

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI
DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION

ASSESSING THE EFFECT OF SERVICE PERFORMANCE OF HOTEL STAFF: A
CASE STUDY OF KUMASI METROPOLIS



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MARCH, 2022

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SCHOOL OF GRADUATE STUDIES

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(1054395)



A DISSERTATION IN THE DEPARTMENT OF CATERING AND
HOSPITALITY SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
ATTAINMENT OF A MASTERS OF TECHNOLOGY DEGREE IN CATERING
AND HOSPITALITY EDUCATION.

MARCH, 2022

DECLARATION

STUDENT'S DECLARATION

I hereby declare that this project work is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Signature

Date

(DORCAS KONADU WIAFE)

SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this research was supervised in accordance with the guidelines on supervision of research laid down by the University.

Signature:

Date:

(DR. GILBERT OWIAH SAMPSON)

ACKNOWLEDGEMENTS

First and foremost, I thank God for the grace, wisdom and strength he has generously bequeathed me to be able to successfully complete my studies.

I am most grateful to my project supervisor Dr. Gilbert Owiah Sampson for his dedication, guidance and direction. It is through his careful and conscientious supervision that this project has been concluded successfully.

I also acknowledge and appreciate my husband Mr. Daniel Antwi for the support and help throughout my studies. Many thanks to my family and friends especially Mr. Enoch Prempeh and Mr. Anthony B. Antwi for their unflinching support and encouragement throughout the period of my studies.

God richly bless you for your immense contribution.



DEDICATION

This work is dedicated to the Almighty God who gave me the strength to surge on and successfully complete this work.



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ABSTRACT

The service performance of hotel staff generates direct interactions that enable hotel guests to become accustomed to brand recognition and brand significance, thereby creating brand loyalty. The quality of service provided by the hotel, particularly the services rendered by the staff of the hotel, is therefore integral to the fortunes of the hotel. The study aimed at assessing how certain factors affecting the performance of hotel staff in the Kumasi Metropolis in the Ashanti Region of Ghana. Structured questionnaires were obtained from employees or staff of 3 hotels (consisting of four-star hotels, three-star hotels and two-star hotels). 54 employees from different sectors (the sectors include administration, reception, restaurant, housekeeping, cleaners, and security) of the hotel were interviewed. The study identified factors that indicate the presence of teamwork, good training, and good working environments among the staff of the hotels. Generally, these factors indicated that teamwork, good working environments and efficient training are integral for improving the service performance of employees in the hotel industry. It was further identified that the factors such as teamwork, training and working environments were more predominant in the staff of four-star hotel and three-star hotel than in the two-star hotel. Consequently, the service performance in the staff of four-star hotel and three-star hotel will be better as compared to those in the two-star hotel. There is the need for management of hotels to reward employees of their hard work, commitment and loyalty shown to the organization. Furthermore, two-star hotels should factor in teamwork, good working environment and efficient training of employees in their bid to boost their service performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The term service performance as used in business is a tool that is used to measure the efficiency of service provided by the company to consumers. For business executives, consumer satisfaction is important because it affects recurrent patronage, brand loyalty, and the recruitment of new consumers through positive word of mouth (Chen & Chen, 2014). Excellent service quality has gained importance as a means of enhancing customer satisfaction and loyalty in hotel industry (Gouthier, 2012). In order to provide quality service to satisfy customers and gain competitive advantages, business managers must establish and assess service quality characteristics that affect customer satisfaction significantly. Tailoring of customer service has seen more and more customers switch from one service provider to another.

The tourism sector is hugely dependent on the hospitality sector to provide accommodation and food to tourists. The efforts of the government to increase the revenue gained annually through tourism has caused a surge in the quality and quantity of hotels in the country. Travel and tourism in Africa remain one of the key growth drivers of the economy of the continent, which contributes 8.5 percent (or \$194.2bn) of the GDP in 2018; 8.1% and 7.8% in 2017 and 2016, respectively. This record of growth identifies Africa as the second fastest growing region of tourism in the world, with a 5.6 percent rise in 2018 after Asia Pacific and against a global average growth rate of 3.9 percent (Jumia Travel, 2019).

A hotel is responsible for providing high levels of comfort to its guests through personalized facilities, a wide range of amenities and sophisticated accommodation. The performance of the hotel staff in the performance of their duties, in particular the

frontline staff, has a direct impact on patronage and customer retention (Frey *et al.*, 2013). The rating system for hotel standards is based on guest experiences that are achieved or exceeded before, during and after the hotel stay for comfort, décor and luxury. Customers are typically the ultimate judges of how well the standard of the service offered suits their expectations and satisfaction and dictates the long-term viability of the establishment through their continued patronage (SEPULA *et al.*, 2018). The quality of service provided by the hotels is partially dependent on the performance of the hotel staff during the use of the facilities. The quantitative examination of the staff if analyzed critically can be a determinant of the quality of the hotel brand by the customers.

Recent work by Oxford Business Group (2019), has shown that in the year ending 2017, tourism contributed GHS12.58 billion (\$2.7 billion), or 6.2 percent, to national GDP. A total of 1.3 million foreign tourists visited the country in the same year, marking a rise of 6 percent compared to 2016. The sector created 682,000 jobs at the end of 2017, or 5.3 percent of total national employment (Oxford Business Group, 2019). It is also projected to increase by 5.3 percent per year, closely estimated at GHC 8.7 million (\$ 2 million) by 2027 (Hongyun *et al.*, 2019). The hotel business in Ghana has expanded exponentially over the past decade with the opening of most of Ghana's 5-star hotels; Kempinski (2016), Movenpick Ambassador Hotel (2011), Labadi Beach Hotel (1992) among other highly rated hotels.

The service performance of hotel staff generates direct interactions that enable hotel guests to become accustomed to brand recognition and brand significance, thereby creating brand loyalty. Ultimately, consumers have combined these judgments (personal interaction with suppliers, physical environment and outcome of the service encounter) in deciding the quality of service received (Hosseini *et al.*, 2015). The development and

growth of any industry in Ghana especially the catering and hospitality industry depends on effective service performance. Delivering services of high quality is an important pursuit for service providers that seek to create and provide value to their customers (Grönroos & Ravald, 2011). The study in this regard will assess the effect of service performance of hotel staff using Kumasi metropolis as the case study.

1.2 Statement of the Problem

The number of people who patronize a particular hotel and the number of days the hotel is used is what brings income to this hotel. If the decision of patronizing one hotel to another is dependent on the facilities and services provided by the hotel that ensures security, luxury and peaceful environment for the customer to rest or work, then the provision of the full hotel services to customers by the hotel employees cannot be allowed to chance or be based on the mood of the employee. In a research conducted by Dai *et al.* (2019), existing concerns such as; long working hours, emotional dissonance, corporate politics and tension from work-family conflict in frontline service employees, were revealed within the hospitality industry. Problems may occur because frontline workers are expected to constantly communicate with clients. Interaction involves handling different demands and concerns from consumers. Problems can decrease job performance or the effectiveness of service delivery.

A study by Chen & Chen (2014) indicates that the assessment of the actual stay starts after a guest purchases the use of a hotel room. If performance is better than expectations, the guest will be happy. If expectations are higher than success, the guest would be disappointed. The study went on to highlight some of the consequences of a dissatisfied guest to be switching to another hotel, badmouthing the hotel where they

were not satisfied with the service, writing a letter to the hotel about the poor service and in some cases suing the hotel.

The research gap of this study includes the absence of set criteria for hotel staff to conduct their business which will please every guest. It is therefore very necessary to figure out the duties/activities that are generally considered pleasant to most hotel guests, there are few research materials available that measures the impact of service performance of the hotel staff on the patronage of the hotel.

The common problems that hotel guests usually have with hotel staff that causes disservice are which this study seeks to address are; The hygienic conditions of the hotel. The findings of a research conducted by Olugbemi *et al.* (2020) concluded that personal hygiene of the hotel staff among other factors are the determinants patronage of a hotel. The ability of the hotel employees to keep a neat and hygienic personal and hotel appearance affect how much revenue the hotel can acquire from past guests.

1.3 Main objective of the study

The main objective of this study was to determine the effect of service performance of hotel employees on the hotel industry in the Kumasi Metropolis.

1.3.1 Specific objectives

The specific objectives of the study were;

1. To identify measures through which the services are offered by hotel staff in the Kumasi Metropolis.
2. To examine the strategies in which the service was delivered provided.
3. To analyze the work environment and its effect on the performance of the hotel staff
4. To assess the merits of performance training on hotel employees.

1.4 Research Questions

This research study would provide answers to the following questions:

1. What services are provided by the hotel employees and how are the services provided?
2. How satisfied are the guest on the services provided in the hotel
3. How does the hotel environment affect the performance of the hotel staff?
4. Does performance training of the hotel staff increase their effectiveness of the staff?

1.5 Significance of the study

The target of most players in the hospitality industry is to provide its consumers with comfort and experience. The exceptional way of selling these two things is what makes the difference in the revenue received by the different businesses in the industry. This research project would be an eye-opener for the managers and shareholders of the hotel industry by bringing to light the consequences of unorganized service performance of hotel staff and the effects of the patronage of their facility and how it can be used to increase the income of the business. It will also improve the customer service conduct and policies.

Furthermore, this study would have a major influence on literature in the area of improving performance service in most businesses in the hospitality industry in Ghana. Hotel employees could improve the services they give out to guest which could increase the gratuity given after the service.

The study will contribute to the body of existing literature and knowledge in this field of study and provide a basis for further research. Moreover, the appropriate authorities

could be notified of the compliance of hotels with the specified standards for conducting business in the hotel industry in the Kumasi metropolis from this study.

1.6 Organization of the study

This research has been grouped into six deliberate chapters as follows;

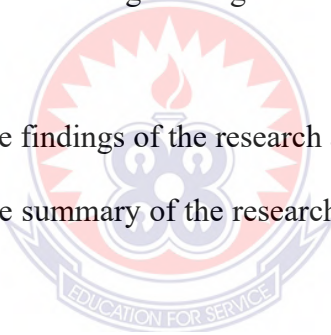
Chapter one is made up of the background of the study, the problem statement, research questions, aims of the study, the significance of the study and organization of the study.

Chapter two is made up of the literature review of similar works to the objectives of the study.

Chapter three unveils the study area, the research design, population of the study, sampling procedures, instruments for gathering data and procedure for data collection and data analysis.

Chapter four is made up of the findings of the research and the discussion of the findings.

Chapter five is made up of the summary of the research findings, conclusion to the study and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.1 Service quality and performance

A study by Nunkoo *et al.* (2020) surveyed the attributes that people from different continents/regions seek while staying in hotels. The researchers opined that for travelers from Africa, South America, Asia, and Europe, “quality service” is an essential attribute that individuals crave for. Unfortunately, most people often associate poor quality in the service offered at hotels. This makes it pertinent to invest in staff training to increase service quality in order to better meet the needs of travelers from these regions.

The hospitality industry's service delivery differs qualitatively from other forms of service delivery (Braimah, 2014). The provision of service in the hotel industry is very crucial to the success of the industry. More so, the relationship between service quality and customer satisfaction has become a major and strategic concern for the hotel industry (Bello & Bello, 2017) hence its importance. Hotel services do not stand alone in the provision of hospitality to the guest. It is usually complemented by services and operations of other service providers like the travel agencies, transportation services, restaurant services and companies that provide information.

In a survey conducted by Braimah (2014) on the patronage of hotels in Ghana, between the period of 2000 to 2009, the highest occupancy rates were reported in the 5-star hotel category, in the years 2007 and 2008, at 94.4 percent and 93.0 percent, respectively. The lowest room occupancy rates were reported in the 2-star hotel category, in the years 2008 and 2009, at 52.9 percent and 54.2 percent, respectively. The average hotel room occupancy rate for the time under review was approximately 80 percent for both the 4- and 5-star hotels, whereas the 2-star hotel group had the lowest occupancy rate of about 64 percent. This indicates that the majority of people who patronize hotel services in the

country mostly go in for the high-performing and high rated hotels in the country. Consequently, customers have extremely strong quality requirements from four- and five-star lodging as opposed to lower-tier accommodations (Shen & Tang, 2018). The value or ratings of hotel services in the modern hotel sector is influenced by a multitude of reasons, but customer satisfaction is the most seminal of all (Batinic, 2016).

The role of hotel workers in promoting a hotel's reputation makes it appropriate to provide for them so that they can function as well as possible. Literature mostly focuses on the basic abusive powers of supervisor as the immediate cause of the employee dissatisfaction in the service provision industry as pointed out by (Mathieu & Babiak, 2016). The researchers indicated that, 'employees don't quit their companies, they quit their bosses' (Mathieu & Babiak, 2016). This is a well-known adage that has been empirically established in the sense of voluntary turnover but the effects of guest behavior on the employees is also worth looking into. Provision of services to temporary customers in the hotel business allows very little time to create an environment of mutual respect between customers and staff. In as much as staff are obligated to remain cordial and respectful towards the hotel guests, it is paramount that the guests also return the respect to the staff, so as to maintain a generally cordial atmosphere for subsequent customers. Professional staff in most service rendering industry may conceal or suppress real feelings in order not to put on an unfavorable show (surface acting), or they may change their feelings in order to put on an authentic show (deep acting). Feelings that clash with articulated feelings, on the other hand, may have detrimental effects, such as emotional fatigue at work or dissonance with organizational goals. A study by Cho *et al.* (2016) revealed that suppressing or masking feelings in an uncomfortable work environment as a result of hostile or rude customers can result in stress-related reactions, which can lead to mental and/or physical health issues. Employees who are able to

honestly share their thoughts or sentiments, on the other hand, will be more genuine and therefore have more honest and effective customer support (Wang, 2020). According to Xu *et al.*, (2020) happy workers give of their best in ensuring that customers are satisfied and happy.

Several explanations have been associated with the term, 'service'. According to Mungai (2020), service refers to something that is given to another that is not tangible (but on some occasions 'service' may include tangible materials or equipment). Customer satisfaction is largely determined by the level of service provided. A compelling business orientation is required for companies to be effective. This involves determining the specific services consumers are looking for and what their rivals are providing. This will help service providers to stand out and build consumer interactions that will contribute to increased sales and building of solid bonds with customers (Mungai, 2020).

Further investigation shows that the service sector is heavily dependent on trust and customer relationship management. Furthermore, reasonable prices also leads to customer satisfaction and fosters loyalty in customers to the point where they will want to revisit (Malik *et al.*, 2020). Front-line hotel staff have direct contact with hotel guests, their lack of customer needs or insufficient solutions can result in a drop-in customer satisfaction. As a result, the hotel's management can develop their capacity and cultivate time knowledge through training, as well as consistently improve the quality of the staff and their work performance, so that staff can respond to customer needs and address customer dissatisfaction in a timely, effective, rapid, and friendly manner. This will help improve the hotel service quality and consequently improve customer satisfaction with the hotel (Du, Zhang & Wang, 2020). Employee training is widely acknowledged as having a direct impact on employee success in terms of providing higher-quality

programs and, as a result, assisting a company in gaining a comparative advantage (Dhar, 2015).

Metrics such as customer experience, work quality, proactivity, and satisfaction are used in the service industry to track and improve the efficacy of the people and teams that provide the service (Esch *et al.*, 2020). Furthermore, services with no direct interaction, such as after-sales assistance through call centers or the Internet, are examples of low-contact services that hotel facilities could provide to further improve customer retention (Esch *et al.*, 2020). More specifically, organizations should provide customer service preparation to increase customer service efficiency. Organizations should provide staff with transfer of training resources and support in order to promote work transition. (Shen & Tang, 2018)

2.2 Services offered in the Hotel Industry

Hotels provide their visitors with an experience comparable to home environments, but guests have less control over hotel arrangements than they may have had in the home setting. The two most critical service qualities that are provided by hotels are employee expertise and accommodation facilities, all of which are inadequate in low-end lodging establishments (Nunkoo *et al.*, 2020). As a result, low-end establishments must concentrate on enhancing their service level in these two areas in order to be more efficient. One of the most effective ways to improve hotel workers' skills is by training (Nunkoo *et al.*, 2020).

In the hotel industry, good service quality can take many forms, but the most important determinants of good service quality are cleanliness, protection, room maintenance, and a courteous attitude from the hotel staff. Customers will have differing perceptions and opinions of the hotel's services as a result of this. Customer expectations of overall

service quality are shaped by factors such as the size of the space, the physical appearance of the hotel building, and the cleanliness of the room in general (Malik *et al.*, 2020). Hotels must have a comfortable, clean, and sanitary atmosphere to enhance customer satisfaction. To begin, hotel products, services, and equipment should be purchased in compliance with high protection, comfort, and practicality standards. Secondly, hotels should have a wide range of outsourcing service providers from which to choose. In addition, hotels can use room standard planning and noise-proof door panel technology that comply with national noise regulations while constructing and decorating hotel rooms, and check and maintain facilities and equipment on a regular basis. Finally, in order to efficiently solve the issue of hotel charging and parking difficulty as stressed by Du *et al.* (2020), the hotel should consult with the cooperating property parties in order to formulate fair parking charging regulations. Customer satisfaction and service efficiency, on the other hand, go beyond what is encountered during service delivery. They include the quality of resources and the suitability of resources used in the service provider's climate. According to Allan (2016), strong beds, quality and aromatic rooms and bed sheets, ventilated or air-conditioned rooms, good TV facilities, hotel- customer relationships and other good resources should be available in the hotel industry. Despite the vast range of lodging categories and market segments, analysts have identified several hotel qualities as prized by guests. They include the following hotel services; an effective and welcoming staff, the consistency and variety of food and beverage and its management, a convenient venue, room and bathroom cleanliness, guest room convenience, quietness and protection, or value for money (Guzm & Ravelo, 2021).

2.3 Service performance of employees in the hotel industry

Hosseini *et al.* (2015a) defined service performance in relative terms, as a customer's assessment of the brand's dominance, respect, or greatness. It is a measure of a brand's perceived consistency based on their perception of service delivery and efficiency, as well as a combination of all of their brand associations' service characteristics to arrive at a quality assessment. All world class hotels advocate high quality standards in the world market, provide a certain degree of service, which has led to an emphasis on the service efficiency of hotel employees. Job performance of an employee at the place of employment is often referred to as employee performance and deals with the performance of duties assigned to employees by the top management (Osama *et al.*, 2016).

The capacity of a company to succeed in the market, achieve targets, and meet consumer expectations is measured by its success. Employee performance, on the other hand, refers to individuals who conduct tasks associated with work that is relevant to the organization's objectives (Alfandi, 2020). It has been proposed that some companies respond to competitive challenges resulting from market competitiveness by participating in capacity-building programs to enhance their value-adding practices, reduce costs, minimize duplication, and maximize customer loyalty (Amankwah-Amoah *et al.*, 2018). Employee performance is perceived as the outcome of a number of variables that can have an effect on employees' working conduct, such as morale, leadership, employee–employer interactions, preparation, confrontation, job environments, pay, employee engagement, and so on (Ghebregiorgis, 2018).

In the hospitality sector, which is distinguished by inseparable development and use of services, front-line staff engage directly with consumers during service delivery, as such, they are usually in the best place to recognize different client desires and subsequently

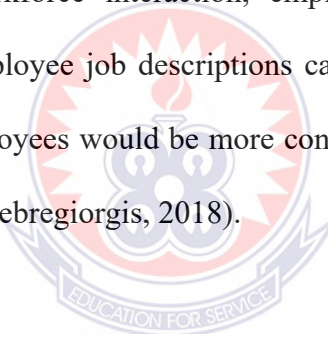
create new ways to enhance current services and facilities (Sam *et al.*, 2020). Studies carried out by Du *et al.* (2020) portended that the importance of the service that influences customer loyalty mainly involves the mindset, instrumentation, service quality, service skills, etc. of the service personnel.

Employee success is dependent on individual characteristics, namely: talents, expertise, skills, experience and personality. It is up to the employee to deliver quality work performance and high efficiency and positive outcomes to the company (Osama *et al.*, 2016). It has also been seen that workers who are loyal to the company who use discretionary efforts are likely to succeed in delivering quality customer support (Dhar, 2015). Frontline workers who are loyal to their organization are often more likely to exhibit positive service habits, according to research (Sam *et al.*, 2020).

A study carried out by Allan (2016) revealed that it is realistic that the ‘standard of service’ is a predictor of customer satisfaction, as retention cannot occur without the quality of service in the luxury hotel market. Objective success metrics for individual employees (output, revenue, etc.) are seldom available, for example because output is reported for organizations rather than people or because work tasks are not easily quantifiable. As a result, many scholars have studied contextual success evaluations either by managers, peers or clients, or by test subjects themselves (Warr and Nielsen, 2018). Workers are a critical yet costly resource, and it is necessary to maximize the commitment of employees to the priorities and objectives of the companies in order to maintain economic development and successful returns (Ahmed & Ali, 2016). To put it another way, managers who mistreat their employees will experience lower service quality. This will consequently have a detrimental effect on expected organizational results, priorities and returns. Any dysfunctional interaction between managers and workers in service companies will lead to emotional burnout and surface acting (Wang,

2020). It is also important that workers who work directly with consumers are well-trained and have the requisite expertise and experience to ensure that customers are happy with the product and the service level. The higher the level of work satisfaction among workers, the higher the perceived benefit and level of service among consumers (Hee *et al.*, 2021).

Job dissatisfaction has an impact on workers' performance at work, which in turn has an impact on consumers' expectations of service quality and consumer loyalty (Sainaghi *et al.*, 2019). Managers must arrange counselling and support for workers to discuss their perspectives in order to establish bonds within organizations. Relationships of this kind encourages staff to collaborate as a team and boost overall results. In general, environment influences workforce interaction, employer-employee interactions, and person understanding of employee job descriptions can all have an effect on how well workers do their work. Employees would be more confident if they have the knowledge to support their activities (Ghebregeorgis, 2018).



2.4 Quality service indicators or standards

Braimah (2014) defined 'service quality' as the customer's appreciation of the value he or she has received for the cost he or she has paid for the characteristics of the service as they contribute to the intent and type of the service. Pioneering research on service quality indicators was made by Frederick Herzberg, as he created the motivator-hygiene theory in 1959 to study job attitudes (Herzberg *et al.*, 1959). He opined that fourteen aspects can be linked to how employees feel about their work. These considerations include: acceptance, accomplishment, development potential, development, compensation, interpersonal relationships, supervision, commitment, business policy and

governance, working environments, work itself, personal life, status, and job security (Herzberg *et al.*, 1959 ; Jaworski *et al.*, 2018).

The SERVQUAL model is a multi-item scale, which stands for service quality, and was developed by (Parasuraman *et al.*, 1988). This model is used to measure consumer expectations of service efficiency of service and real experience. The goal of the SERVQUAL model is to serve as a diagnostic methodology for the development of broad areas of the organization's service quality vulnerabilities and strengths, while at the same time identifying key criteria for the delivery of high-quality services (Allan, 2016).

The SERVQUAL model, measured 10 dimensions of service efficiency, including integrity, courtesy, reputation, protection, access, connectivity, customer knowledge, observable, reliability and responsiveness. The original 10-dimensional model was found to be difficult beyond use in data processing. As a result, it was later reduced to five dimensions, namely tangibles, reliability, responsiveness, assurance and empathy. It was then easier to calculate and test the model in practice (Allan, 2016). The five newly created dimensions are explained as follows:

- **Tangibles:** This refers to the physical buildings, presence of staff and machinery/facilities. In the luxury hotel market, this factor is more likely to lead to the greatest difference in service quality due to the fact that luxury hotels are typically recognized for having physical appeal in terms of staff and services, with no consideration paid to customer relationships.
- **Reliability:** This is the opportunity to provide the promised service in a dependable and accurate manner. If consumers expect to experience a flamboyant atmosphere without actually offering a successful relationship, this factor will not be very important to the nature of the service of a luxury hotel. In this case, any

high difference taken into consideration in the consistency of the service basically comes from observable elements.

- **Responsiveness:** This stands for commitment to serve clients and to provide timely services. It affects the type of service delivery of the hotel and its interaction with customers. Luxury hotels are most likely to be attentive because their main purpose is to have appealing physical environments. However, from a personal point of view, certain luxury hotels can have the requisite physical environments and customer relationships. In this case, responsiveness, tangibles and other dimensions will lead to equally comparable differences in the level of service.
- **Assurance:** Assurance is a measure of the mixture of elements initially intended to test integrity, courtesy, reputation and stability. It includes the willingness of the staff of the company to encourage faith and trust in the organization through their expertise and courtesy. In the sense of luxury hotels, this component involves elements of personal beauty and service delivery or customer relationship management.
- **Empathy:** This reflects a variation of elements initially intended to measure the consumer's access, contact and understanding; thus, tailored attention to the customer. This factor also applies to the type of service delivery of the hotel and its interaction with customers. In order to ensure that the standard of service is properly guided by this factor, the attracted hotel guests must provide a good relationship with customers on the basis of their emotional maturity and have the best care they deserve.

The level of service in luxury hotels is reflected in all five of the SERVQUAL styles which are tangibles, reliability, responsiveness, assurance, and empathy. Although all the

constructs have a significant effect on service quality, a large part of the standard of luxury hotel service is made up of ‘tangibles’ and ‘reliability’ (Allan, 2016).

Other researchers have also developed different context-specific models such as HOLSERV and LODGSERV which is thought to best represent the current standard of service aspects of the housing sector (Nunkoo *et al.*, 2020).

2.5 Relevance of Service quality and performance in the hotel industry

Customer care is vital to a company's growth. It aids businesses in retaining or growing current clients as well as attracting new ones. It enhances a company's image and integrity. It also helps a company become more competitive by streamlining operations and reducing the amount of consumer issues. The performance of the services delivered at hotels will be an active factor in attracting and rewarding customers with the services rendered. Hotels deliver facilities and the provision of frequent and appropriate facilities will lead to an improvement in the positive image of the hotel (Hosseini *et al.*, 2015b). Consumer satisfaction can be seen as the cumulative subjective reaction of the consumer to the whole intangible operation (Guzm & Ravelo, 2021). Customer experience can have a positive or negative effect on the company. Positive consumer service contributes to customer loyalty and thus brand recognition is generated, as happy customers can indirectly sell organizations to their friends and relatives through word of mouth. This makes companies spend less money on grievances management (Mungai, 2020). Employee retention rises as workplace pride and satisfaction grow, resulting in higher customer satisfaction, greater engagement, reduced employee recruiting costs, and increased revenue for the hotel. Employee growth refers to the expansion of an individual employee's ability as well as the effectiveness of a team as a whole, and

analysis has found that there is a clear relationship between employee growth and employee performance (Ghebregiorgis, 2018).

The service environment of a company must give service workers independence as the success standards of their jobs escalate and that an organization with a higher degree of service climate empowers service workers to practice self-management under new and specific circumstances (Esch *et al.*, 2020). Efforts to increase service efficiency in service organizations are mainly based on customer satisfaction. Marketers see customer satisfaction as the ultimate consequence of service efficiency. Many studies have found that service efficiency, consumer satisfaction, and customer engagement are important moderators of customer retention. The impact of customer loyalty on customer retention is caused by service efficiency (Allan, 2016).

2.6 The effect of service performance on customer satisfaction

Consumer satisfaction is described as an inclusive sense of fulfillment where customer expectations and experiences are checked. Consumer satisfaction is a measure of the gap between a customer's preferences before buying a service or product and their appraisal of the service or product following use (Shen & Tang, 2018). Consumer loyalty is one of the most critical marketing indicators, since companies perceive customer satisfaction as one of the main corporate priorities for evaluating the success of their company strategies. As a customer experiences a company's services and there are items they can anticipate, if the experience is not good, the customer may end up feeling disappointed and will not be willing to visit the place another time. The same holds when the service is excellent and the consumer is personally committed to making the customer commitment, thus customer retention plays a key role in ensuring customer loyalty and profitability (Mungai, 2020). Studies suggest that customer loyalty is affected by the

quality of offerings and affects the decision of purchasing intentions. In order to have a differential advantage, hotels must meet the consumer's standards of service. At the same time, these standards make it possible to enhance authenticity and creativity (Zhao-hui & Yu, 2017).

Nunkoo *et al.* (2020) opined that service efficiency is a predictor of consumer satisfaction. Customers assess the performance and business characteristics cognitively in the short term, which affects their subjective perception with a service. Since most hospitality experiences are made up of a variety of products and services, satisfaction with a hotel stay can be described as the amount of satisfaction with all of the individual qualities of all of the products and services that make up the experience (Guzm & Ravelo, 2021).

A study by Hu *et al.* (2019) on the factors that cause customer dissatisfaction in the hotel industry found that customers generally protested of major service shortcomings, such as declining service efficiency and unpleasant staff. Customers sometimes talked about bed, reception facilities, room size and decoration. Customer disappointment is almost often the result of service providers struggling to satisfy consumers' needs. Given that guests with different backgrounds have different quality preferences, the forms of customer frustration can also differ (Hu *et al.*, 2019). Customer disappointment also applied to the tangible factors of their hotel stay, such as furnishings and financing (Hu *et al.*, 2019).

In the hospitality sector, visitor expectations, anticipation and experience will shift dramatically and, as a result, the demand for unique facilities to meet the individual needs of guests. To do extraordinary for the guest, the hospitality teams can participate in imaginative extra-role acts to meet the needs of the various guests, with the intention of making them happy (Mungai, 2020). Customers expect fast answers to their complaints and don't want to hear why anything is "against the rules"; therefore, encouraging

workers increases the likelihood of a scenario in which random, constructive rule-breaking happens, which can transform an irritated and dissatisfied consumer into a happy and fulfilled customer (Esch *et al.*, 2020).

2.7 The effect of working environments on service performance of employees

This workplace environment consists of a physical and non-physical working environment that cannot be differentiated from the corporate production of employee success (Riyanto *et al.*, 2017). It is essential in involving the employee in the performance of his or her duties (Pawirosumarto *et al.*, 2017). A strong self-managed service environment empowers workers to conduct their duties properly, while a poor service climate regulates services by bureaucratic regulations and diminishing levels of employee autonomy (Esch *et al.*, 2020).

A study by Al-hawari and Bani-melhem (2020) demonstrated that the non-physical workplace climate, such as the intimidation of supervisors, inhibits the ability of frontline hospitality staff to support clients by undermining their desire to express complaints and ideas for progress using the social exchange principle. The advantages for workers employed successfully in self-managed service environments are positively linked to attendance, empowerment, increased affective commitment and increased job satisfaction. Employees' perceptions of confidence in organizations and their service environment were studied, and it was discovered that service climate has a positive impact on employee happiness, as well as work satisfaction (Hee *et al.*, 2021).

The conclusion derived from a research conducted at the Parador Hotels and Resorts in Indonesia by Pawirosumarto *et al.* (2017) indicated that the work environment has a positive and significant impact on the happiness of employees but does not have a positive and significant impact on the performance of employees at hotels. However,

studies by Kuranchie-Mensah & Amponsah-Tawiah (2016) and Kundu & Lata (2017) argues otherwise that positive work climate has a huge impact on the retention and efficiency of workers.

A supportive work environment is one in which job performance, as well as emotional, physical, and mental health, are valued. Supportive Work Environment is seen as a climatic component, such as monitoring or peer support, as well as restraint and willingness to carry out learned work. Employees feel encouraged and empowered by the supporting work climate. The work environment feature offers support for monitoring, organizational support and peer support. (Kundu & Lata, 2017) Many companies have built workplace tools to mitigate the detrimental impact of job demand and to promote improved work and service delivery outcomes. These tools are created with one goal in mind, organizational success, and they often provide various forms of physical, social, or organizational dimensions to promote personal development when achieving the desired goal. (Esch, Arli & Haji, 2020)

Workplace incivility has been described as "steep" behavior that can be evidenced by acts such as being moderately yet repeatedly disrespectful, discourteous or impolite which generally breaches the behavioral norms of the workplace. A study by Cho *et al.* (2016) reveals employees who are physically and/or mentally weakened due to incivility at work frequently suffer emotional exhaustion as they expend extra energy and time tolerating incivility. Emotional exhaustion, a product of psychological stress, is characterized as feeling exhausted and tired at work. Furthermore, emotional exhaustion can arise in individuals due to intense work and/or personal demands and constant stress. However, in a study of employees, Hee *et al.* (2021) opined that the increased employee happiness has a huge effect on consumer happiness, as hotel workers operate in a fun environment, they can quickly sense customers' appetite for a fun environment and

automatically offer fun to them (Xu *et al.*, 2020). It is crucial not only to build a good working atmosphere for employees to allow customer loyalty, but also to pay attention to the quality of internal service through contact between employees, job training, etc. (Hee *et al.*, 2021). Similarly, a service climate characterized by mutual support, knowledge exchange, acceptance and reverence for common ideals, norms, and principles, and empowerment of employees allows individuals to become more involved in their jobs, thereby increasing organizational success (Esch *et al.*, 2020).

2.8 The influence of training on service performance of employees

Training is an orchestrated effort by an employee to attain efficiency in a single or multiple operation (Osama *et al.*, 2016). Training is a methodology given to workers that helps them minimize mistakes and increase efficiency, which is important in today's competitive world. If an organization puts funds into the educational plans that they set up, they can potentially save more money over time. Training and growth plans ensure that the workforce is trained and qualified so that they can perform well. Training and growth serve as a back base for the hospitality sector. Training and learning systems will still give workers an opportunity to learn something different. Training is full of learning and imagination, so it is important to keep ahead of rivals in training (Osama *et al.*, 2016).

Training has been attributed to enhanced self-esteem, decreased productivity, improved product and service quality, increased visitor loyalty, reduced company expenses, the use of modern technologies, increased capacity to satisfy the demands of the target group, more trained workers, increased self-awareness, improved temperament, increased cooperation, increased customer satisfaction and increased corporate dedication (Ahmed and Ali, 2016).

The hospitality industry lacks continuity and portability in terms of training templates. Focusing on the hotel industry, Jaworski *et al.* (2018) opined that hotel managements are often very reluctant to offer training programs for employees, as they feel that the employees will be replaced with time. However, past studies have shown that offering workers a chance to learn develops a higher degree of loyalty among employees relative to work stability, monetary rewards and job satisfaction (Dhar, 2015). The willingness to deliver successful instruction is positively linked to the employee's organizational engagement. Jaworski *et al.* (2018) agreed that training programs may have a direct effect on lowering the turnover of employees in the hotel industry. The current study by Shen and Tang (2018) indicates that, while training transition is critical for improving individual work performance, training also influences work performance through job satisfaction mediation. As a result, training and training transfer are critical for optimizing employee job efficiency. The factors that can influence employee success are preparation and growth opportunities, workplace environments, worker-employer partnerships, employment protection and organization over all strategies and mechanisms for rewarding workers (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

The value and efficiency of the hotel facilities are determined by the client, and the staff responsible for delivering the guest experience should not only be qualified but also empowered to satisfy the quality of the service and value of the visitors' needs (Ghebreorgis, 2018). Individuals fulfill the expectations that they are worthy people by belonging to a reputable institution (identifying themselves with a winner) or being the ideal of an organization, and then being remembered by others. Therefore, several studies have concentrated on the attributes of institutions that can boost the perceived corporate credibility of the members (Peng *et al.*, 2020). A successful training program can also result in workers having an opinion that their employer is eager to invest in

them because the company is concerned about them. This promotes a higher degree of loyalty among workers to their company (Dhar, 2015). Training of employees allows managers to sublet important responsibilities to the employees and trust the employees to deliver. A study by Fan *et al.* (2021) on the relationship between service performance of the trusted employee and productivity indicated that, the positive indirect relationship between feeling trusted and service efficiency from relational energy is based on the feeling trusted difference across employees in the same company. The findings discussed here stress the value of hospitality workers feeling confident in inspiring them to respond to their work demands is differentiated by how trusted the employee feels.

Sufficient awareness of the goods or services offered is a critical element that makes the employee stand out, good leadership skills that require politeness and consideration and a degree of maturity and a cheerful attitude when representing the company (Mungai, 2020). As a result, staff and colleagues can have varying opinions about how they are regarded by their employers and organizations (Duan *et al.*, 2021). Most hotel front office staff today are able to take on more duties because they are much more informed and qualified (Bello & Bello, 2017). Studies conducted by Dhar (2015) have also confirmed that organizations that spend more on their workers' education are more profitable than organizations that invest less in their employees. The researchers also argued that empowerment increases employees' capacity to provide better services, and that quality service delivery leads to customer loyalty. Empowerment of hotel workers is critical because it allows them the autonomy to deal effectively with the concerns of the guests (Bello and Bello, 2017).

Staff planning is a key road to empowering workers and increasing the efficiency of companies. In addition, employee training serves as the main role of helping everybody in the organization to be more united. When the firm trains its own workers, providing

and establishing a harmonious environment, accurate job definition and love for work, a team spirit can be established between employees and management team within the process (Ahmed & Ali, 2016). As a result, staff and colleagues can have varying opinions about how they are regarded by their employers and organizations and yet work harmoniously to provide the services required of them (Duan *et al.*, 2021).

Lack of preparation or inadequate training results in a high turnover of employees and in the distribution of under-standard goods and services. Training and learning services will also encourage teamwork; strengthen workers behaviors and self-awareness (Ahmed & Ali, 2016).

There is a clear argument that training is of no benefit to organizations until knowledge and expertise gained are applied to work success (Shen & Tang, 2018). However, the results of published literature on the impact of training on the quality of customer care are controversial. Empirical research indicates that preparation is directly linked to the level of customer care (Shen & Tang, 2018). The reasoning for this connection is that training enhances the expertise of employees due to improved expertise, qualifications and capabilities in regard to goods and facilities, teamwork, handling of grievances and handling of challenging customers (Shen & Tang, 2018). The contradictory results of the study tend to be the result of the lack of processes by which the teaching affects the quality of customer service. We contend that the transition of training is one of the mediators by which training affects the level of customer service. Employees learn new expertise and skills that are necessary for delivering high-quality customer support during training. In order to effectively connect and develop better relationships with consumers, as shown by the target setting principle, trainees need to transition new expertise and skills to the service of their clients. Shen & Tang (2018) suggests that in order for training to have a significant impact on customer service results, training is

only successful when the trainees are able to use what they've learned on the job. As a consequence, when researching the results of preparation, it is important to consider both training prospects and training outcomes.

There is a school of thought that there is no clear connection between preparation and quality of customer service; rather, training indirectly influences the quality of customer service through the mediation of training transition and work satisfaction. This discovery shows the significance of the transition of training as a bridge force in the relationship between training and the impact of employees (Shen & Tang, 2018). According to the findings, both training and training transfer are critical in enhancing customer care quality. This ensures that organizations must provide executive preparation and assist workers in transferring new expertise and skills (Shen & Tang, 2018). Job satisfaction and training transition have a substantial positive relationship. As a consequence, recruitment, training transition, and job satisfaction are all linked and work together to affect customer service quality.(Shen & Tang, 2018). These findings reinforce the literature's belief that adequate training is essential for employee motivation, which contributes to improved employee performance outcomes (Shen & Tang, 2018).

Based on the findings, discussions and assumptions mentioned above, the recommendations that can be taken by the authors are that further training should be provided by organizations that are capable of developing new workers and hopeful to retain old workers. Which is very useful in improving the level of capacity that workers have. Nor can the management neglect a significant point, which is the recognition of the commitment of workers to the company. Good training is supposed to enhance self-discipline of workers so that the success of employees in the company can be more effective and satisfactory (Soelton, 2018).

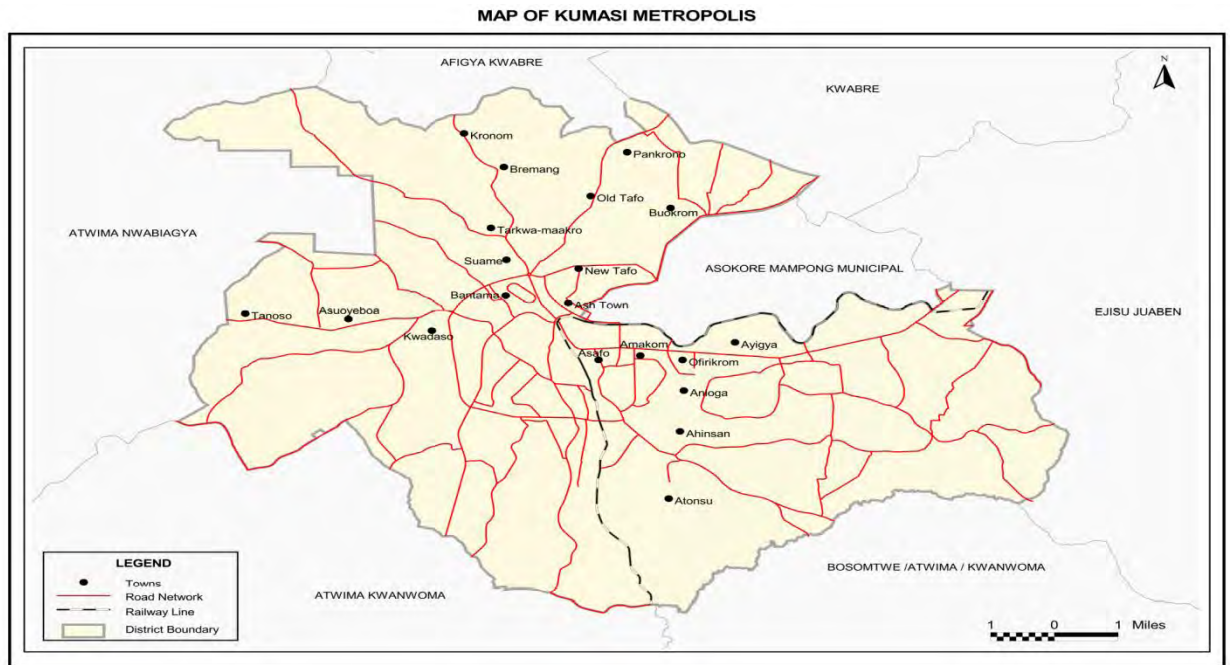
CHAPTER THREE

METHODOLOGY

3.1 Study Area

The study area will be several selected hotels in the Kumasi Metropolis of the Greater Ashanti Region. Kumasi Metropolis is located 250 to 300 meters high above sea level and between Latitude 6.35°N and 6.40°S and Longitude 1.30°W and 1.35°E (Ghana Statistical Service, 2014). The Metropolis has boundaries to the North at Kwabre East and Afigya Kwabre Districts. To the West, it has the boundaries Atwima Kwanwoma and Atwima Nwabiagya Districts, to the East, Asokore Mampong and Ejisu-Juaben Municipality and to the South, the Bosomtwe District. It is about 270km north of the capital of the nation, Accra. The Metropolis billets approximately 36.2 percent of the region's population (about 1,730,2490) (Ghana Statistical Service, 2014).

Kumasi has a symbiotic relationship with nearby districts and Accra. The Kumasi Metropolis is often viewed as destination point for an influx of people who have varying reasons for arriving in the Metropolis, such as carrying out varying commercial activities. There are several hotels in Kumasi Metropolis. Apart from serving as places of abode for guests, these hotels often serve as the event centers for some seminars, conferences, workshops, foreign and local business transactions.



Source: Ghana Statistical Service, GIS

Figure 3.1: Map of Kumasi Metropolis

3.2 Research Design

The research study will adopt a mixed method design in obtaining data from the various selected locations. The data collected from the study will seek to elicit pertinent information on the objectives of the research and also provide the in-depth analysis from which conclusions could be drawn. The data will be quantitative, qualitative and observatory in nature.

3.3 Sample Size

In this study, the target population will be derived from hotels in the Kumasi Metropolis. The data will be obtained from employees or staff of 3 hotels (consisting of four-star hotels, three-star hotels and two-star hotels). 54 employees from different sectors (the sectors include administration, reception, restaurant, housekeeping, cleaners, and security) of the hotel were interviewed.

3.4 Sampling Techniques

The purposive sampling technique will be employed in the selection of the hotels. Simple random sampling method will also be adopted in choosing respondents for the study. So as to attain an impartial representation, respondents with varying positions will be selected for the study. This will give the respondents equal chances of being selected and they will be selected independently.

3.5 Data Collection Instrument

The researchers will utilize data collection tools such as questionnaires and carrying out observation during data for the study. This questionnaire will be structured in simple and clear terms with both direct and sound questions to meet the standard of all classes of people interviewed in the hotel industry. The questionnaires will be prepared in three sets, each of them targeting respondents who are either hotel employees, clients and hotel management of the hotel. The questionnaire will consist of both open and close ended questions. The questionnaire will be sub-divided into different sections or themes such as the demographic information of the respondents, the kind of services and the procedure through which the services are offered, the customer's reactions and satisfaction to the manner in which the service is delivered provided, and the effects of work environment on the performance of the hotel staff.

Observation will be useful in the collection of data for this research study in connection with the Hotel industry that had been affected as poor services by staff in the hotel industry. The use of observation in the course of this research will also be very useful, as it will be used to compliment other data collection instruments. It will also help to identify important variables and provide useful preliminary information, as well as it will assist their searcher to provide access to groups that would otherwise be difficult to examine.

3.6 Data Collection Procedure

The researcher will initially visit the sample locations so as to familiarize herself with the environment and build a rapport with some of the respondents (particularly the hotel staff and management). The researcher will then carry out the interviews with the respondents and gave them a token for their time. The period for the interviews spanned from one to two hours for each respondent. The responses will be recorded in writing. Questionnaires will be administered and collected in a similar manner from respondents.

3.7 Data analysis

The data was organized into tables and figures based on the questionnaire given to respondents. The results were analyzed and converted into percentages. Quantitative method was employed in the analysis of the data. The results were subsequently computed into percentages. Percentage (%) values, which were not round figures, were approximated to the nearest whole numbers. Diagrammatic representations of the statistical summaries of the result were presented in the form of frequency tables.

3.8 Ethics

The respondents were informed about the reason for the purely academic study. Their consent was sought and obtained before conducting interviews. In this study, the researcher maintained the strictest level of respondent's anonymity and confidentiality. No names or telephones numbers were used in an interview schedule. Number coding was given to individual respondents. The researcher also respected the respondents' rights to self-determination, privacy, confidentiality and anonymity, fair treatment and protection from discomfort and harm, and importantly obtained their informed consent. The names of the selected hotels have been omitted to protect their anonymity and for ethical reasons.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Socio-demographic characteristics of hotel employees

The socio-demographic features of hotel employees explore patterns from diverse responses that provides a useful idea on the backgrounds of the respondent. The socio-demographics were thus taken to explain and predict factors influencing the responses given for the other research objectives.

From Table 4.1, the hotel employees had age ranges of 18 to 60 years, with a majority of the staff being youthful (within the age ranges of 18 to 35). A large population of the staff were males. Most of the staff (about 94%) had received some form of formal education. Majority of the staff (about 67%) had been employed at the hotel for over 2 years. Majority of the staff (about 33%) of the hotels worked as waiters, bartenders and cooks at the restaurant of hotels. The rest of the staff worked in other units such as housekeeping (22%), cleaning (22%), reception (11%), administration (6%) and security (6%).

Table 4.1 Sociodemographic characteristics of hotel employees

Age of respondent	Frequency	Percentage
Below 18 years	0	0
18 to 35 years	29	54
36 to 60 years	21	39
Above 60 years	4	7
Gender		
Male	36	67
Female	18	33
Educational level		
Non-formal	3	6
Elementary/ Primary School	6	11
Junior Sec./Middle school	27	50

Senior Sec./ O-level/A-level	14	26
Tertiary	4	7
Year of employment		
Under 2-years	18	33
3-5 years	21	39
6-10 years	10	19
Above 10 years	5	9
Unit of Hotel		
Administration	3	6
Reception	6	11
Restaurant	18	33
Housekeeping	12	22
Cleaners	12	22
Security	3	6

4.2 Effect of teamwork on the performance of employees in the hotel industry of the Kumasi Metropolis

In this section, various parameters were used in gauging how teamwork affects the performance of employees in the hotel industry of the Kumasi Metropolis.

4.2.1 Level of cooperation and mutual support

From Table 4.2 below, a large proportion of the employees in the 4-star hotel (50%) and 3-star hotel (39%) indicated strongly that there was a high level of cooperation and mutual support among the staff. In the 2-star hotel, majority of the employees (33%) indicated that they were neutral over the level of cooperation and mutual support among employees.

Table 4.2 Level of cooperation and mutual support

Level of cooperation and mutual support	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	0	0	0	0	15	28
disagree	3	6	6	11	12	22
Neutral	6	11	9	17	18	33
Agree	18	33	18	33	6	11
Strongly agree	27	50	21	39	3	6
Total	54	100	54	100	54	100

4.2.2 Positive relation with supervisors, peers and others

From Table 4.3 below, a large proportion of the employees in the 4-star hotel (about 72%) and 3-star hotel (56%) generally indicated that there was a positive relation among employees and supervisors. In the 2-star hotel, majority of the employees (33%) indicated that they were neutral over the level of positive relation among the staff.

Table 4.3 Positive relation among staff

Positive relation among staff	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	0	0	0	0	3	6
disagree	6	11	6	11	9	17
Neutral	9	17	18	33	18	33
Agree	24	44	18	33	12	22
Strongly agree	15	28	12	23	12	22
Total	54	100	54	100	54	100

4.2.3 Other factors indicating teamwork in employees in the hotel industry of Kumasi Metropolis

In table 4.4 below, other factors that indicate to teamwork in the 4-star hotel is highlighted. Generally, the majority of employees strongly indicated that they consider how their actions will impact others when deciding what to do. Majority of the employees also indicated that they are able to resolve conflicts with other staff collaboratively, giving help freely (irrespective of whether it forms part of their assigned role or not), and knowing what is needed to make the team work well. The employees however indicated a neutral position in factors such as having established a trusting and supportive relationship with each other, valuing whatever everyone contributes to the work, appreciating one another's unique capabilities, and being frank and open with each other.

Table 4.4 Other factors that indicate teamwork in the 4-star hotel

Factors that indicate teamwork in the 4-Star hotel.	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	SD	SD	D	D	N	N	A	A	SA	SA
Employees consider how their actions will impact others when deciding what to do.	1	6	2	11	3	17	4	22	8	44
Employees have established trusting and supportive relationship with each other.	1	6	3	17	6	33	4	22	4	22
Everyone values whatever an employee contributes to the work.	1	6	3	17	8	44	3	17	3	17
Employees appreciates one another's unique capabilities	0	0	3	17	6	33	5	28	4	22
Able to resolve conflicts with other staff collaboratively.	2	11	2	11	4	22	8	44	2	11

Sometimes it is hard to get help with things because people feel that 'it is not my job'.	5	28	8	44	4	22	1	6	0	0
Employees are always frank and open with each other.	2	11	1	6	7	39	4	22	4	22
Everyone knows what is needed to make the team work well.	0	0	1	6	4	22	7	39	6	33

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

In table 4.5 below, other factors that indicate to teamwork in the 3-star hotel is highlighted. Majority of employees indicated that they; have established a trusting and supportive relationship with each other, are able to resolve conflicts with other staff collaboratively, and giving help freely (irrespective of whether it forms part of their assigned role or not). Majority of the employees however indicated a neutral position in factors such as considering how their actions will impact others when deciding what to do, valuing whatever everyone contributes to the work, appreciating one another's unique capabilities, being frank and open with each other, and knowing what is needed to make the team work well.

Table 4.5 Other factors that indicate teamwork in the 3-star hotel

Factors that indicate teamwork in the 3-Star hotel.	Freq		%		Freq		%		Freq		%	
	SD	SD	D	D	N	N	A	A	SA	SA		
Employees consider how their actions will impact others when deciding what to do.	1	6	4	22	6	33	3	17	4	22		
Employees have established trusting and supportive relationship with each other.	2	11	4	22	4	22	4	22	4	22		
Everyone values whatever an employee contributes to the work.	1	6	3	17	10	56	2	11	2	11		
Employees appreciates one another's unique capabilities	1	6	4	22	6	33	4	22	3	17		
Able to resolve conflicts with other staff collaboratively.	1	6	3	17	5	28	7	39	2	11		
Sometimes it is hard to get help with things because people feel that 'it is not my job'.	4	22	8	44	4	22	2	11	0	0		
Employees are always frank and open with each other.	1	6	5	28	8	44	2	11	2	11		
Everyone knows what is needed to make the team work well.	0	0	2	11	5	28	7	39	4	22		

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

In table 4.6 below, other factors that indicate to teamwork in the 4-star hotel is highlighted. Majority of the employees however indicated a neutral position in factors such as considering how their actions will impact others when deciding what to do, valuing whatever everyone contributes to the work, appreciating one another's unique capabilities, being frank and open with each other. However, majority of the employees

indicated that they have not established a trusting and supportive relationship with each other at all.

Table 4.6 Other factors that indicate teamwork in the 2-star hotel

Factors that indicate teamwork in the 2-star hotel.	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	SD	SD	D	D	N	N	A	A	SA	SA
Employees consider how their actions will impact others when deciding what to do.	2	11	5	28	6	33	2	11	3	17
Employees have established trusting and supportive relationship with each other.	6	33	4	22	2	11	4	22	2	11
Everyone values whatever an employee contributes to the work.	2	11	5	28	7	39	2	11	2	11
Employees appreciates one another's unique capabilities	3	17	3	17	6	33	3	17	3	17
Able to resolve conflicts with other staff collaboratively.	2	11	2	11	6	33	6	33	2	11
Sometimes it is hard to get help with things because people feel that 'it is not my job'.	4	22	4	22	6	33	2	11	2	11
Employees are always frank and open with each other.	2	11	3	17	6	33	4	22	3	17
Everyone knows what is needed to make the team work well.	2	11	2	11	5	28	6	33	3	17

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

4.3 Effect of work environment on the performance of employees in the hotel industry of the Kumasi Metropolis

In this section, various parameters were used in gauging how work environments affect the performance of employees in the hotel industry of the Kumasi Metropolis.

4.3.1. Presence of good working conditions.

From Table 4.7 below, a large proportion of the employees in the 4-star hotel (78%) and 3-star hotel (66%) indicated that there was the presence of good working conditions. In the 2-star hotel, majority of the employees (33%) indicated that they were neutral over the presence of good working conditions.

Table 4.7 Effect of good working conditions on the performance of employees.

Presence of good working conditions.	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	0	0	3	6	3	6
disagree	6	11	6	11	9	17
Neutral	6	11	9	17	18	33
Agree	21	39	18	33	12	22
Strongly agree	21	39	18	33	12	22
Total	54	100	54	100	54	100

4.3.2 Role sharing reduces stress

From Table 4.8 below, a large proportion of the employees in the 4-star hotel (61%) and 3-star hotel (56%) indicated that the sharing of roles among employees has helped reduce work stress. In the 2-star hotel, majority of the employees (33%) indicated that they were neutral over the sharing of roles among employees has helped reduced work stress.

Table 4.8 Effect of role sharing on employees' stress reduction.

Role sharing reduces stress.	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	3	6	3	6	6	11
disagree	6	11	12	22	9	17
Neutral	12	22	12	22	18	33
Agree	15	28	15	28	9	17
Strongly agree	18	33	15	28	12	22
Total	54	100	54	100	54	100

4.2.3 Other factors indicating good working environments in employees in the hotel industry of Kumasi Metropolis

In table 4.9 below, other factors that indicate good working environments in the 4-star hotel are outlined. Generally, the employees strongly indicated that employer gives employees the freedom and authority which makes their job easier, faster and effective, the employer encourages employees to make the most of real skills and capacities to the job, employees report to work as scheduled and follow established procedures for breaks, the work area is sufficiently equipped for employee typical needs (storage, movement etc), employees work with a great deal of flexibility and so adopt to changing needs, and security due to rules and regulations at the work place. The employees also indicated that the employer invests a lot in safety training for workers.

Table 4.9 Effect of working environment on staff performance in the 4-star hotel

Other factors indicating good working environments in employees in the 4-Star hotel.	Freq		%		Freq		%		Freq		%	
	SD	SD	D	D	N	N	A	A	SA	SA		
Employer gives me freedom and authority which makes my job easier, faster and effective.	1	6	3	17	3	17	5	28	6	33		
Employer encourages me to make the most of real skills and capacities to the job	0	0	2	11	4	22	6	33	6	33		
Employer invest a lot in safety training for workers.	0	0	1	6	5	28	7	39	5	28		
Report to work as scheduled and follow established procedures for breaks	0	0	0	0	4	22	6	33	8	44		
Work area is sufficiently equipped for my typical needs (storage, movement etc).	0	0	1	6	3	17	7	39	7	39		
Employees works with a great deal of flexibility and so adopt to changing needs.	1	6	2	11	4	22	5	28	6	33		
Employer has a mechanism in place to monitor its results.	2	11	1	6	6	33	5	28	4	22		
Security due to rules and regulations at the work place.	1	6	1	6	5	28	5	28	6	33		

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

In table 4.10 below, other factors that indicate good work environments in the 3-star hotel is highlighted. Generally, the employees strongly indicated that the employer gives employees freedom and authority which makes their job easier, faster and effective, the employer encourages employees to make the most of real skills and capacities to the job, employees report to work as scheduled and follow established procedures for breaks. The

employees also indicated that employers invest a lot in safety training for workers, employees work with a great deal of flexibility and so adopt to changing needs. The employees however indicated a neutral position in factors such as work area is sufficiently equipped for my typical needs (storage, movement etc), employer has a mechanism in place to monitor its results, and security due to rules and regulations at the workplace.

Table 4.10 Effect of working environment on staff performance in the 3-star hotel.

Other factors indicating good working environments in employees in the 3-Star hotel.	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	SD	SD	D	D	N	N	A	A	SA	SA
Employer gives me freedom and authority which makes my job easier, faster and effective.	1	6	2	11	5	28	5	28	5	28
Employer encourages me to make the most real skills and capacities to the job	1	6	3	17	4	22	5	28	6	33
Employer invest a lot in safety training for workers.	2	11	3	17	5	28	4	22	5	28
Report to work as scheduled and follow established procedures for breaks	0	0	1	6	5	28	6	33	6	33
Work area is sufficiently equipped for my typical needs (storage, movement etc).	0	0	2	11	8	44	4	22	2	11
Employees works with a great deal of flexibility and so adopt to changing needs.	1	6	2	11	5	28	6	33	4	22
Employer has a mechanism in place to monitor its results.	2	11	4	22	8	44	2	11	2	11
Security due to rules and regulations at the work place.	4	22	2	11	6	33	4	22	2	11

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree.

In table 4.11 below, other factors that indicate good working environments in the 4-star hotel is highlighted. Generally, the employees strongly indicated that the employees report to work as scheduled and follow established procedures for breaks. The employees however indicated a neutral position in factors such as employer gives employees freedom and authority which makes my job easier, faster and effective, employer encourages employees to make the most real skills and capacities to the job, employer invests a lot in safety training for workers, the work area is sufficiently equipped for my typical needs (storage, movement etc), employees works with a great deal of flexibility and so adopt to changing needs. Generally, the employer does not have a mechanism in place to monitor its results.

Table 4.11 Effect of working environment on staff performance in the 2-star hotel.

Other factors indicating good working environments in employees in the 2-Star hotel.	Freq		%		Freq		%		Freq		%	
	SD	SD	D	D	N	N	A	A	SA	SA		
Employer gives me freedom and authority which makes my job easier, faster and effective.	1	6	3	17	7	39	3	17	4	22		
Employer encourages me to make the most real skills and capacities to the job	2	11	2	11	6	33	4	22	4	22		
Employer invest a lot in safety training for workers.	4	22	3	17	6	33	3	17	2	11		
Report to work as scheduled and follow established procedures for breaks	0	0	2	11	4	22	6	33	6	33		
Work area is sufficiently equipped for my typical needs (storage, movement etc).	2	11	6	33	6	33	3	17	1	6		
Employees works with a great deal	2	11	4	22	6	33	4	22	2	11		

of flexibility and so adopt to changing needs.

Employer has a mechanism in place 4 22 6 33 4 22 2 11 2 11
to monitor its results.

Security due to rules and 6 33 2 11 4 22 4 22 2 11
regulations at the work place.

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

4.4 Effect of training on the performance of employees in the hotel industry of the

Kumasi Metropolis

In this section, various parameters were used in gauging how training affects the performance of employees in the hotel industry of the Kumasi Metropolis.

4.4.1 Completion of assigned tasks

From Table 4.12 below, a large proportion of the employees in the 4-star hotel (94%) and 3-star hotel (83%) indicated strongly that training helped employees fulfill job responsibility accurately and efficiently. In the 2-star hotel, majority of the employees (44%) indicated that training helped employees fulfill job responsibility accurately and efficiently.

Table 4.12 Effect of training on efficiently fulfilling job responsibility

Training on efficiently fulfilling job responsibility	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	0	0	0	0	3	6
disagree	3	6	6	11	9	17
Neutral	6	11	12	22	24	44
Agree	24	44	30	56	12	22
Strongly agree	21	39	6	11	6	11
Total	54	100	54	100	54	100

4.4.2 Solving of real-life problems at the workplace

From Table 4.13 below, a large proportion of the employees in the 4-star hotel (83%) and 3-star hotel (67%) indicated strongly that training has helped employees solve real life problems at the workplace. There was a high level of cooperation and mutual support among the staff. In the 2-star hotel, majority of the employees (44%) indicated training has helped employees solve real life problems at the workplace.

Table 4.13 Effect of training on solving problems at the workplace.

Solving of real-life problems at the workplace	4-Star Hotel	Percentage (%)	3-Star Hotel	Percentage (%)	2-Star Hotel	Percentage (%)
Strongly disagree	0	0	0	0	0	0
disagree	0	0	0	0	6	11
Neutral	3	6	9	17	24	44
Agree	21	39	18	33	21	39
Strongly agree	30	56	27	50	3	6
Total	54	100	54	100	54	100

4.4.3 Other factors indicating good training in employees in the hotel industry of Kumasi Metropolis

In table 4.14 below, other factors that indicate good training in the 4-star hotel is highlighted. Generally, majority of the employees strongly indicated that training helped employees solve real life problems in the workplace, training gave employees more confidence in the workplace, and helped employees understand duties and responsibilities of the work and complete their task with the level of proficiency required. A lot of employees also indicated that training helped employees to fulfil job responsibility accurately and efficiently, training made employees self-directed, efficient,

creative and resourceful, has helped me to assume extra work on own initiative and adapt quickly to new responsibilities, training helped employees embrace continuous improvement as a way of life, training helped employees to set and meet challenging goals, and has helped me to view everything, even mistakes as opportunities for learning and growth. The employees however indicated a neutral position in factors such as the training content adding to their skillset.

Table 4.14 Effect of training on staff performance in the 4-star hotel.

Other factors that indicate good training in the 4-star hotel	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	SD	SD	D	D	N	N	A	A	SA	SA
It has helped me solve real life problems in the workplace.	0	0	0	0	1	6	7	39	10	56
It has given me more confidence in the work place.	1	6	1	6	3	17	5	28	8	44
The training content has added my skillset	1	6	3	17	6	33	4	22	4	22
It has helped me understand duties and responsibilities of the work and complete my task with the level of proficiency required.	1	6	2	11	1	6	6	33	8	44
It has helped me to fulfil job responsibility accurately and efficiently.	0	0	1	6	2	11	8	44	7	39
It has made me self-directed, efficient, creative and resourceful.	0	0	2	11	4	22	8	44	4	22
It has helped me to assume extra work on own initiative and adapt quickly to new responsibilities.	1	6	2	11	5	28	6	33	4	22
It has helped me embrace continuous improvement as a way of life.	1	6	2	11	4	22	5	28	6	33
It has helped me to set and meet challenging goals.	1	6	1	6	5	28	5	28	6	33
It has helped me to view everything, even mistakes as opportunities for learning and growth.	0	0	1	6	4	22	8	44	5	28

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

In table 4.15 below, other factors that indicate to teamwork in the 3-star hotel is highlighted. Generally, the employees strongly indicated that training helped employees solve real life problems in the workplace, training has helped me to assume extra work on own initiative and adapt quickly to new responsibilities, training has helped me embrace continuous improvement as a way of life, and training has helped employees to view everything, even mistakes as opportunities for learning and growth. The employees also indicated that training has given me more confidence in the workplace, training has helped employees understand duties and responsibilities of the work and complete my task with the level of proficiency required, has helped me to fulfil job responsibility accurately and efficiently, training has made employees self-directed, efficient, creative and resourceful, and training has helped employees to set and meet challenging goals.

Table 4.15 Effect of training on staff performance in the 3-star hotel.

Other factors that indicate good training in the 3-star hotel.	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	SD	SD	D	D	N	N	A	A	SA	SA
It has helped me solve real life problems in the workplace.	0	0	0	0	3	17	6	33	9	50
It has given me more confidence in the workplace.	1	6	2	11	2	11	7	39	6	33
The training content has filled my skillset	2	11	5	28	3	17	4	22	4	22
It has helped me understand duties and responsibilities of the work and complete my task with the level of proficiency required.	1	6	3	17	2	11	7	39	5	28
It has helped me to fulfil job responsibility accurately and efficiently.	0	0	2	11	4	22	10	56	2	11
It has made me self-directed, efficient, creative and resourceful.	0	0	3	17	4	22	7	39	4	22
It has helped me to assume extra work on own initiative and adapt quickly to new responsibilities.	1	6	3	17	4	22	5	28	5	28
It has helped me embrace continuous improvement as a way of life.	1	6	4	22	4	22	5	28	5	28

It has helped me to set and meet challenging goals.	1	6	2	11	5	28	6	33	4	22
It has helped me to view everything, even mistakes as opportunities for learning and growth.	1	6	2	11	5	28	5	28	5	28

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree

In table 4.16 below, other factors that indicate to teamwork in the 2-star hotel is highlighted. Generally, majority of the employees indicated that that training helped employees embrace continuous improvement as a way of life. The employees however indicated a neutral position in factors such as training has helped employees solve real life problems in the workplace, training has given me more confidence in the workplace, training has helped employees understand duties and responsibilities of the work and complete my task with the level of proficiency required, training has helped employees fulfil their job responsibility accurately and efficiently, training has made employees self-directed, efficient, creative and resourceful, and training has helped employees to view everything, even mistakes as opportunities for learning and growth. Majority of the employees however indicated that the training content did not add to their skillset, training did not help or encourage employers to assume extra work on own initiative and adapt quickly to new responsibilities,

Table 4.16 Effect of training on staff performance in the 2-star hotel

Other factors that indicate good training in the 2-star hotel.	Freq		%		Freq		%		Freq		%	
	SD	SD	D	D	N	N	A	A	SA	SA		
It has helped me solve real life problems in the workplace.	0	0	2	11	8	44	6	33	1	6		
It has given me more confidence in the work place.	1	6	2	11	7	39	5	28	3	17		
The training content has filled my skillset	6	33	4	22	2	11	4	22	2	11		
It has helped me understand duties and	1	6	2	11	7	39	4	22	4	22		

responsibilities of the work and complete my task with the level of proficiency required.

It has helped me to fulfil job responsibility accurately and efficiently. 1 6 3 17 8 44 4 22 2 11

It has made me self-directed, efficient, creative and resourceful. 1 6 3 17 6 33 6 33 2 11

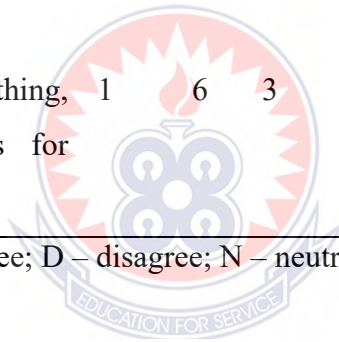
It has helped me to assume extra work on own initiative and adapt quickly to new responsibilities. 2 11 4 22 7 39 3 17 2 11

It has helped me embrace continuous improvement as a way of life. 2 11 3 17 6 33 4 22 3 17

It has helped me to set and meet challenging goals. 4 22 3 17 6 33 3 17 2 11

It has helped me to view everything, even mistakes as opportunities for learning and growth. 1 6 3 17 6 33 4 22 4 22

Where: SD – strongly disagree; D – disagree; N – neutral; A – agree; SA -strongly agree.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study aimed at assessing how certain factors affecting the performance of hotel staff in the Kumasi Metropolis in the Ashanti Region of Ghana. The study identified factors such as teamwork, training, and working environments as integral for improving the service performance of employees in the hotel industry. It was identified that the factors such as teamwork, training and working environments influenced the service performance of employees in the four-star hotel and three-star hotel.

Findings from the study indicated that commercial sex activities affected the hotel industry. Some clients were noted to patronize hotels in areas known to be prevalent with commercial sex activities, particularly during festive occasions. However, some clients were discouraged from doing so, mainly due to concerns about their personal safety, as CSW and their activities were associated with vices. In such cases, the activities of CSW may be detrimental to the fortunes of the hotel industry.

5.2 Recommendations

- The researcher suggests the need for management to reward employees of their hard work, commitment and loyalty shown to the organization. This, the researcher believes will motivate them to give their best to the organization.
- The researcher also suggests that management should continue to keep on the good work of offering quality goods and services.

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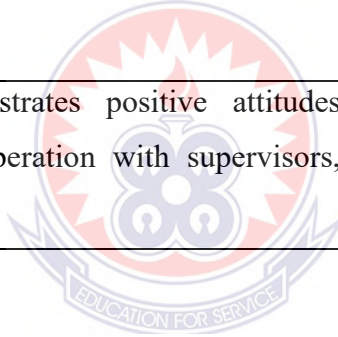
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	impact others when deciding what to do.					
3	Employees have established trusting and supportive relationship with each other.					
4	Everyone values whatever an employee contributes to the work.					
5	Employees appreciate one another's unique capabilities					
6	Able to resolve conflicts with other staff collaboratively.					
7	Sometimes it is hard to get help with things because people feel that 'it is not my job'.					
8	Employees are always frank and open with each other.					
9	Everyone knows what is needed to make the team work well.					
10	Employees demonstrate positive attitudes and promote cooperation with supervisors, peers, and others.					



PART 3: WORK ENVIRONMENT

No	Questions	SD	D	N	A	SA
1	Employer gives me careful attention on working conditions					
2	Employer gives me freedom and authority which makes my job easier, faster and effective.					
3	Employer encourages me to make the most real skills and capacities to the job					
4	The sharing of roles among employees has helped reduced related stress					
5	Employer invest a lot in safety training for workers.					
6	Report to work as scheduled and follow established procedures for breaks					
7	Work area is sufficiently equipped for my typical needs (storage, movement etc).					
8	Employees works with a great deal of flexibility and so adopt to changing needs.					
9	Employer has a mechanism in place to monitor its results.					
10	Security due to rules and regulations at the work place.					

PART 4: TRAINING

No.	Questions	SD	D	N	A	SA
1	It has helped me solve real life problems in the work place.					
2	It has given me more confidence in the work place.					
3	The training content has filled my skillset					
4	It has helped me understand duties and responsibilities of the work and complete my task with the level of proficiency required.					
5	It has helped me to fulfil job responsibility accurately and efficiently.					
6	It has made me self directed, efficient, creative and resourceful.					
7	It has helped me to assume extra work on own initiative and adapt quickly to new responsibilities.					
8	It has helped me embrace continuous improvement as a way of life.					
9	It has helped me to set and meet challenging goals.					
10	It has helped me to view everything, even mistakes as opportunities for learning and growth.					