said it was worse than expected whilst 15 respondents representing (6.67%) remained neutral. However, 160 respondents representing (71.11%) stated it was better than expected and 5 respondents representing (2.22%) said it was much better than expected. The values obtained by the various variables indicates that they recorded above average. This means customers were generally satisfied with the service hours, convenient location and parking convenience. In the light of this, Wu and Liang (2009) discover that the nature of service experience, which incorporates atmosphere and environment is a critical indicator of customer satisfaction and loyalty.

4.2.5. Price and value.

One of the biggest roles played to bring customer satisfaction is price. Customers can ignore lot of other issues if price is according to their budget and it meets the quality they look for. The variables considered are good value for the price and appropriate portion size. Table 4.2.5 shows the responses of the respondents on price and value.

Table 4.2.5. Respondents on price and value.

	1	2	3	4	5	Mean
			Percentage			
Good value for the price	0	0	6.67	87.11	6.22	4
Appropriate portion size.	0	0	9.33	85.78	4.89	4

The data shows that majority (87.11%) of the respondents said the good value for the price was better than expected while (6.22%) indicated it was much better than expected. (6.67%) of the respondents remained neutral whilst none (0%) of the respondents said it was worse and much worse than expected. On appropriate portion size, 193 respondents representing (85.78%) said it was better than expected, 11 respondents representing (4.89%) said it was much better than expected. 21 respondents representing (9.33%) remained neutral while none (0%) of the respondents said it was worse and much worse than expected. The above average scored by the various variables indicates that customers were generally satisfied with the good value for the price and appropriate portion sizes.

4.3 Effects of covid on satisfaction and overall evaluation

How foods and beverages were delivered to customers and mode of payments.

Table 4.3 Effects of Covid on satisfaction and overall evaluation

Mode of delivery of foods and payment of bills.	Frequency	Percentage (%)
Waiter/waitress	209	93
Dispensers	16	7
Contactless	0	0
Total	**225**	**100**
Payment of bills		
Cash	215	96
Cheque	0	0
Cashless	10	4
Total	**225**	**100**

The data regarding how foods and beverages were delivered to the customers and the mode of payments of bills indicates that (209) representing (93%) received their foods through waiters/waitresses. (16) respondents representing (7%) received their foods through dispensers, while none of the respondents (0%) received their foods through contactless service. The data further shows that (215) respondents which represents (96%) said they paid their bills with cash whilst (10) respondents representing (4%) said they used cashless means to pay their bills. However, none of the respondents (0%) paid the bills with cheques. This indicates that majority of the hotels in the Tamale metropolis used waiter services to deliver foods and beverages to their customers. In addition, the mode of receipt of payment for majority of the hotels is through cash. Only few of the hotels accept cashless means of payments.

Table 4.4 Respondents' preference on the mode of delivery of foods and payments of bills.

Mode of delivery of foods and payment of bills.	Frequency	Percentage (%)
Waiter/waitress	62	27
Dispensers	83	37
Contactless	80	36
Total	**225**	**100**
Payment of bills		
Cash	51	23
Cheque	72	32
Cashless	102	45
Total	**225**	**100**

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With regards to customers preference on the mode of delivery of foods and beverages and payments, (62) which represent (27%) said they prefer waiter services, (83) respondents representing (37%) said they prefer dispensers, while (80) respondents which represent (36%) said they prefer contactless service. Furthermore, (23%) of the respondents would prefer to pay with cash, (32%) would prefer to pay with cheques whilst (45%) of the respondents would prefer to pay with cashless means. It in line with this that Fei Hao et-al (2020) stated that Covid-19 pandemic has enhanced the need for intelligent services in both the supply and demand sides of the industry. Changes in customer demand are the fundamental drivers of digital transformation. In the current scenario, customers have developed a renewed preference for contactless service supported by the digital platform and intelligent technology. These services are expected to continue even after the pandemic. Several large-scale chain brands have hastened the digital transformation to sustain competitiveness in the post pandemic world. Hotel's investment in digital customer relationship management has endowed customers service with configurability and traceability. This is the base on which the hotel can predict the individual preference, provide customized services, improve membership conversion and increase customer loyalty via various engagement schemes.

The digital and intelligent tools will eliminate human error, increase service efficiency, stabilize quality and thus enhance customer satisfaction and improve hotel performance in the increasingly competitive business environment.

Table 4.5 Effects of covid protocols on customer satisfaction of quality of foods and service.

	1	2	3	4	5	Mean
	Percentage					
Effects of covid protocols on foods quality	15.11	18.22	26.67	28.89	11.11	3.03
Effects of covid protocols on service quality.	17.78	15.56	11.11	31.11	24.44	3.66
Observance of covid protocols	18.67	32.44	28.89	10.22	9.78	2.5

On the effects of Covid protocols on customer satisfaction of quality of foods, respondents were asked to rate the effects with 1 being very low and 5 being very high. The data in table 4.4 shows that 34 respondents representing (15.11%) rated it very low, 41 respondents representing (18.22%) said low and 60 respondents representing (26.67%) were indifferent. 65 respondents which representing (28.89%) rated it high and 25 respondents representing (11.11%) said it was very high.

With regards to service quality, 40 respondents which represent (17.78%) rated it very low while 35 respondents (15.56%) rated it low and 25 respondents (11.11%) remained indifferent.

70 respondents (31.11%) rated the effects of Covid protocols high, while 55 respondents representing (24.44%) rated it very high.

On observance of Covid protocols by staff and guests, 42 respondents (18.67%) rated it very low, 73 respondents representing (32.44%) rated it low while 65 respondents representing (28.89%) were indifferent. Again, 23 respondents representing (10.22%) rated it high and 22 respondents representing (9.78%) rated it very high.

The data clearly shows that the observance of Covid – 19 protocols by hotel staff and guests were very low.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The purpose of this study was to assess the effects of covid-19 on customer satisfaction of hotel food and beverage services. The findings suggest some important implications for hotel managers and food service operators. The food and beverage service managers should recognize the customers' characteristics such as age groups, gender and occupation. The results of the study showed that the age groups between 27 and 30 are the largest customers. Therefore, the food and beverage service managers should develop strategies aimed to appeal to different segments of customers based on the various age groups. The results further confirmed that attributes such as quality of foods, service quality, price and value, convenience and atmosphere remain critical determinants of customer satisfaction of hotels foods and beverage services.

The COVID-19 pandemic has greatly affected the whole world; industry and people. The virus has made it necessary for changes in the routine way of life to foster growth. It is uncertain when activities will return to normal that is if it will ever be. Currently, for human existence, it is necessary for adjustment to be made in all areas of life. It has become obvious that, the novel COVID-19 has negatively affected individuals, families, society, industries, and the world at large.

With regards to the objectives of the study which sought to assess the effects of covid-19 on customer satisfaction of hotels foods and beverage services in the Tamale metropolis, it was realized that the hotels in Tamale like any other hotels in Ghana have undoubtedly been affected by the COVID-19 Pandemic. The effect on the customer satisfaction of hotel foods beverage service in the Tamale metropolis is negative but we can also not

rule out some positive impact. As per the responses from the interview and observations made overall, invariably we are in an era where health concerns have become paramount than before thus, hotels need to adapt to the current norm to ensure guests comfort and safety. As can be realised from the discussion, majority of the respondents would wish their foods and beverages be delivered to them through contactless means and dispensers, and the mode of payments be cashless models.

5.2 Recommendation.

The researcher recommends the following activities for industry players' consideration to help revive and sustain the customers satisfaction of hotel foods and beverage service in the Tamale metropolis in the northern region of Ghana:

1. Ensuring the safety of staff and guests in this pandemic era through the strict adherence of health and safety protocols is essential. Daily updates of COVID19 education on the hotel website with input from scientists can better help their customers in making informed decisions.

2. Since it is unknown when the social distancing rule will end in Ghana and across the world, restaurants should rather focus on improving take-outs and deliveries to the doorstep of customers. Hotel owners should be ready to re-strategize by adopting models that will help them stay afloat.

3. The use of discounts and promotions in relation with proper disinfection and cleaning protocols to attract guests who are now conservative in an effort to protect themselves from contracting the virus. The use of virtual meetings in place of face-to-face is a novelty that has a lot of advantages including reducing the risk of movement and the saving travel resource

4. Again, digitalization such as social media tools with good content development is one major area industry players need to invest in if they want to advertise and remain relevant in a pandemic situation. For instance, the hotels can adopt contactless services, dispensers, online delivery of foods and beverages as well as cashless payments models. The digital and intelligent tools will eliminate human error, increase service efficiency, stabilize quality and thus enhance customer satisfaction and improve hotel performance in the increasingly competitive business environment.

5. Healthier menus, air purifiers, scalability, enhanced check-in and hygienic in-house management of guests are areas to improve on.

6. Special attention to cleaning, disinfection and sterilization of both public areas and guest rooms. Staff should be trained to know the difference between cleaning; disinfection and sterilization to enable them perform jobs accurately and with utmost cleanliness in mind. Correct standard cleaning and disinfection measures should be followed to curtail the spread of infections and viruses in the hotel.

7. Education and training should be carried out in all hotels to enable staff to understand the nature of pandemics and post pandemic measures that could be undertaken to remain relevant

5.3 Recommendation for further studies.

The researcher believes that in every situation, there is always room for improvements. The researches of Covid-19 will by and large add to the knowledge in academia, health and industry. Further Research that can be carried out in the hotel industry includes researching into the effects of covid on tourist sites in the northern region, consumer

behaviours, risk management, business strategies to sustain hotel business and many others. Similar studies could also be done in other aspects of the hospitality and tourism industry.

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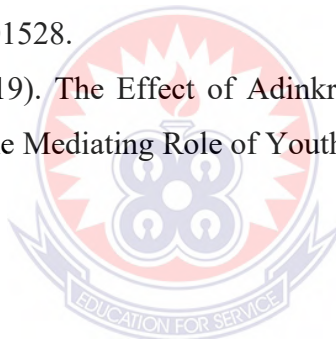
UNIVERSITY OF EDUCATION WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION – KUMASI

DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION.

THE QUESTIONNAIRE

Dear Sir/Madam,

I am a Master of Technology (M_TECH) Student in Hospitality and Tourism undertaking a study on the topic: "Assessing the effects of COVID-19 on customer satisfaction of hotels food and beverage service. (A case study of Tamale Metropolis). This questionnaire is part of the study aimed at gathering information on the above topic. Information gathered from you will be treated as confidential and for academic purpose only.

EFFECTS OF COVID-19 ON CUSTOMER SATISFACTION OF HOTELS FOODS AND BEVERAGE SERVICE _ TAMALE METROPOLIS.

Section A: Personal Information.

Please tick ( ) the one that is most appropriate to you.

1. Gender: i. male ( )   ii. Female ( )

2. Age: i. 20-23 years ( ) ii. 24-26 years ( ) iii. 27-30 years ( )   31 years and above ( ).

3. Type of guest: i. Foreign ( )   ii. Local ( ).

4. Occupation   i. student ( )   ii. Self-employed. ( ) ii. Public servant ( ) iii..Private sector employee ( ).

5.   . How long have you been a customer in this facility?   i. 1-5 years   ii. 6-10 years   11 years and above ( ).

Section B. Customer expectations.

Based on your answer above, to what level did it meet your expectation?

Please choose only ONE answer.

Food quality

6. Overall quality of food.

    i. Much worse than I expected (   )

    ii. worse than I expected   iii. Neutral (   ) iv. Better than I expected (   ) v.

    Much better than I expected.

7. Taste of food.

    i. Much worse than I expected (   )   ii. Worse than I expected (   )   iii.

    Neutral (   )   iv. Better than I expected (   )   v. Much better than I expected (   )

8. Variety of menu options.

    i. Much worse than I expected (   ) ii. Worse than I expected (   )   iii. Neutral

    (   )   iv. Better than I expected (   )   v. Much better than I expected (   )

    Atmosphere.

9. Cleanliness of facilities

    i. Much worse than I expected (   ) ii. Worse than I expected (   )   iii.

    Neutral (   )   iv. Better than I expected (   ) v. Much better than I expected (   )

10. Hand washing facilities.

    i. Much worse than I expected (   )   ii. Worse than I expected (   )   iii. Neutral

    (   )   iv. Better than I expected (   )   v. Much better than I expected (   )

11. Social distancing protocol.

     i. Much worse than I expected (   ) ii. Worse than I expected (   )   iii. Neutral

     (   ) iv. Better than I expected (   )   v. Much better than I expected (   )

12. Staff appearance.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

13. Attentive staff.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

Service quality.

14. Service provided by staff.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

15. Staff's knowledge about food.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

Convenience

16. Service hours.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

17. Convenient location.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii. Neutral

( )   iv. Better than I expected ( )   v. Much better than I expected ( )

18. Parking convenience.

i. Much worse than I expected ( )   ii. Worse than I expected ( )   iii.

Neutral ( )   iv. Better than I expected ( )   v. Much better than I expected ( )

Price and value

19. Good value for the price.

   i. Much worse than I expected ( ) ii. Worse than I expected ( ) iii. Neutral

   ( ) iv. Better than I expected ( ) v. Much better than I expected ( )

20. Appropriate portion size.

   i. much worse than I expected ( ) ii. Worse than I expected ( ) iii.

   Neutral ( ) iv. Better than I expected ( ) v. Much better than I expected ( ).

Section C: Effects of covid on satisfaction and overall evaluation.

Please tick one as appropriate.

21. How was the foods and beverages delivered to you?

   a. Waiter/waitress   ( )

   b. Dispensers   ( )

   c. Contactless   ( )

22. What was the mode of payment?

   a. Cash   ( )

   b. Cheque   ( )

   c. Cashless   ( )

23. How would you prefer the foods and beverages to be delivered?

   a. Contactless   ( )

   b. Waiter/waitress   ( )

   c. Dispensers   ( )

24. What mode of payments would you prefer?

   a. Cashless   ( )

   b. Cheque   ( )

   c. Cash   ( )

25. To what degree would you rate your overall satisfaction with this facility?

    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

26. To what degree would you rate your level of satisfaction with the quality of service?
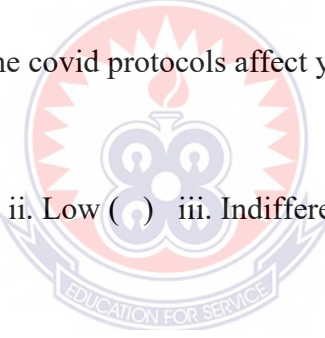
    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

27. To what extent does the covid protocols affect your satisfaction of quality of service?

    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

28. To what extent does the covid protocols affect your satisfaction of quality of food and beverage?

    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

29. To what degree does the covid protocols affect your experience of the atmosphere of this facility?

    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

30. To what extent does the service staff and guests observe the covid protocols?

    i.   Very low ( ) ii. Low ( ) iii. Indifferent ( ) iv. High ( ) v. very high.

End of the survey. Thank you very much for your time and participation.