

Quality Assurance in the Hospitality Industry: A Case Study of Capital View Hotel, Koforidua

by

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DECLARATION

I hereby declare that this submission is my own work towards the Commonwealth Executive Masters in Business Administration (CEMBA) degree and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

The hospitality industry has seen tremendous change over the last decade. Hospitality business today is an integral part of the human life whether in a commercial scale or in small scale. Although, the hospitality industry is seen to be booming as new structures are being put up every day, it is yet to strike a major impact in the country as compared to other hospitality businesses like the hotels in different African countries. The work sought to access the impact of quality on hospitality businesses, the participation of staff and employees in contributing to quality of services, to identify the link between quality and customer satisfaction, and to find out the benefits of ensuring quality in the hospitality business. The study touched on various variables necessary to ensuring quality services that maximizes customer satisfaction. The researcher used non probability sampling techniques in carrying out this research. Both accidental and purposive samplings were used. From the research conducted, it is quite clear that ensuring quality is of great importance to customers and companies as well. On a whole it is one of the basis of growth in the industry economy because it brings cash inflows to the economy through tourism attraction. The researcher found that upon the various benefits of ensuring quality, there is room for improvement in the service delivery to customers. The hotel management should not only pay attention to serving the customers but should rigorously improve the already high quality of the services they provide to their customers. On the question of recommending other customers to the hotel, almost all the respondents said yes. The reason is very simple and crystal clear. Thus the quality standards of Capital View Hotel is high. Despite all the remarkable impact of quality assurance on customer satisfaction in the hospitality business, the researcher believes that more can still be done to increase the impacts.

DEDICATION

This project work is dedicated to my husband and son; my parents, Mr. and Mrs. Des-Bordes, Mr. And Mrs. Ofori, and the rest of my siblings, for their immense support and contributions.



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I wish to express my profound gratitude to the management and staff of Capital View Hotel for their contributions to the successful completion of this work.

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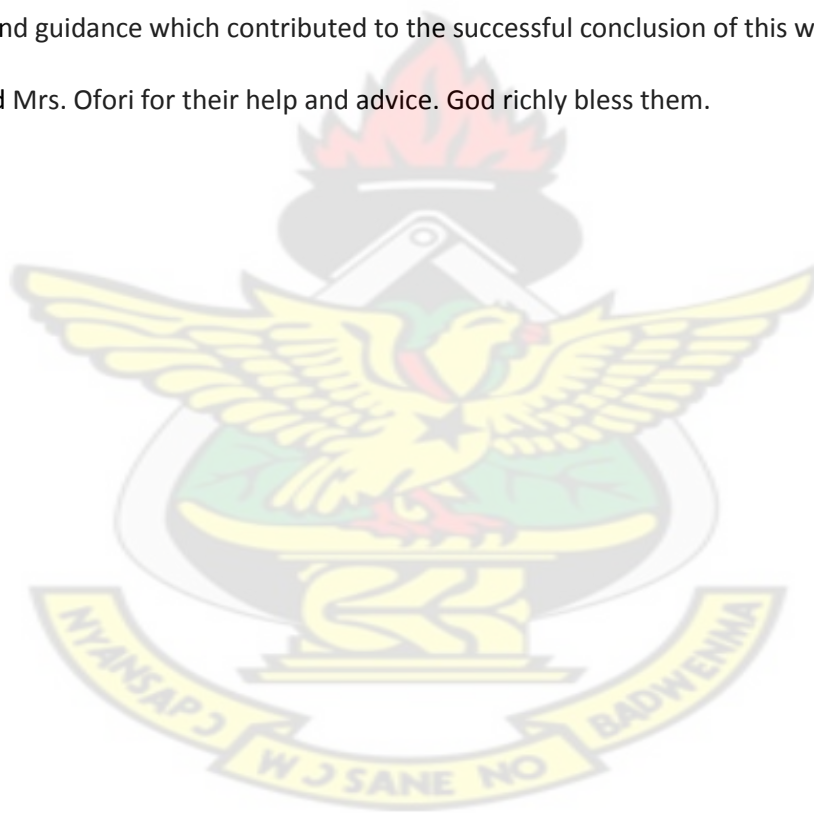


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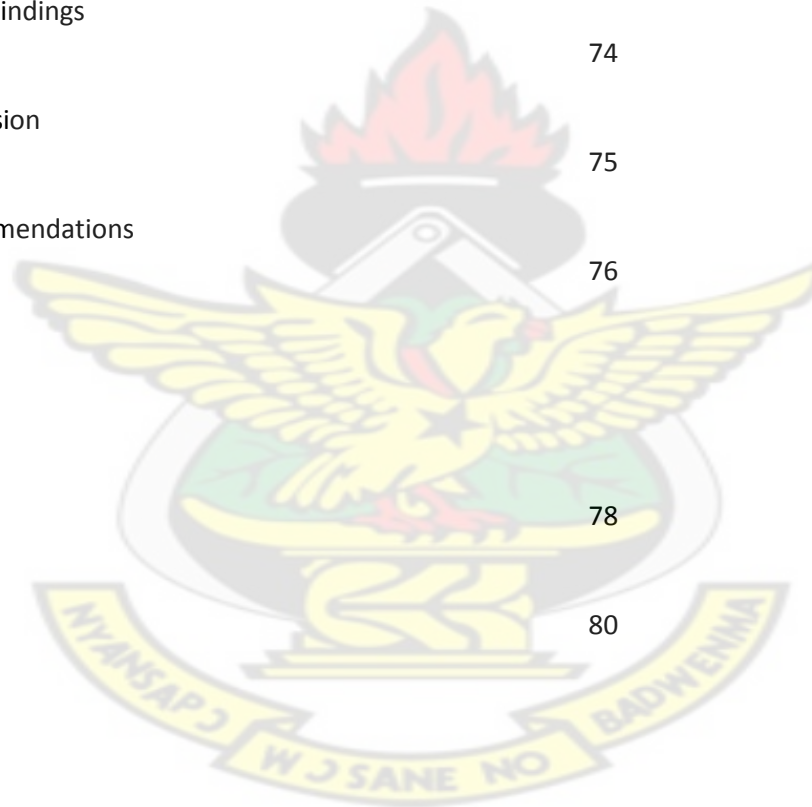
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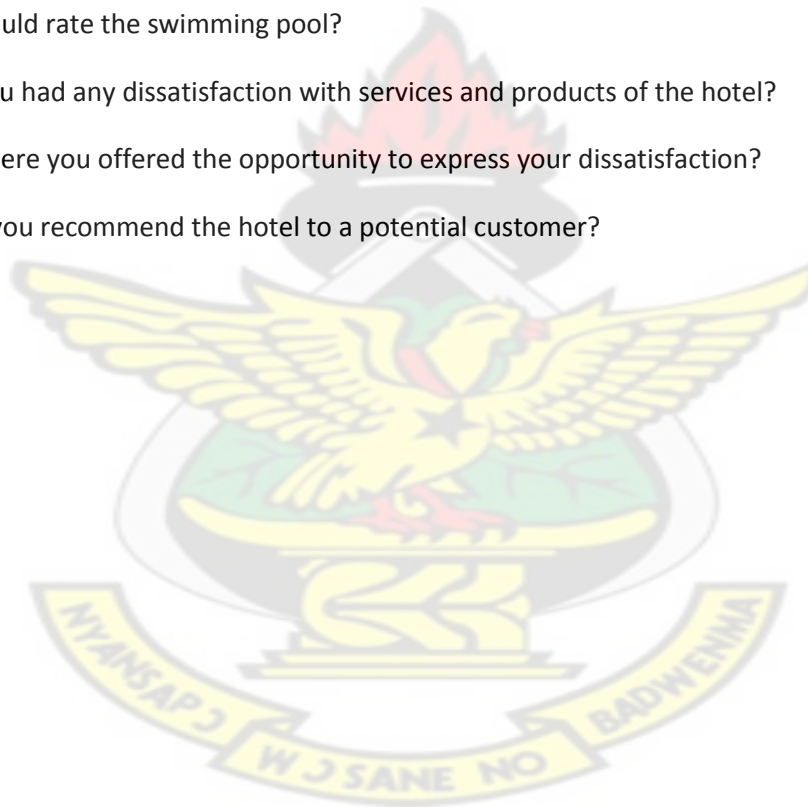
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CHAPTER ONE

1.0 INTRODUCTION

Hospitality business refers to the services rendered by hotels, restaurants, resorts and entertainment sector of the economy. This also includes tourism. Tourism happens to be the third highest foreign exchange earner which contributes immensely to the development of the economy through the injection of foreign exchange into the country. Koforidua is not left out in this development. Numerous structures have been established in Koforidua to promote the image of the hospitality business. This great step is a collaboration of the government and the private sector within the economy. Like any other source of foreign exchange, those generated from the hospitality industry help reduce the country's debts.

1.1 BACKGROUND OF THE STUDY

1.1.1 Overview of the hospitality business in Ghana

Since the late 1980s tourism has received considerable attention in the economic development strategy of Ghana. The number of tourist arrivals and amount of tourists' expenditure has steadily increased, while both public and private investment activity in various tourism sub-sectors have expanded. The government established a Ministry of Tourism in 1993 to underscore its commitment to tourism development, and with assistance from the United Nations Development Programme (UNDP) and the World Tourism Organization (WTO), prepared a 15- Year Tourism Development Plan for the period 1996 to 2010.

Like most African countries, attempts to develop a viable tourism industry in Ghana can be traced to the early part of the post independence period. This paper examines the quality assurance in tourism and its development experience in Ghana.

1.1.2 Present dimensions of tourism in Ghana

Ghana moved up from the seventeenth position in 1985 to eighth in 1998 among the top 20 leading tourism revenue-earners in Africa (WTO, 1999). With respect to tourist's expenditure, international tourism receipts grew at an average annual rate of 41.3 percent from about \$55.3 million in 1985 to about \$285 million in 1998. This makes tourism the third largest earner of foreign exchange currently, ranking behind mineral and cocoa exports.

International tourist arrivals and receipts have been increasing substantially since 1982. In 2004, the sector attracted more than 500,000 tourists into the country with the corresponding tourist receipts of 640million US Dollars. In west Africa Ghana leads it's neighbours as the number one tourist destination. The growth is due to political stability as well as social, economic and technological changes that have taken place in the country. It is also due to the hosting of important events like Pan African Festivals (PANAFEST), Emancipation Day Celebration, National Festivals of Art and Culture (NAFAC) among others. **(Ghana Statistical Service).**

As in the case of most African countries, the rationale for tourism development is primarily economic and at two levels: macro or national or micro or local. At the macro level, tourism is expected to promote economic growth by generating foreign exchange as well as increase various forms of government revenue. At the micro level, tourism is

expected to facilitate job creation, income and revenue distribution, and a balanced regional development, which ultimately should improve the quality of life of residents.

Reports from the Ghana Tourist Board (GTB) also indicated that tourism alone contributes 7% of the Gross Domestic Product (GDP). It has also contributed 20% of foreign exchange earnings to the economy of Ghana for the past 5 years. As a result of this trend of growth most entrepreneurs went into establishing hostels to accommodate these tourists' in the country. In pursuit of national development, the government gave room for private individuals to put up hotels in the country to offer service for these tourists who come into the country for tourist attraction.

1.2 OVERVIEW OR BACKGROUND OF CAPITAL VIEW HOTEL

Capital View Hotel was established within the economic policy goals of the Government of Ghana aimed at developing tourism as a leading socioeconomic sector of the Ghanaian economy. Capital View Hotel is considered to be one of International Competitive destination in hospitality industry in Ghana to providing Quality service delivery to its clients. It has a variety of well defined service products that will make clients feel at home. The quality service delivery has earned the hotel an accolade "The Pride of the East"

The hotel is located in the Eastern Regional capital of Ghana, Koforidua, near Koforidua Polytechnic. A stay in the hotel grants the individual an overview of Obuotabiri Mountain and an excellent view of Koforidua. The positioning of the hotel gives each client or customer an assurance of fresh air and pollution free environment. Capital View Hotel

offers the best of natural facility and nice mountainous view of Koforidua. It has accommodating staff that are prepared to go to “every mile” with the individual delivering quality services that will assure the individuals of their value for money. Capital view Hotel offers security measures to ensure maximum safety to its customers.

1.2.1 Capital view hotel conference halls

- Kingsley Hall can host 400 people with theater sitting arrangement.
- Tutuah Hall can host 60 people at round table conference.
- Janet’s hall can host 30 people at round table conference.
- Odenho Hall can host 20 people at round table conference.

The hotel has 24 hour service for front office and food, beverage and bar service. It offers Room Service and Mini bars in guestrooms, Weekend Vacation with variety of entertainments.

Capital View Hotel luxurious rooms offer guests a relaxing and refreshing stay in Koforidua. The rooms provide modern comfort, a unique feeling of spaciousness and contemporary decor for both business and leisure traveler.

The hotel also features both single and double rooms. The rooms come with so much comfortability that makes client say if there is another place like it.

The spacious and stylish rooms are equipped with a private bathroom, a desk and an internet connection. In the vicinity of the Capital View Hotel you can discover the Eastern Region at its best: from the beautiful falls and the historic mountains to the

entertainment venues. The Capital View Hotel has the perfect location within walking distance of most interesting sights.

1.3 STATEMENT OF THE PROBLEM

The hospitality industry has seen tremendous change over the last decade. Hospitality business today is an integral part of the human life whether in a commercial scale or in small scale. Although, the hospitality industry is seen to be booming as new structures are being put up everyday, it is yet to strike a major impact in the country as compared to other hospitality businesses like the hotels in different African countries.

The hospitality businesses form a sector in the economy that do not undermine the integrity of their customers in service delivery and therefore seek to always provide satisfaction now and in the future to maintain customers and even add more through quality services.

But as Ghana initially ignored the tourist sector by not paying attention to the hospitality industry, authorities likewise failed to monitor the code of ethics governing hoteliers. Thus, as a result, most of the hotels in the hospitality industry did not meet the standards expected of them in terms of service delivery such as adequate facilities, excellent customer relationship, knowledge of product or service offerings, trained personnel and provision of confidence and trust of services offered. This has led to customers complaining of poor quality of service, loss of confidence and dissatisfaction. Lack of these factors, presently have resulted in hotels in Ghana losing their touch of excellence, sense of focus and as a result do not consider the customer as their central focus of their operation and also the cause for the existence of their business. This experience above

suggests a possible existence of weakness in the services administered to the customers of the Capital View Hotel and therefore quality is undermined. The study therefore, set out to investigate how management is ensuring efficient and effective quality assurance to provide satisfaction to their customers.

1.4 OBJECTIVES

Specifically, the work seeks to measure the following:

- I. To access the impacts of quality on hospitality businesses.
- II. To find out the participation of staff and employees in contributing to quality of services.
- III. To identify the link between quality and customer satisfaction.
- IV. To find out the benefits of ensuring quality in the hospitality business.

1.5 SIGNIFICANCE OF THE STUDY

Quality assurance in the hospitality business is relevant to all customers both the old who patronize such business and those who want to patronize. The research study has meaningful and great significance to academia. Thus, the research work contributes to existing knowledge on this particular study or a study of similar nature. In the future, it can be a source of reference to students who might be doing a further study into this topic or related one in the future.

On a whole the research study will be significant to the society, firms and the government at large.

1.6 RESEARCH QUESTIONS

In order for the researcher to come out with the objectives of the study, appropriate questions were administered to respondents, both customers and management. Some of the questions are:

- . What is the quality level of food and beverages of the hotel?
- . What amount of time was spent attending to you or responding to your request?
- . What products and services meet your expectation?
- . What benefit has quality assurance brought to the hotel?

1.7 SCOPE OF THE STUDY

The overall scope of the study was to ascertain quality of services rendered by Capital View Hotel, Koforidua. The study covered only Koforidua, the capital of Eastern Region. Eastern region can be located in the South-eastern part of the country. Koforidua is about 19,323 sq. km with a population of 183, 727. (Census, 2010)

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

1.8 LIMITATION OF THE STUDY

The researcher was faced with difficulties in getting back questionnaires distributed to respondents. This apparently might be due to the tight schedules of the respondents and

the reason that respondents may need convenience. However, the researcher persisted to receive about ninety-five percent (95%) of the answered questionnaires from the respondents. There was the problem of combining work, family and social activities with the research work.

Despite all the above constraints, the researcher ensured that the needed data was obtained.

1.9 ORGANIZATION OF THE STUDY

This research paper is organized into chapters, with the chapters being organized as below:

Chapter one, focused on the introductory aspects of the research topic, it gave a general introduction to the research. This chapter is made up of the following, the background of the study, the statement of the problem, purpose of the study, the objectives of the study, the significance of the study, the research questions, the scope of the study, and the limitation of the study.

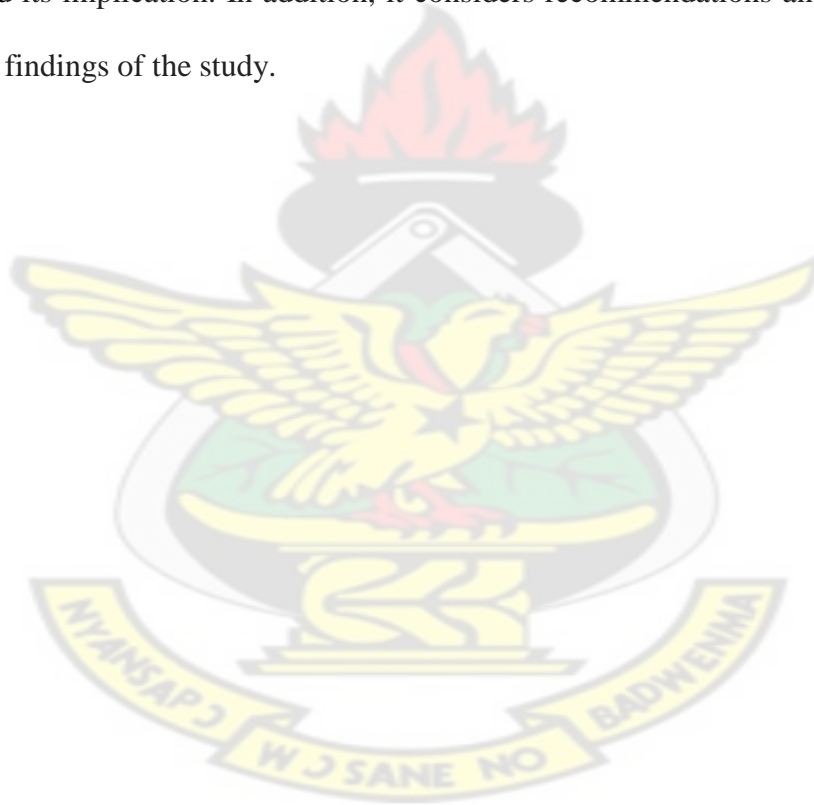
Chapter Two – Literature Review, this chapter reviews the related literature on the topic: Quality assurance in the hospitality business. The researcher considered theoretical literature available on the subject matter.

Chapter Three – Methodology, this chapter deals with methodology of the research. That is the various methods that the researcher adopted in carrying out the research. This chapter includes the sources of the data, primary and or secondary, the sampling techniques used and the reasons for employing such techniques.

Chapter Four – this chapter is concerned with the discussion of data, analysis of data and the interpretation of the data collected. That is, how the data was processed, presented, arranged etc. to bring out the meaning in them so to help achieve the objectives of the study. The chapter is made of absolute figures, bar charts and pie charts in analysing the data collected.

Chapter Five – Findings, Summaries, Suggestions, Conclusion and Recommendations

This chapter deals with presentation of findings, making conclusions from the findings of the study and its implication. In addition, it considers recommendations and suggestions based on the findings of the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews related literature on quality assurance in the hospitality industry.

2.1 CUSTOMER SERVICE

It is the view of business executives that retailers such as hotels that offer many customer services (delivery, gift wrapping, more pleasant surroundings, and sales assistance) satisfy their customers more than their competitors, arguing that it ensures and build an acceptable level of confidence of service offered to customers and promote assurance of quality. Many consumers are willing to pay for more extra service as long as it provides the needed satisfaction to them. (Dunne,1999).

2.1.1 What is Customer Service?

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

Dunne (1999) defines customer services as activities performed by retailers (hotels) that influence the ease with which a potential customer can learn about the firm's offering, the ease with which a transaction can be completed once the customer attempts to make a purchase, and the customer's satisfaction with the purchase. These three elements are the pretransaction, transaction, and posttransaction components of customer service.

He further says that, service has been known to have an impact on customer satisfaction and retention. Providing satisfaction to the customer entails offering a service either by the sale of product or physically rendering a service. When the service is conducted professionally, accurately, promptly and in a good environment as expected by the customer then he or she becomes satisfied. When the service delivered is bad customers will always be dissatisfied.

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

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

McDonald et al (2003) define customer service as:

- 1) The degree of assistance and courtesy granted those who patronize the organization.
- 2) It includes the primary activities associated with after-sale support to enhance or to maintain the value of the product or service.

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

From the above definitions it can be deduced that customer service is a procedural activity that seeks to meet an expectation of the customer in relation to sale of a product or service delivery.

2.2 CUSTOMER SERVICE AND QUALITY ASSURANCE

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

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

2.3 WHAT IS QUALITY? (FROM CUSTOMERS' PERSPECTIVE)

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

Secondly, customers are concerned with the quality of service, by which they mean the accuracy and truthfulness of advertising, responsiveness, and ongoing service support. Finally, customers' concept of quality includes psychological aspects: the company's knowledge of its products, the courtesy and sensitivity sales and support staff, and the reputation of the product. (Russell, 2003)

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

2.4 QUALITY FROM THE PRODUCER'S PERSPECTIVE

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

DIAGRAMMATIC REPRESENTATION OF THE MEANING OF QUALITY

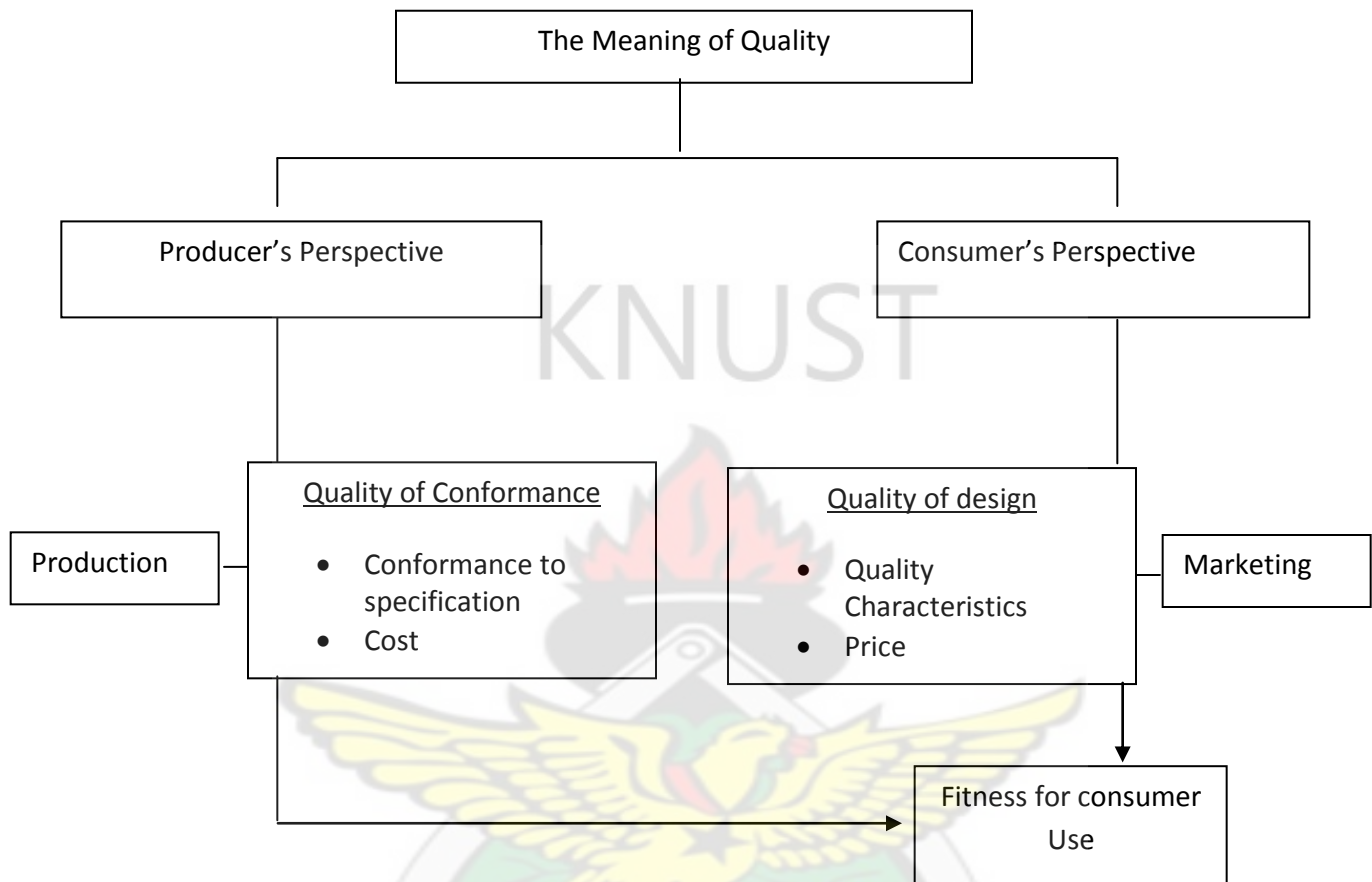


Fig 2.4.1 Source: Roberta Russell. (2003) *Operations management* (4 Ed)

2.4 QUALITY ASSURANCE

In developing products and service, quality assurance refers to planned and systematic process of ensuring that a product or service being developed is meeting customer requirements. That is total satisfaction. More accurately, quality assurance is a standard for meeting customer requirements. It documents how a company will meet the requirements of a client or customer in a systematic, reliable fashion. It shows a companies commitment to delivering quality products and services to the customer. A

quality assurance system is said to increase customer confidence and a Company's credibility, to improve work processes and efficiency, and to enable a Company to better compete with others.

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

The first is "fit for purpose" (the service or product should be suitable for the intended purpose) and the second is "right first time" (mistakes should be eliminated). QA includes regulation of the quality of raw materials, assemblies, products and components; services related to production; and management, production and inspection processes. It is important to realize also that quality is determined by the intended users, clients or customers, not by society in general. It is not the same as 'expensive' or 'high quality'. According to Berry, Parasuraman and Zeithanl, who are strong advocates of quality services they make the point that only customers can judge quality – all other judgments are considered to be essential irrelevant.

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

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

The four quality assurance steps within the **PDCA models** stand for:

- . **Plan:** Establish objectives and processes required to deliver the desired results.
- . **Do:** Implement the process developed.
- . **Check:** Monitor and evaluate the implemented process by testing the result against the predetermined objectives.
- . **Act:** Apply actions necessary for improvement if the results require changes.

PDCA is an effective method for monitoring quality assurance because it analyzes existing conditions and method used to provide the products or service customers. The goal is to ensure that excellence is inherent in every component of the process. Quality assurance also helps determine whether the steps used to provide the product or service is appropriate for the time and conditions. In addition, if the PDCA cycle is repeated throughout the lifetime of the product or service, it helps improve internal company efficiency. Quality assurance demands a degree of detail in order to be fully implemented at every step. Planning, for example, could include investigation into the quality of the raw materials used in production, the actual assembly, or the inspection processes used. The Checking step could include customer needs are being exceeded and

why they are or are not. Acting could mean a total revision in the manufacturing process in order to correct a technical or cosmetic flaw.

2.6 QUALITY MEASURES: ATTRIBUTES AND VARIABLES

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

- 1) **Attribute Measure:** An attribute is a product or service characteristics such as color, surroundings, surface texture, cleanliness or perhaps smell or taste. This can be evaluated quickly with a discrete response such as good or bad, acceptable or not, or yes or no. where quality specifications are complex and extensive, a simple attribute test might be used to determine if a product or service is or is not defective. For example, a customer might examine the quality of Capital View Hotel premises by seeing if it is clean or not. If it is not it can be investigated to find out who is suppose to get it clean and has not done so. This is sometimes referred to as qualitative classification.
- 2) **Variable Measure:** A variable measure is a product characteristic that is measured on a continuous scale such as length, weight, temperature or even time. (Roberta and Bernard, 2003) For example, the time it takes to serve a customer at Capital View Hotel can be measure to see if it is quick enough. Since a variable evaluation is the result of some form of measurement, it is sometime called quantitative classification method. A variable measure provides more information about a product or service than an attribute measure. For instance, the weight of a product is more informative than simply saying the product is good or bad.

2.7 SERVICE QUALITY

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

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

Berry et al (2002) suggest that “customers use five dimensions to form their judgment of service quality which are based on a comparison between expected service and perceived service.” For services, the assessment of quality is made during the service delivery process. Each customer contact is referred to as a moment of truth, an opportunity to satisfy or dissatisfy the customer.

Therefore customer satisfaction with a service quality can be defined by comparing perception of service received with expectation of service desired. In ensuring that quality is sustain and reaches the customer at the end of the day, five elements should be

considered. These five elements are called the SERVQUAL elements and they are reliability, responsiveness, assurance, empathy and tangible.

➤ ***Reliability***

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

➤ ***Responsiveness***

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

➤ *Assurance*

It is the knowledge and courtesy of employees as well as their ability to convey trust and confidence. The assurance dimension includes competence to perform service, politeness and respect for customers, effective communication with customers and general attitude that the provider has. Quality assurance in this sense means that the provider of the service should not only look at the time of delivery, nature of the service but should take into consideration how the service is delivered. In assuring quality to customer, the provider must do so with trust and confidence assuring the customer that the service is real, good and important to him or her.

Again, the provider must show some form of decorum, showing respect to the customer in all sense and also communicating in the right manner and with the right attitude to the customer. These are very important in ensuring quality of service to the customer. At all cost, these should not be compromise in any way if quality is a hull mark.

➤ *Empathy*

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

attend to each customer in a caring and sensitive manner for purposes of reaching the needs of the customers.

➤ ***Tangibles***

These are the physical facilities, equipment, personnel and communication materials that the service provider has at his or her office. The condition of the physical evidence is a clear indication of the care and attention that the service provider has exhibited. It therefore shows that in the bid to ensure quality of the services delivered, the physical facilities, personnel and other communication materials must be in the best of condition or shape.

When the tangibles are in shambles, then of course the services will be of a low quality because of the possible errors that will occur in the course of rendering services to the customer. Hence, proper care should be taken in ensuring that the tangibles aspects of the service delivery are always in the best of shape for better service delivery

These five dimensions are not the only ways that service quality can be measured, but as shown in figure 2.2, there are other five elements that can also be looked at.

APPROACHES TO MEASURING SERVICE QUALITY

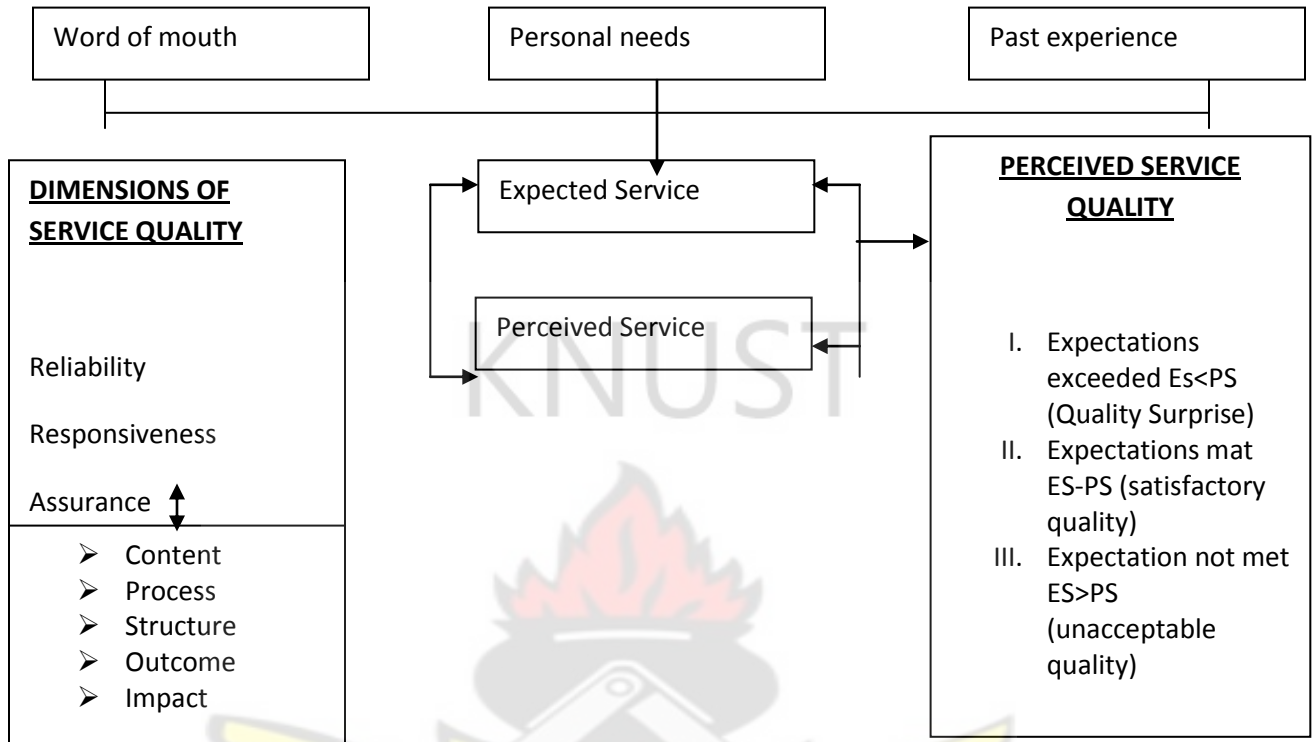


Fig 2 .2 Source: Torc Williams 2005 (Service Marketing), (5 Ed)

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

➤ *Content*

In ensuring high quality standard of services or goods being produced, employees must follow the standard procedures of the company. For routine services, standard operating procedures generally are developed and service personnel are expected to follow these established procedures to the end.

Content here requires that employees do not leave any procedure unmarked. Quality assurance in this respect requires that what must be done must be to the fullest in terms of the procedures to be followed in arriving at the final stage.

➤ ***Process***

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

➤ ***Structure***

Are the physical facilities and organisational design adequate for the service? These and the support equipment are only part of the structural dimension. In ensuring quality, the physical facilities and the organisational design in the production of the service and the products must be enough and if necessary in excess. When these are in shortage, things can not be done well and the end result is poor-quality. The qualification dimension of the staff must also be taken into consideration. A measure of organisational effectiveness in controlling quick would be the presence of active self-evolution procedures and member's knowledge of their peer's performance.

➤ ***Outcomes***

What changes in status has the service affected. The ultimate measure of service quality is a study of the end result. The question that is always asked is whether the customer is

satisfied or not. In services, the assumption is made that the status quo is acceptable unless the level of complaints begins to rise. The more complaints received by companies, the high indication that quality is poor.

➤ ***Impact***

What is the end result of the use of the service? Are the customers safe, secure etc, are the questions that must be asked. However it should be that the impact also must include a measure of service and accessibility which usually is quoted as the population served per unit area. It will be noted that the other five element of quality measurement are taken from the company's perspective, therefore there is the need for both customers and companies in the service industry to know that they must all judge service not from their perspective only but must look at it from the two angles. With quality ensured from the production stage, through the service delivery to the customers, the resultant reward is satisfaction to the customer and the producer or service provider as well.

In ensuring quality, the most important perspective of quality is the customer's. Product and services must be designed to meet customer expectations and needs for quality. A total commitment to quality is necessary throughout an organisation for it to be successful in improving and managing product and service quality.

The commitment must start at the top and filter down through all levels of the organisation and across all areas and department. Employees need to be active participants in the quality improvement process and must feel a responsibility for quality. Improving service and product quality is cost-effective however; the cost of poor quality greatly exceeds the cost of attaining good quality.

2.8 TOTAL QUALITY MANAGEMENT

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

What then is Total Quality Management or TQM?

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

Again it is defined as is a business management strategy aimed at embedding awareness of quality in all organizational processes. TQM has been widely used in manufacturing, education, call centers, government, and service industries, as well as NASA space and science programs.

From these above definitions and view of TQM, it presupposes that forecasting is very crucial in TQM environment. More customers perceive good-quality service to mean having a product or services when they demand it. This perception hold true for manufacturing and service companies. For instance, when customers walk into any hospitality firm like that of Capital View hotel, they do not expect to wait for long to place orders. Rather they expect Capital View to have the item and services they want,

and they expect to receive their orders within a short period of time. An accurate forecast of customer traffic flow and product demand will enable Capital View to schedule enough servers, to stock enough food, and to schedule food production to provide high-quality service. An inaccurate service forecast causes service to break down, resulting in poor service quality.

2.8.1 Principles of Quality Assurance (Total Quality Management)

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

1. The customer definition of quality and customer satisfaction is the top priority.
2. Top management must provide the leadership for quality.
3. Quality is a strategic, and requires strategic plan.
4. Quality is the responsibility of all employees at all levels of the organization.
5. All functions of the company must focus on continuous quality improvement to achieve strategic goals.
6. Quality problems are solved through cooperation among employees and management.
7. Problem solving and continuous quality improvement use statistical quality control methods.

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

2.8.2 Quality Assurance and Continuous Process Improvement

Companies all over the world including the hospitality companies and enterprises, value quality and also ensure that it met by both employers and employees at all standards on a continuous basis. TQM embodies the same basic principles as quality assurance, total quality control etc. TQM emphasizes top management's roles in leading a total quality effort on which all employees at all levels must focus. TQM also emphasizes that quality is a strategic issue and that the organization must decide what the customer want in term of quality and then use strategic planning encompassing all functional areas to achieve goals for quality.

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

2.8.3 Quality Assurance and Customer Satisfaction

At the other end of a company's spectrum from its suppliers is its direct relationship with its customers. According to Kerin et al. (2006) an important component of any TQM program is the company's ability to measure customer satisfaction. In this sense the

company needs to know if its TQM program is effective. That is; is the company meeting customer expectations? Is its product or services meeting their fitness for use definition? Is it what the customer wants, does the customer like it, does the customer need it, will the customer like it changed? TQM program must contain some form of measurement system to answer these questions and provide data about the customer's level satisfaction.

With a quality assurance program otherwise known as continuous process improvement or TQM in place, customers are assured of their satisfaction with respect to quality, usage, specification and so forth. When customers express satisfaction it is an indication that the firm is doing great and that its Quality Assurance programs are in full swing.

The measurement of the satisfaction of the customer can be done in various ways. However, Lisa et al (1995) point out that the most widely used means for measuring customer satisfaction is the customer survey.

This has been traditionally thought as a tool for market analysis. However continuous monitoring of customer satisfaction through survey, or any other means, is an invaluable source for information that a company can use to improve its product, services and process. For example a third-party customer satisfaction survey results for 2000 Baldrige National Quality Award winner data Corporation-Spicer Driveshaft Division in the United States showed over 87 percent overall customer satisfactions with their product quality and performance from 2003 to 2007 which was over 10 points higher than their competitor.

2.8.4 Satisfactions as Cognitive or Affective Measurement of Quality

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

Quality is made up of both the cognitive (thinking) and affective (emotional) aspects. Cognitive, in the sense that it has to do with how the customer thinks and is thinking about the service or the product which brings to him or her satisfaction needed. Affective in the sense that it has to do with how the customer feels about the service or the product being delivered or sold and this contributes to his or her satisfaction

According to stoke (2007) perceived quality is an important predictor to customer satisfaction. Thus looking at all the description of quality, they concluded that perceived quality (what the customer holds about quality) is what counts and these involve the following:

- ❖ Performances
- ❖ It is based on comparative standards
- ❖ It differ among customers and situation
- ❖ It resides in the use or consumption of product and services.

2.9 THE COST OF QUALITY.

According a legendary quality guru, Armand Feigenbaum “quality cost are the foundation for quality-system economics.” Quality costs have traditionally served as the basis for evaluating investment in quality programs. The costs of quality are those incurred to achieve good quality and to satisfy the customer, as well as the costs incurred when quality fails to satisfy the customer.

Quality Costs Fall into Categories. These are;

- 1) The cost of achieving good quality, also known as the cost of quality assurance.
- 2) The cost associated with poor quality products or services also known as the cost of not conforming to specification.

1. The cost of Achieving Good Quality

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

A. Prevention Costs: These are the costs incurred during product design. They are the costs of trying to prevent poor-quality product from reaching the customer.

According to Stokes (2007), prevention reflects the quality philosophy of “do it right the first time,” the goal of quality management program. He outlined some examples of prevention cost and these are as follows

- Quality planning cost: The cost of developing and implementing the quality management program.
- Product design costs: The costs of designing product with quality characteristics.

- Process costs: The costs expended to make sure that productive process conforms to quality specification.
- Training costs: The costs of developing and putting training programs for employees and management.
- Information costs: The costs of acquiring and maintaining (typically on computers) data related to quality, and the development and analysis of reports on quality performance.

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

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

- Inspection and testing: The costs testing and inspecting materials, parts, and product or services at various stages and at the end of the process.
- Test equipment costs: These are the costs of maintaining equipment used in testing the quality characteristics of the products or services.
- Operator costs: These are the cost of the time spent by operators to gather data for testing product or service quality, to make equipment adjustment to maintain quality, and to stop work to access quality. In a service organization like Capital View Hotel, appraisal costs tend to be higher and therefore, are a greater

proportion of total quality costs. Quality in service is related primarily to the interaction between an employee and customer, which makes the cost of appraisal quality more difficult, however it must be done. (Zeithanl et al, 2006)

2. The Cost of Poor Quality

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

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

A) Internal Failure Costs: These are costs incurred when poor-quality products are discovered before they are delivered to customers. Examples include:

- Scraps costs: These are costs of poor-quality products that must be discarded, including labour, materials, and indirect costs.
- Rework costs: the cost of fixing defective products to conform to quality specification.
- Process Failure Costs: These are the costs of determining why the productive process is producing poor-quality products or services.
- Process Downtime Costs: These are costs of shutting down the productive process to fix the problem.

- Price Downgrading Costs: These are costs of discounting poor-quality products- that is selling products as “seconds”.

B). External Failure Costs: These are cost incurred after the customer has received a poor-quality product or service. These costs are primarily related to customer service.

Examples of external failure cots include:

- Customer Complaints Costs: These are the costs of investigating and satisfactorily responding to a customer complaint resulting from poor-quality product
- Product Return Costs. These are costs of handling and replacing poor-quality products returned by the customer.
- Warranty Claims Costs: These are costs of complying with products warranties.
- Product Liability Costs: These are litigation cost resulting from product liability and customer injury.
- Lost Sales Cost: The cost incurred because customers are dissatisfied with poor-quality products and do not make additional purchases

It is evident from series of researches that internal failure costs tend to be low for a service producing company like that of Capital View Hotel, while external failure costs can be quite high. A service organization has little opportunity to examine and correct a defective internal process, usually an employee-customer interaction, before it actually happens. For this reason it is incumbent on the employees to consciously exhibit high professionalism in delivering services to customers, particularly in the first instance.

Hence, the first contact with the customer by the employee should be free from any defects. Again external failures typically results in an increase in service time or

inconvenience for the customer. (George, 2005). Examples of external failure include a customer waiting too long to be service after order is place or a customer waiting too long to replace an order, or an order that arrives with wrong items, requiring the customer to call back the waiter or waitress for re-ordering, just to mention a few.

2.10 QUALITY IMPROVEMENT AND THE ROLE OF EMPLOYEES

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

Example, in a survey of a firm in Georgia that had implemented TQM, 94 percent indicated that their employees had received additional job skill training, and additional training in problem solving skills such as statistical process control. 85 percent said they had expanded opportunities for employee recognition and reward, while 79 percent had formed work groups during the TQM implementation process. In this same survey, quality improved in 94 percent of the companies and employee satisfaction improved in 88 percent. (Brian, 2006)

Job training and employee development are major features of a successful Quality assurance program. Increase training in job skills results in improved processes that improve service and product quality. Training in quality tools and skills such as statistical process control enable employee to diagnose and correct day-to-day problem related to their job. This provides employees with greater responsibility for service and product quality and greater satisfaction for doing their part to achieve quality. To achieve high quality, it is absolutely necessary that management and employees cooperate and that each have an equally strong commitment to quality. Cooperation and commitment are not possible when management “dictates” quality to employees. Cooperation in a quality-management program is achieved when employees are allowed to participate in the quality-management process. That is, when they are given a voice. (Stokes et al, 2004)

According to Russell. S. (2003) when employees are directly involved in the quality-management process it is referred to as participative problem solving. Thus, employee participation in identifying and solving quality problem have been shown to be effective in improving quality, increasing employee satisfaction and morale, improving job skills, reducing job turnover and absenteeism and increasing productivity. Participative problem solving is usually within an employee-involvement (EI) program, with a team approach.

2.11 QUALITY CIRCLES AND PROCESS IMPROVEMENT TEAMS.

According to Ittner (2000) one of the first team-based approaches to quality assurance in a firm is quality circles. It is called quality control circles in Japan and it originated during the 1960s. **Quality circle** was introduced in the United States in the 1970s. It has

being proven to be effective in both manufacturing and servicing industries. A quality circle is a small, voluntary group of employees and their supervisor(s), comprising a team of about 8 to 10 members from the same work area or department addressing production problems. The supervisor is typically the circle moderator, promoting group discussion but not directing the group or making decisions. Decisions result from group consensus. A circle meets about once a week during company time in a room designated especially for that purpose, where the team works on problem and projects on of their own choice. (J.B Carpenter, 2003).

Quality circles follow an established procedure for identifying, analyzing, and solving quality-related (or other) problems. Members are trained to conduct meetings and address problems as a group, as well as collect data and analyse problems. The group technique for solving problems is brainstorming to generate ideas. Free expression is encouraged and criticisms are not allowed. Only after brainstorming is completed are ideas evaluated. (Evans and Lindsay, 2000)

Quality circles have been very successful in Japan, Unites States, Asia etc. and their development has been credited to Dr. Kaoru Ishikawa of the University of Tokyo. It is estimated that approximately, 20 million Japanese worker and supervisors have participated in quality circles and several million project have been undertaken since it inception in the 1960s, with an average return of several thousand dollars each.

DIAGRAMMATIC REPRESENTATION OF THE QUALITY CIRCLE PROCESS

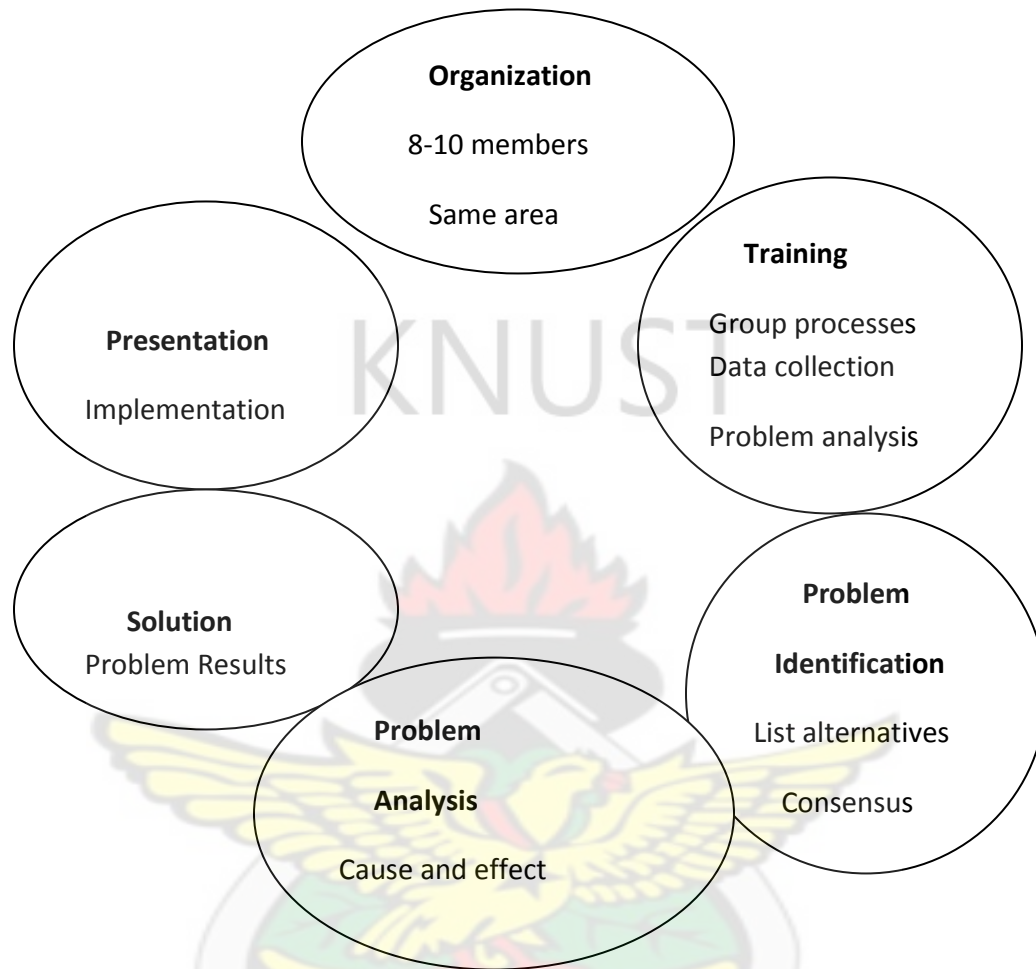


Fig 2.3 Source: C.D. Ittner. (2003) *Ensuring Quality Operations management* (summer :) 648

The diagram above explains how the quality circle works in improving quality assurance. The process begins with the team setting which constitutes 8-10 members with same concentration and a supervisor. This group of individuals is trained on data collection and analysis process with regards to quality. The next process is the identification of problems together with devising numerous alternatives towards solving the problem.

This is done through brainstorming and hence coming to a consensus as to which alternative(s) to use in addressing the quality issue at stake. After identifying the problem(s) and brainstorming to derive alternatives, the next stage is analysis the problems. That is the cause and effect which calls for data collection, information seeking to understand and analyse the problem critically.

The next stage of the quality circle process is finding the resultant solution or result to the problem. The final process is the implementation of the solution as well monitoring to find how well the solution is ensuring quality. In other words how feasible is the solution in combating the poor-quality issue worrying the firm. The process is cyclical. It does not end in so far as production of goods and services do not also end.

2.12 INCREMENTAL IMPROVEMENT AND QUALITY

For products where technology is an integral part of product performance, competition often focuses on continuing technological improvement. Evans (1994). In such markets, a company makes products less costly and technologically better. Increasingly, companies achieve competitive advantage in the global marketplace by offering customers a continuous stream of technologically improved products. Market- perceived quality (customer satisfaction) includes anticipating a customer's needs and being ready with a technologically improved product.

The Japanese, who are seen as providing the market with superior quality product and services, are adept at continuously incorporating technological changes and constantly improving their product with a series of small incremental steps rather than large jumps.

A company way out in a competitive world is to have flexible manufacturing machinery that permits them to respond to changing customer needs and to incorporate incremental technological improvement quickly and cost effectively ahead of competition.

It is important to note that market-perceived quality is not just conformance quality but a perspective that views quality from the customer's perspective (i.e. performance) and internally from a quality-assurance point of view. Superior market-perceived quality allows a business to maximize profit, which can be translated into several alternatives: i.e. higher profit, additional capital to invest in R&D, new product to ensure perceived quality, or the buildup of a greater market share offers a superior product or service at a competitive price.

2.13 THE SCOPE OF SERVICE

No economy can function effectively without taking into consideration the central role services play in the economy. The service infrastructure ranges from banking, Transportation, Communication, Hotel and restaurant businesses and consultancy, just to mention a few. As an economy develops, however, services become even more important and soon the vast majority of people are employed in the service industry. Perhaps the most important characteristics of service operation are the presence of the customer in the service delivery system. Focusing on the customer and serving his or her needs has always been an important daily activity for service providers.

2.13.1 What is service?

Service can be defined as intangibles need of the individual which is produced or provided and consumed simultaneously. Thus as the service is being provided, the customer along side consumes the service. (Kotler, 1990)

It also defines services as “an activity or series of activities or more or less intangible nature that normally, but not necessarily taken place in interaction between customer and service employees and / or physical resources or goods and / or system of service provider which are provided as solutions to customer problems”.

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

Zeithaml and Bitner (2000) also define services as “deeds, process and performances”

From the above definition of services, it can be seen that there is a clear distinction between services and good and this can be seen from their attributes.

2.14 THE FIVE UNIQUE ELEMENTS OF SERVICE

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

❖ 2.14.1 Intangibility

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

❖ 2.14.2 Inconsistency;

Quality of service is often inconsistent because developing, pricing promoting, and delivering of service is challenging. According to Larry (1997) since service depends on human, the quality varies with each person's capability and day-to day job performance. Hence no two (2) services will be the same even if delivered at the same time, under same condition. Inconsistency is much of a problem with service than with goods.

❖ 2.14.3 Inseparability

There are two (2) dimensions of inseparability. The first is inseparability of production and consumption. Thus while goods are first produced, sold and then consumed, services are sold first, purchased and then consumed simultaneously. E.g. a customer buys a ticket at the hotel ticket office, then comes and consumes in-house services as it is being produced.

The second dimension of inseparability is that the customer cannot separate the deliverer of the service from the service itself. E.g. In getting information from the hotel, the customer may have to go the hotel. The quality of the service may be poor, but if the customer have access interacting with the employees for direction, finds at ease whoever

they are looking for, or does receive adequate and nice reception, he or she may be satisfied with the service experience: Meaning a customer satisfaction may be influenced primarily by the perception of employees, managers and a good reception.

2.14.4 Inventory

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

2.14.5 Lack of Ownership

According to Lisa et al (2001), Exceptional quality service results in greater customer satisfaction which also leads to greater customer retention. This in turn results in higher profitability. He says customer loyalty is a major contributor to sustainable profit growth. He continues to say that to achieve success; the employees must make superior service second nature to their organization. A seamless integration of all components in the service-profit chain – employee satisfaction, value creation, customer satisfaction, customer loyalty, and profit and growth – links all the critical dynamics of top customer service.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter indicates the strategies or procedures that were employed by the researcher. It shows the various methods used in the collection of data for the research. The methodology of the research work like any other research work was essential in order to ensure reliability, validity, and generalization of the research findings. It is presented in the following order: The Study Site, Research Design, The Study Population, Sampling Technique, Sample Size, source of Data, Data Analysis, Data collection method, Constraints.

3.1 STUDY SITE

The study site of this research work was Capital View Hotel in Koforidua, the capital of Eastern Region of Ghana.

3.2 RESEARCH DESIGN

Research design is a frame work or blueprint for conducting the research project. It specifies the details of the procedures necessary for obtaining the information needed to solve the impact of quality assurance on customer satisfaction. The study touched on various variables necessary to ensuring quality services that maximizes customer satisfaction.

3.3 THE STUDY POPULATION

In order to achieve the objectives of this research, the research population was chosen to include management and customers of Capital View Hotel. The total population of management and staff is 40. This includes five (5) managers and thirty five (35) non managers. The hotel enjoys patronage from numerous clientele. According to the human resource manager customers keep coming everyday which makes it difficult for them to give exact number of customers and he said it is against industry policy to disclose customer base.

3.4 SAMPLE SIZE

Sample size is the proportion of a group of people selected and studied, which serves as a representative of the whole or entire population. (Twumasi, 1998)

In this study, a total of Hundred and twenty (120) respondents which includes 20 respondents made up of four managers and sixteen non managers and hundred (100) customers were sampled to give their opinions and feelings about their satisfaction of the services rendered by Capital View Hotel. The researcher believes primarily that this size is a fair representative of the population and enough to provide the needed information for the study.

Employees – Data was purposively taken from twenty (20) employees of Capital View Hotel. This consisted of four (4) managers and sixteen (16) non managers. This method allows the researcher to use his judgment to select knowledgeable people that will best answer the research questions and meet his objectives.

Customers – hundred (100) customers of Capital View Hotel were accidentally given questionnaires to answer. With this the researcher goes to the study site to get whoever is available due to limited time given to conduct the study. With this size, the researcher believes that it is economically feasible to him and enough to provide the needed information for the study.

3.5 SAMPLING TECHNIQUE

Sampling technique is the statistical tool for selecting a fraction or percentage of a group of people to represent the total or entire population. (McDaniel and Gates, 1998)

Sampling techniques can be divided into the two broad categories of

Probability and Non – Probability samples

The researcher used non probability sampling techniques in carrying out this research. Both accidental and purposive samplings were used.

In this study the researcher used accidental sampling for customers. This was because with this technique, it allows the researcher to administer the questionnaires to any customer who comes into the premises of capital view hotel that is available and willing to respond to questions. This saves time and cost.

Purposive sampling was used for some selected staff members who the researcher believed would provide the needed data on the study and also for the fact that certain objectives had to be achieved in the process.

3.6 SOURCES OF DATA

There are two main sources of data for this research work. These are the primary and secondary sources of data. (Nachimias et al, 1976)

The researcher used secondary data such as text books and other publication as well as the internet for information.

Secondary data are publications and documented sources examples such as annual reports, brochures and press reports, textbooks, journals, magazines, articles, and internet resources. Secondary data saves time and money, since the researcher only need to go to library gets the material for the study.

The negative side of secondary data is that the data collected for another study with different objectives will be irrelevant to the research problem at hand.

Primary data involves the use of personal interviews, questionnaires and observations as data collection method.

It is reliable and accurate and also provides first hand unadulterated data. However, it is expensive.

3.7 DATA ANALYSIS

Computer software program were used in analysing the responses obtained from the questionnaires administered. The data were coded and entered into the computer database.

The data were analysed using SPSS software version 12.0 for MS Windows. 95.5 percent valid responses were analysed. Variables of interest included in the analysis were gender, age, marital status, and position. Respondents were categorized into age groups of 18-25, up to 70years.

3.8 PRIMARY DATA COLLECTION METHOD

This researcher used three (3) primary data collection methods. These are questionnaires, interviews and observation methods.

A. Questionnaires

The researcher administered questionnaires to both customers and employees of Capital View Hotel through personal visits and went back on several occasions for collection under an arrangement with the receptionist. It took the researcher more than two months to administer and collect questionnaires. On several moments, the researcher would visit the hotel for returned questionnaires but would go back empty handed. Sometimes it is frustrating.

The researcher also used open-ended and closed-ended questions. With the open-ended questions, the respondents are free in giving their own answers since there are no restrictions and also allow the respondents to give additional information which the researcher has no idea. With the closed-ended questions, the respondents are restricted to avoid unnecessary responses

B. Interviews

The researcher conducted face to face interviews with the general manager and human resources manager. This is to obtain further information and also ascertain their commitment to providing quality services to customers.

Interviews help for better supervision of how questions are answered. And also solves the problem or misunderstanding of questions. That is to say that, interviews allows for probing, prompting, and clarification of answers. However, it is very costly, time consuming and can cause Bias.

C. Observation

The researcher spent many times on several occasions at the reception floor and inside the restaurant and bar to have a clearer picture of service rendered and how employees relate with customers who come to the hotel. Similarly, pool sides and internet café centre were also observed by the researcher to be able to understand the true situation of services offered. Sometimes, the researcher will buy a drink pretending as if he is watching TV but paying attention to conversation between customers and servers. It gives eye witness account of event.

3.9 RESEARCH CONSTRAINTS

Getting time to work on the research project was very difficult since one had to combine the project with attending lectures, write quizzes and assignment and mid semester exams at the same time. A lot of money was spent on stationary, typing, photocopying, binding, browsing, and transportation to undertake this project and this project work has almost

rendered me cashless.

The attitude of some of the respondents was a source of worry; some will demand snacks, drinks before they will listen to you. And the difficulties encountered in order to get the company to release information on time were also a challenge.

KNUST



CHAPTER FOUR

ANALYSIS AND INTERPRETATIONS OF DATA

4.0. INTRODUCTION

In this chapter, the researcher analyses the various questions posed to respondents and brings out the various shades of opinion from respondents regarding all aspects of the questionnaire.

The data provided by the respondents were statistically analyzed by the researcher using Statistical Package for Social Sciences (SPSS) and the results reported in the following sections of this chapter. The quantitative technique employed for this research was based on frequencies, percentages and pie chart.

4.1 SECTION (A). ANALYSIS OF MANAGEMENT RESPONSE

Q1 Age

The age aspect was to identify the category of age group of management and staff of the hotel under study. Based on the data collected, 7 respondents representing (35.0%) were between the ages of 18-25. 10 respondents representing (50.0%) were between the ages of 26-45. 3 respondents representing (15.0%) were between the ages of 46-70. From the above it could be said that most of the employee base of the hotel are the vibrant youth. This could also be attributed to the fact that the job market is looking for young energetic people to work for higher productivity.

Table 4.1

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	7	35.0	35.0	35.0
	26-45	10	50.0	50.0	85.0
	46-70	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey, June, 2012

Q2 Gender

With regard to gender, the data collected showed that 12 respondents representing (60.0%) were males and 8 respondents representing (40.0%) were females. This also shows that most of the working force of the hotel under study is masculine personality. The details are shown in Table 4.2 below.

Table 4.2

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	12	60.0	60.0	60.0
	Female	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey, June, 2012.

Q3 Marital Status

With respect to “Marital status” the analysis showed that 10 respondents representing (50.0%) were married and another 10 respondents representing (50.0%) were single. None was divorced. The inference deduced by the researcher was that there is an extra

burden on the worker of the hotel particularly, the married ones. Table 4.3 indicates in figures the analysis given.

Table 4.3

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	10	50.0	50.0	50.0
	Single	10	50.0	50.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012.

Q4. Position

In response to the question, “position”, the researcher found out that majority of the workers holds the position as a waiter and waitress. This represents 25.0% (5 respondents each) of the total population. 4 respondents (20.0%) are front desk officers, 3 respondents (15.0%) are managers of different departments. 2 respondents are hoteliers and they represent 10.0% of the total population. The hotel has one accountant and this represents 5.0%.

Table 4.4

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accountant	1	5.0	5.0	5.0
	Front Desk Officer	4	20.0	20.0	25.0
	Waiter	5	25.0	25.0	50.0
	Waitress/Chef	5	25.0	25.0	75.0
	Hotelier	2	10.0	10.0	85.0
	Manager	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q5 How long have you been with the company

In soliciting for the number of years respondents have worked for and with the hotel, the researcher found out that, the workers have worked for the hotel for quite some time. From the table 3 respondents (15.0 %) have worked with the hotel as long as 5 years and over. This being the longest. 4 respondents (20.0%) have been with the hotel between 0-1 years. This being the least of all. Table 4.5 shows all the details.

Table 4.5

		How long have been with the company?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 year	4	20.0	20.0	20.0
	1-3 years	6	30.0	30.0	50.0
	3-5 years	7	35.0	35.0	85.0
	Others	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q6 Do you have a quality assurance policy as a company?

The question asked was to find out whether the hotel under study has a policy with respect to quality assurance. From the data collected, it showed that the hotel really has such policy in place. From the table 19 respondents (95.0%) said “Yes”. Only 1 respondent said “No” and this represents 5.0% of the total population.

Table 4.6

Do you have a quality assurance policy as a company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	95.0	95.0	95.0
	No	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q7 If yes, please give some of these policies.

As a follow up question to Q6, the researcher sort to know some of the policies that the hotel has in connection to quality assurance. From the analysis, it shows there are quality assurance policies. 7 respondents (35.0%) being the majority of the respondents gave “Better staff/customer relationship”, 6 respondents (30.0%) gave “Quick and efficient services” and 3 respondents (15.0%) gave High service standards and high standards of hygiene respectively. 1 respondents did not answer this particular question.

Table 4.7

If yes, please give some of these policies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	1	5.0	5.0	5.0
High Service Standards	3	15.0	15.0	20.0
Quick and Efficient Services	6	30.0	30.0	50.0
High Standard of Hygiene	3	15.0	15.0	65.0
Better Staff/Customer Relationship	7	35.0	35.0	100.0
Total	20	100.0	100.0	

Source: Field Survey. June, 2012.

Q8 Do you include customer's opinion in service production?

Here the researcher wanted to know whether management includes the views of customers in service and product design. From the data, 14 respondents said "Yes". This means that to a large extent, management includes customers' views. 6 respondents (30.0%) said "No". This also shows that to some extent management does not include customer's views in service production.

Table 4.8

Do you include customer's opinion in service production?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	14	70.0	70.0	70.0
No	6	30.0	30.0	100.0
Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q9. How are problems encountered solved during service delivery?

With respect to this question, it showed that management and employees collectively address problems encountered during service delivery. This represents 75.0% (15 respondents) of the total population. 3 respondents (15.0%) alluded that only management solves such problems. 2 respondents (10.0%) also said employees alone. The researcher through an interview saw that some of these problems are minor and as such employees immediately solves that.

Table 4.9

How are problems encountered solved during service delivery?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management Alone	3	15.0	15.0	15.0
	Employ ees Alone	2	10.0	10.0	25.0
	Management and Employ ees	15	75.0	75.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q10. How often does your hotel embark on quality assurance programs?

From the data gathered in relation to this question, 8 respondents (40.0%) said every 6 months, 5 respondents (25.0) said yearly, 4 respondents (20.0%) said when problem arises. 3 respondents chose “others”. From the data, this represent every month, every 3 months etc.

Table 4.10

How often does your hotel embark on quality assurance programs?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid When problems arise	4	20.0	20.0	20.0
Every Six Months	8	40.0	40.0	60.0
Yearly	5	25.0	25.0	85.0
Others	3	15.0	15.0	100.0
Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q11 How fast are customers complaints addressed?

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

Table 4.11

How fast are customers complaints addressed?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Immediately	20	100.0	100.0	100.0

Source: Field Survey. June, 2012

Q12a Ensuring quality reduces cost.

In soliciting information from respondents with regard to the question stated above, it showed that 15 respondents (75.0%) do agree that ensuring quality reduces cost. 4

respondents (20.0%) said “sometimes”. Only 1 respondent disagreed that ensuring quality reduces cost. To a large extent, when quality is assured, cost is reduced relatively.

Table 4.12

Ensuring quality reduces cost?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	75.0	75.0	75.0
	Sometimes	4	20.0	20.0	95.0
	Disagree	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q12b Ensuring Quality Makes Customers Satisfied

With respect to the question asked above, the data gathered shows that when quality is ensured in all aspect of business, customers become satisfied. From the table all 20 (100%) respondents agreed that ensuring quality makes customers satisfied.

Table 4.13

Ensuring quality makes customers satisfied					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	100.0	100.0	100.0

Source: Field Survey. June, 2012

Q12c Ensuring Quality retains customers.

With regard to the above question, the researcher found out that when quality is ensured in all aspect of business, it causes customers stay with the company. From the table all 20 (100%) respondents agreed that ensuring quality retains customers in an organization.

Table 4.14

Ensuring quality retains customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	20	100.0	100.0	100.0

Source: Field Survey. June, 2012

Q13. How Has Quality Assurance Furthered the Hotel?

In response to the question “How Has Quality Assurance Furthered the Hotel?” the researcher found out that there has been some positive impact of quality on the hotel. From the data collected 11 respondents (55.0%) said quality assurance has increased the growth rate of the hotel. 5 respondents (25.0%) said it has earn the hotel a good name. 4 respondents (20.0%) said that ensuring quality has made the hotel know internationally.

Table 4.15

How has quality assurance furthered the hotel

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Known internationally	4	20.0	20.0	20.0
Increased growth rate	11	55.0	55.0	75.0
Earn a good name	5	25.0	25.0	100.0
Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q14. Would you say that your company is quality oriented in serving customers?

The respondents were asked whether the hotel is quality oriented when serving customers and from the data gathered, it showed that the hotel is quality oriented. From the table

below, all 20 respondents representing 100.0% said “Yes”, the hotel is quality oriented in service customers.

Table 4.16

Would you say you are quality oriented in serving customers?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	20	100.0	100.0	100.0

Source: Field Survey. June, 2012

4.2. (SECTIONB). ANALYSIS OF CUSTOMERS RESPONSE.

Q1). Age

The age aspect was to identify the category of age group of customer of the hotel under study. Based on the data collected, 46 respondents representing (46.0%) were between the ages of 18-25. 39 respondents representing (39.0%) were between the ages of 26-45. 15 respondents representing (15.0%) were between the ages of 46-70. From the above it could also be drawn that most of the customers of the hotel are the vibrant youth.

Table 4.17

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	46	46.0	46.0	46.0
26-45	39	39.0	39.0	85.0
46-70	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q2). Gender

With respect to gender, the data collected showed that 54 respondents representing (54.0%) were males and 46 respondents representing (46.0%) were females. This also shows that male aspect of the customers is a little more than the female. The details are shown in Table 4.18 below.

Table 4.18

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	54.0	54.0	54.0
	Female	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q3). Marital Status

Concerning “Marital status” the analysis showed that 44 respondents representing (44.0%) were married and another 47 respondents representing (47.0%) were single and 9 respondents (9.0%) were divorced. This shows that majority of customers are singles in society. However, the difference between that and the married is quite small. Table 4.19 indicates in figures the analysis given.

Table 4.19

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	44	44.0	44.0	44.0
	Single	47	47.0	47.0	91.0
	Div orced	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q4). Position

In response to the question, “position”, the researcher found out that majority of the customers are salary workers. These include teachers, bankers, doctor, engineers etc. This represents 46.0% of the total population. 29 respondents (29.0%) are students and 25% are business people of the community. There is a fair distribution of the country’s working force as customers of Capital View Hotel in Koforidua. Table 4.20 shows all the details.

Table 4.20

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	29	29.0	29.0	29.0
	Salary worker	46	46.0	46.0	75.0
	Business person	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q5). How long have you been a customer of the hotel?

With respect to the number of years respondents have been customers of the hotel the researcher found out that, 39 respondents (39.0 %) have been a customer of the hotel between 1-3 years. This forms the majority of the respondents. 26 respondents (26.0%) have been with the hotel between 1-12 months, 18 respondents (18.0%) have been with hotel between 3-5 years. Few respondents have been with the hotel for longer periods and these represents 8% of the population, thus between 7-10 years. Table 4.21 shows all the details.

Table 4.21

How long have you been a customer of the Hotel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 year	26	26.0	26.0	26.0
	1-3 years	39	39.0	39.0	65.0
	3-5 years	18	18.0	18.0	83.0
	5-7 yeras	9	9.0	9.0	92.0
	7-10 y ears	8	8.0	8.0	100.0
Total		100	100.0	100.0	

Source: Field Survey. June, 2012

Q6). How does management relate to you?

In soliciting for information concerning the relationship between management and the customers, the researcher found out that there exists a good cordial relation. From the data collected 43 respondents (43.0%) said “excellent” and 57 respondents (57.0%) said “good”. The inference here is that on the whole management treats customer friendly.

Table 4.22

How does the management of the hotel relates to you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	43	43.0	43.0	43.0
	Good	57	57.0	57.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q7). Are you treated well by staff and management of the hotel?

As a follow up question to question 6, the researcher observed that customers of the hotel are treated well by workers of the hotel. 84 respondents (84.0%) said “Yes” and 16 respondents (16.0%) said “no”. This shows that to some extent customers are not treated as expected by them from the workers. Table 4.23 shows it all.

Are you treated well by staff and management?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	84	84.0	84.0	84.0
	No	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q8). Time spent in attending to you or responding to your request.

With regard to time spent in responding or attending to customers need, the data collected showed a positive trend. 41 respondents (41.0%) said excellent, 36 respondents (36.0%) said “very good”. 16 respondents (16.0%) said good and 7 respondents said “Poor”. This shows that in totality customers are responded to promptly. However, more needs to

be done as quite a few said workers spend longer time attending or responding to their request.

Table 4.24

Time spent in attending to you or responding to your request?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	41	41.0	41.0	41.0
	Very Good	36	36.0	36.0	77.0
	Good	16	16.0	16.0	93.0
	Poor	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q9. Is the premise of the hotel always clean?

In relation to this question, positive responses were generated. All respondents (100.0%) said “yes” the premises of the hotel are always clean. In a face-to-face interaction with a number of the respondents, they claimed that, the neatness of the hotel is what compels them to spend some time there during weekends.

Table 4.25

Is the premises of the hotel always clean

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	100	100.0	100.0	100.0

Source: Field Survey. June, 2012

Q10). Do the product and the services meet your expectations?

Concerning satisfaction of products and services of the hotel, majority of the respondents expressed satisfaction and this represents 84.0% of the total population. They said “yes”. Again, 14 respondents (14.0%) said “No”. it means that some customers are not all satisfied with probably, some products and services of the hotel.

Table 4.26

Do the products and services meet your expectations?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	86.0	86.0	86.0
	No	14	14.0	14.0	100.0
Total		100	100.0	100.0	

Source: Field Survey. June, 2012

Q11). How would you grade the services and products of the hotel?

With regard to this question majority said “good” and this represents 37.0% of the population. Closely following are respondents who chose “excellent” representing 34.0% of the population. 27 respondents (27.0%) said “very good”. A small portion chose “poor” and that represents 2.0% of the population.

Table 4.27

How would you grade the services and products of the hotel?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	34	34.0	34.0	34.0
	Very Good	27	27.0	27.0	61.0
	Good	37	37.0	37.0	98.0
	Poor	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q12a). How would you rate the hotel room?

In relation to this question, the researcher found out that respondents are OK with the rooms and room services. From the table 65 respondents rated the rooms “excellent”, 29 respondents rated the rooms “very good” and 6 respondents chose “good”. This on a whole the rooms are of standard and the quality is high. Table 4.28 depicts the details.

Table 4.28

How would you rate the hotel room?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	65	65.0	65.0	65.0
	Very Good	29	29.0	29.0	94.0
	Good	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q12b). How would you rate the conference room?

From the data collected concerning this question, the researcher observed that all is fine. From the table 51 respondents rated the conference room “excellent”, 39 respondents rated it “very good” and 3 respondents said “good”. 7 respondents abstained from

answering the question. The analysis shows that the outfits of the conference rooms are above standard.

Table 4.29

How would you rate the conference room					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	7.0	7.0	7.0
	Excellent	51	51.0	51.0	58.0
	Very Good	39	39.0	39.0	97.0
	Good	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q12c). How would you rate the gym site?

Again, with respect to this question the researcher observed a positive trend. 43 respondents rated the gym site “excellent” and 40 respondents chose (very good). On the other side, 17 respondents did not answer this question. What the researcher found out was that not all the respondents have ever visited the gym room. Upon further interaction, quite a few are planning to own a home based gym.

Table 4.30

How would you rate the gym site					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	17	17.0	17.0	17.0
	Excellent	43	43.0	43.0	60.0
	Very Good	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q12d) How would you rate food and beverage?

From the data gathered, it showed clearly that customers are OK with the food and beverages of the hotel. 59 respondents gave an “excellent” rating. 35 respondents gave “very good” and 6 respondents gave “good” ratings respectively. This shows a positive responds.

Table 4.31

How would you rate food and beverage					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	59	59.0	59.0	59.0
	Very Good	35	35.0	35.0	94.0
	Good	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q12e) How would you rate the swimming pool?

In soliciting for information regarding swimming pool rating, the researcher found out again that there is a positive responds. From the table 39 respondents rated the swimming pool “very good”, 32 respondents chose “excellent” and 16 respondents chose “Good”. Again, 13 respondents did not answer this question. This could be that not all respondents visit the pool.

Table 4.32

How would you rate swimming pool					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	13	13.0	13.0	13.0
	Excellent	32	32.0	32.0	45.0
	Very Good	39	39.0	39.0	84.0
	Good	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q13. Have you had any dissatisfaction with services and products of the hotel?

Here, the researcher wanted to know if respondents have in any way been dissatisfied with the services of the hotel. It was evident from the analysis that there has been some sort of dissatisfaction with the services and the products. . 77 respondents said “yes” and 23 said “no” to the question.

Table 4.33

Have had any dissatisfaction with services and products of the hotel?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	77	77.0	77.0	77.0
	No	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q14. If yes, were you offered the opportunity to express your dissatisfaction?

As a follow up question to question 13, the researcher wanted to know if customers are given the chance to express their dissatisfaction. From the analysis, it showed that yes

they are given the chance and this represents 70 respondents. 9 respondents said “no” and 21 respondents abstained from the question.

Table 4.34

If yes, were you offered the opportunity to express your dissatisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	21	21.0	21.0	21.0
	Yes	70	70.0	70.0	91.0
	No	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

Q15. Would you recommend the hotel to a potential customer?

With regard to this particular question, 93 respondents (93.0%) said “yes” and 7 respondents (7.0%) said “no”. what this means is that the customer of the hotel will grow at a rate of 93.0%. This could be attributed to the fact that quality has been the hall mark of the hotel.

Table 4.35

Would you recommend the hotel to a potential customer?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	93	93.0	93.0	93.0
	No	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey. June, 2012

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.0 INTRODUCTION

This chapter deals with summary of findings, conclusions and recommendations of the study on the “*The impact of Quality Assurance on Customer Satisfaction in the Hospitality Business*” which are based on the attitudes, views, opinions and feelings expressed by the respondents.

5.1 SUMMARY OF FINDINGS

The research came out with the following major findings with respect to the objectives:

5.1.1 Research objective 1: “To access the impacts of quality on hospitality businesses”

The researcher found that to a large extent when quality is assured in the products and services, it makes customers satisfied and sometimes beyond. Again, it helps retain customers as well as helps increase the customer base.

The researcher found out that another impact of ensuring quality is that it has earned the hotel a very good name (Goodwill). Ensuring quality relatively reduces the cost of production of the hospitality companies.

5.1.2 Research objective 2: “To find out the participation of staff and employees in contributing to quality of services”

With respect to staff and employee participation in contributing to quality of service, the researcher found out that there exist enormous collaboration between staff and employees in ensuring quality. From the analysis staff and employee participation scored 75.0%.

This shows that management does not isolate itself totally in idea generation.

5.1.3 Research objective 3: “To identify the link between quality and customer satisfaction.”

Quality undoubtedly brings about customer satisfaction. From the research conducted, the researcher found out when services and products of the industry is of a high quality, customers become satisfied as they know they are patronizing the best.

Aside that the customer’s contribution in the design and production of services and products makes the products and services a quality one as it meet needs of the customer. The research also revealed a positive link between quality assurance and customer satisfaction.

5.1.4 Research objective 4: “Assess the benefits of ensuring quality in the hospitality business.”

With regard to this objective, the research revealed that there exist enormous benefits in ensuring quality in the hospitality industry. Among the benefits include the following:

1. Increase in growth rate

2. International recognition.
3. Goodwill.
4. Increase in customer base
5. Customer satisfaction and retention.

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5.2 OTHER FINDINGS:

5.2.1 Quality Assurance Policies:

The study revealed that the hotel management has a quality assurance policy which guide employees and management as well in bringing the best of the hotel to its cherished customers.

The researcher also found that these policies when implemented meticulously, the industry will be one of the best in the world. Aside that, it will increase the tourist attraction in the country.

5.2.2 Would You Recommend A Potential Customer To The Hotel:

It was discovered from the research respondents will be very glad to refer other potential customers to the hotel. From the analysis 93.0% of the respondents said they will recommend the hotel to other potential customers.

The reason being that, the hotel is living up to expectation and the quality of their services and products are of high quality standard. This according to the respondents gives them the edge to recommend other customers to the hotel.

5.3 CONCLUSION

On the basis of the study conducted in Capital View Hotel, Koforidua on the topic “The impact of *Quality Assurance on Customer Satisfaction in the Hospitality Business*” the following general conclusions were made.

From the research conducted, it is quite clear that ensuring quality is of great importance to customers and companies as well. On a whole it is one of the basis of growth in the industry economy because it brings cash inflows to the economy through tourism attraction.

The researcher found that upon the various benefits of ensuring quality, there is room for improvement in the service delivery to customers. The hotel management should not only pay attention to serving the customers but should rigorously improve the already high quality of the services they provide to their customers.

On the question of recommending other customers to the hotel, almost all the respondents said yes. The reason is very simple and crystal clear. Thus the quality standards of Capital View Hotel is high.

5.4 RECOMMENDATIONS:

Despite all the remarkable impact of quality assurance on customer satisfaction in the hospitality business, the researcher believes that more can still be done to increase the impacts. In view of this, the researcher, from the findings of the study, believes the following recommendations will help greatly when given the needed attention.

1. On the basis of rating some facilities like the swimming pool, gym site, conference room and food, the researcher found that there is more room for improvement. Therefore the researcher suggest that the management of the hotel should seek on customers opinion to improve such facilities. Similarly, management should also brainstorm and solicits for professional ideas from professional bodies on improving such facilities.
2. The researcher suggest that management should improve the customer /employee relations. It was observed that the relationship was there but not so strong. What management should do is to open up to customers and make them feel at home. Again employees should see customers as first priority and treat them as such in all aspect of the business.
3. Looking at where the swimming pool site is located, the researcher suggest that at least the pool should be cleaned once a day. The pool is wide open to the environment, hence dirt and other foreign materials can easily enter it.
4. As the tourism industry grow at a faster rate, the country is facing shortage of good international standards hotels. The researcher suggest that the government should provide

more awareness and encourage investors from the private sector both local and foreign in order to increase the number of international standard hotels.

5. The hotel management and other practitioners in the hospitality industry should ensure that messages that are communicated to the public are genuine and accurate and where there is a default, appropriate government agencies should not hesitate to enforce the law.

6. Appropriate government agencies should also intensify efforts and equip its monitoring unit with the necessary tools so that there would be periodic checks on the operations of hotels in the country to ensure quality.

7. The researcher advised that management should make it a policy to conduct customer survey once in every six months so as to gather inputs that would enhance value to both customers and management.

8. The researcher also suggest the need for management to reward employees of their hardwork, commitment and loyalty shown to the organization. This, the researcher believes will motivate them to give their best to the organization.

9. Basically, Capital View hotel is doing great in almost all aspect of the hospitality business. The researcher therefore suggest that management should continue to keep on the good work of offering quality goods and services. On a whole customers are satisfied with the services of the hotel as well as the products and therefore, the management of the hotel under study should continue to strive to improve upon their quality of service.

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**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
INSTITUTE OF DISTANCE LEARNING
CEMBA/CEMPA PROGRAMME**

QUESTIONNAIRE FOR CUSTOMERS.

**THE IMPACT OF QUALITY ASSURANCE ON CUSTOMERS
SATISFACTION IN THE HOSPITALITY BUSINESS. A CASE STUDY
OF CAPITAL VIEW HOTEL, KOFORIDUA.**

Dear Sir/Madam,

This questionnaire is part of a study aimed at gathering information on the above topic. Information gathered from you will be treated as confidential and for academic purpose only. Thank you.

SECTION A: PERSONAL INFORMATION

Tick in the appropriate box where necessary and provide information to the following statements:

1. AGE 18-25 ☐ 26-45 ☐ 46-70 ☐ Others.....
2. Gender: Male ☐ Female ☐
3. Marital Status: Married ☐ Single ☐ Divorced ☐
4. What is your occupation?
5. How long have you been a customer of Capital View Hotel?

SECTION B

6. How does the management of Capital View Hotel relate to you as a customer?

Excellent ☐ Good ☐ Bad ☐

7. Are you treated well by the staff and management? Yes ☐ No ☐

8. Time spent attending to you or responding to your request.

Excellent ☐ Very Good ☐ Good ☐ Poor ☐

Reason(s).....

9. Is the premises of the Hotel always clean. Yes ☐ No ☐

10. Do the products and services meet your expectations? Yes ☐ No ☐

11. How will you grade the services and products of the Hotel?

Excellent ☐ Very Good ☐ Good ☐ Poor ☐

12. How would you rate the following?

1.) Hotel rooms. Excellent ☐ Very Good ☐ Good ☐ Poor ☐

2.) Conference hall Excellent ☐ Very Good ☐ Good ☐ Poor ☐

3.) Gym site. Excellent ☐ Very Good ☐ Good ☐ Poor ☐

4.) Food and beverage. Excellent ☐ Very Good ☐ Good ☐ Poor ☐

5.) Swimming Pool Excellent ☐ Very Good ☐ Good ☐ Poor ☐

13. Have you had any sort of dissatisfaction with any of the services and products rendered by the hotel? Yes ☐ No ☐

14. Were you offered the opportunity to express your dissatisfaction? Yes ☐ No ☐

15 Would you recommend a potential customer to the Hotel? Yes ☐ No ☐

16 If No give reasons.....

17. Suggest ways that management can improve on the service and product quality.

.....

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
INSTITUTE OF DISTANCE LEARNING
CEMBA/CEMPA PROGRAMME**

QUESTIONNAIRE FOR STAFF/ MANAGEMENT

**THE IMPACT QUALITY ASSURANCE ON CUSTOMER SATISFACTION IN
THE HOSPITALITY BUSINESS. A CASE STUDY OF CAPITAL VIEW HOTEL
KOFORIDUA.**

Dear Sir/Madam,

This questionnaire is part of a study aimed at gathering information on the above topic. Information gathered from you will be treated as confidential and for academic purpose only. Thank you.

SECTION A: PERSONAL INFORMATION

Tick in the appropriate box where necessary and provide information to the following statements:

1. AGE 18-25 ☐ 26-45 ☐ 46-70 ☐ Others.....
2. Gender: Male ☐ Female ☐
3. Marital Status: Married ☐ Single ☐ Divorced ☐
4. Position.

SECTION B:

5. How long have you been with the company.....
6. Do you have a quality assurance policy or program as a company? Yes ☐ No ☐
7. If yes, please give some of these policies.....
.....
.....
8. Do you include customer's opinion in the production of your services?
Yes ☐ No ☐

9. How are problems encountered solved. By:

Management Alone ☐ Employees Alone ☐ Management and Employee ☐

10. How often does your hotel embark on quality programs?

When problems arise ☐ every 3 months ☐ yearly ☐ others specify

11. How fast are customer complaints on services and products addressed?

Immediately ☐ 1wk ☐ 2wks ☐ 3wks ☐ others specify

Benefits of ensuring quality in the company

12. Ensuring quality reduces cost. Agree ☐ Sometimes ☐ Disagree ☐

Ensuring quality makes customers satisfied. Agree ☐ Sometimes ☐ Disagree ☐

Ensuring quality retains customers Agree ☐ Sometimes ☐ Disagree ☐

13. How has quality assurance furthered the Hotel?

Known internationally ☐ increased growth rate ☐ Earned a good name ☐

14. Would you say that the hotel is quality oriented in service customers?

Yes ☐ No ☐

15. In your opinion, suggest how quality of services and products can be improved in your Hotel

.....
.....
.....

Thank you