

AN ASSESSMENT OF GUESTS SATISFACTION OF SERVICE QUALITY IN SELECTED 2-STAR HOTELS IN TAKORADI

ABSTRACT

In today's economic environment, client expectations are continually increasing, both small and large hotel businesses are required to become more efficient to participate in a competitive global market. In this new reality, quality is critical for success. The main purpose of this study was to assess guest satisfaction with service quality in selected 2-star hotels in Takoradi. The objectives of the study were to find out whether guests are satisfied with services provided in the hotels, ascertain the main dimensions of service quality that lead to guest satisfaction and evaluate measures that can be put in place to help implement quality service in hotels. This study followed a non-experimental research approach and specifically used a descriptive survey. The targeted populations for this study were employees, guests and managers of nine 2-star hotels in Takoradi with a sample size of ninety (90). It consisted of ten (10) respondents from each hotel, thus, four (4) operational staff (one from housekeeping, front office, restaurant and kitchen department), five (5) guests and a manager (1) from each of the selected hotels.

Convenience and purposive sampling techniques were used for the study to select respondents and questionnaires were used to collect data from respondents. The data obtained was analyzed statistically using descriptive analysis. Data was presented using descriptive statistics namely frequencies, percentages, and charts using Microsoft Excel 2021. The study found out that though some aspect of service quality needs a step up, customers are satisfied with the services provided in the hotels. The study concluded that more customers become more satisfied with what they see or touch during the service.

Keywords: service, quality, hotel, satisfaction, guest

Introduction

“In today’s economic environment, client expectations are continually increasing, both small and large hotel businesses are required to become more efficient to participate in a competitive global market. Modern organizations in the hospitality industry throughout many decades experienced tough rivalry and in the coming years, the situation seems to be even more difficult. To succeed or simply to survive nowadays, the hospitality industries are interested in the perception of the services to be in line with expectations, which in fact, is the foundation of repeated business” (Khairunnisa & Krisnawati, 2015; Varsanis et al., 2019).

“Service quality is an approach that increases the effectiveness, competitiveness and flexibility of the hotel. It is a method to guarantee guests’ total satisfaction. It is argued that service quality is a dissimilarity between consumers’ anticipation for service execution before the service encounter and their observations of the rendered services. Hotels are considered a vital element of the tourism industry; the reason is hotels satisfy the most essential guest need which is accommodation” (Varsanis et al., 2019).

“Moreover, guests do not use hotels only for accommodation, they could get benefits from their other services for example, playground, tennis, restaurants, sauna, bar, swimming pool and so on. Most hotel managers are recognizing high competition among hotels; therefore, hotel managers are concentrating on enhancing service quality to remain competitive in the marketplace. A great value and tool for enhancing service quality is essential in a competitive market. A hotel’s service quality is the service provided to guest expectations and almost all hotels can gain customers satisfaction through providing a high quality of services. Nowadays the guests in the hospitality industry become more sophisticated and more required. Also, it is necessary to recognize guests’ location for instance where they came from, and what are guest’s expectations to choose the right strategies for enhancing hotels’ service quality. Usually, guests are in much demand, but when it comes to hospitality industries the most important factor to be considered is the service quality provided by the hotel. Since service quality will lead to guests satisfaction, therefore implementing a successful service quality strategy will be needed. Poor service quality in hotels will lead to dissatisfied guests as a result of decreasing demand which leads to decreased hotel performance. Service quality impacts guest satisfaction through providing service and performance” (Krupskiy et al., 2019). Guest service in the hospitality industry is one of the main business processes which lead to growth and attract potential guests. According to Krupskiy, Dzhusov, Meshko, Britchenko, and Prytykin (2019), the key to success in sustaining competitive advantage depends on providing high-quality services which results in guests satisfaction. Many scholars proved the strong correlation between service quality and guest satisfaction (Krupskiy et al., 2019; Varsanis et al., 2019) as a “hotel’s goal is to meet guests’ expectations and needs. Most hotel customers compare the perceived result of service to the expected service and determine its satisfaction. Therefore, if the perceived service meets the customers’ expectations, then the customer is satisfied and can say that there was quality service”.

“Hotels are continuously trying to improve their service just to satisfy their customer because higher customer satisfaction will lead to customer retention. Against this

background, this paper aims to assess guests' satisfaction with service quality in selected 2-star hotels in Takoradi" (Krupskiy et al., 2019). The study takes into consideration whether guests are satisfied with services provided in the hotels, ascertains the main dimensions of service quality that lead to guest satisfaction and evaluates measures that can be put in place to help implement quality service in hotels. It is believed this study

would benefit new and existing hotels by providing information regarding excellent customer service that can lead to customer satisfaction and customer retention in hotels. The study would benefit other business service providers to make informed decisions as far as service quality and customer satisfaction are concerned.

Review of Service Quality

"Some studies have proposed it as a phenomenon which results in achieving customer satisfaction and thereby leads to generating loyalty and repeat purchase intentions" (Khairunnisa & Krisnawati, 2015; Krupskiy et al., 2019). Therefore, the term quality of a product/service can make or break a deal and help in building the brand image of the company (Alauddin & Yamada, 2019). "Some researchers have defined the term quality as the combination of technical quality and functional quality. Some others suggest it as the difference between the perception (after availing services)"

(Alauddin & Yamada, 2019) and expectations (before availing the services) (Kanyama, Nurit tamont, & Siripipatthanakul, 2022) of the customers. It has been also defined as the superior offerings that provide satisfaction, help in gaining profitability as well as help in incrementing the market share of the company (Krupskiy et al., 2019; Varsaniset al., 2019).

"One of the most significant and unparalleled characteristics of services is that it is a process, but not a thing. Therefore, service companies don't have any products, but they do have interactive processes. Services are invisible; therefore, it is difficult for the supplier to unfold and consumers to measure" (Kanyama et al., 2022; Khairunnisa & Krisnawati, 2015).

Factors Influencing Customer Satisfaction and Loyalty

"Unlike products (goods), customer satisfaction is more complex in services. More firms need to research to find out features and attributes which may affect service satisfaction. Research studies revealed that customers of services will be making trade-offs among different service features (for instance, price level versus quality versus friendliness of personnel versus level of customization), depending on which type of the service is being evaluated and with the criticality of the service as well" (Alauddin & Yamada, 2019; Krupskiy et al., 2019). "To obtain loyalty and to outweigh other competitors, hotel providers must be able to obtain high levels of customer satisfaction for the service supplied. Studies show that perception of hotel attributes, such as the degree to which guests may find various services and facilities critical for their quality food, price, location, security, personal service, physical attractiveness, opportunities for relaxation, the standard of services, appealing image, and reputation are recognized as decisive by travellers to assess the quality of the hotel" (Kanyama et al., 2022; Majid, Samsudin, Noorkhizan, Zaki, & Bakar, 2018). Customers who were highly treated with the friendly manner and being

understood or anticipated their need

by the hotel housekeeper, tend to have high level of satisfaction (Poku, Zakari, & Soali, 2013; Subha, 2020), this likely to cause a repeat business.

“Food has a significant effect on customer satisfaction and loyalty. As indicated, rather than physical setting and service quality, food quality is one of the significant noteworth indicators of customer loyalty and satisfaction even though recurrent expectations shows just 17%. This is expected that food is one of the essential variables of the restaurant experience, and there is no waver that the food in any event majorly affects customer loyalty and satisfaction just as return support.

With that, restaurant enterprises today are confronting a basic test to give quality food which is not just charming the customers yet, in addition, can be more noteworthy to business contenders.

Customer discernment the restaurant must know about the service dimension of food quality which has a causal relationship to customer loyalty and satisfaction. In a fancy restaurant, a significant level of service quality is one of the highlights that can create additional customer loyalty” (Alauddin & Yamada, 2019; Krupskiy et al., 2019). To reach customers, customer loyalty is one of the business goals that ought to be fundamentally performed (Kanyama et al., 2022; Van Huy & Thai Thinh, 2024).

“Customer loyalty is another significant factor in consumer loyalty. Along these lines, a few investigations have demonstrated that fulfilment and loyalty have an immediate association with each other. As fulfilled customers are faithful and disappointed customers are sellers” (Alauddin & Yamada, 2019; Krupskiy et al., 2019; Van Huy & Thai Thinh, 2024).

“Finding a devoted customer is not available, even those customers who appear to be happy with the items and the administration. Truth be told, the conduct and mentality of the customers towards the specific products and ventures matter the most. If

the conduct of the customers is sure to the service holder, at that point those customers are said to a reliable customer” (Kanyama et al., 2022). “At the point when customers are not fulfilled, customers have the alternative to communicate the grumblings setting off to the contender. In this way, there ought to likewise be different factors other than fulfilment that certainly affect customer loyalty”

(Alauddin & Yamada, 2019; Kanyama et al., 2022; Khairunnisa & Krisnawati, 2015).

One of the biggest roles played to bring customer satisfaction is price. Customer can ignore a lot of other issues if the price is according to their budget and meets the quality they are looking for. clarified that price is one of the ascribes that can affect a customer's way of thinking. Maintaining proper prices according to the quality of the food is a major factor in bringing customer satisfaction. Also, (Alauddin & Yamada, 2019; Majid et al., 2018) demonstrated that “the impression of price decency can bring customer satisfaction and loyalty. Price additionally decides, a customer, to settle on whether to purchase or not”. “From the customer's perspective, price works as a pointer to decide customer involvement in merchandise or administration” (Majid et al., 2018). “Customers, in this manner, are progressively disposed to put together their purchase choice concerning price factor than on other things. In Marketing, the price has

a significant influence in actualizing marketing procedure” (Kanyama et al., 2022). Moreover, the prices are connected to restaurant services, as indicated by (Luo et

al.,2016),“potentialconsumersebraceitasaninsidereferencepointunderwhich

precise price levels can be distinguished. Service excellence and product quality encourage customers enough to realize prices related to the restaurant”.

Using delineated arbitrary analysis, Lin, Luo, Cai, Ma, and Rong (2016) investigated “how the influence of item quality and social objectives intervenes with positive feelings and both emotional and subjective support of consumer loyalty and quality of relationships in clarifying the objectives of customer behaviour”.

“Affect is considered to play a crucial role in pleasing both consumers and behaviour. Satisfaction with customers is a clear history of trust but an indirect antecedent.

It should be remembered that quality and efficiency have a significant effect on customer satisfaction. Therefore, setting reasonable costs and conveniently offering appropriate types of assistance was seen as a way to invalidate negative feelings. This examination concentrated on researching customers' observations of the eateries' picture, customers' fulfilment and restaurant dedication. The outcomes demonstrated that these characteristics decided the extent of their relative significance to a particular market by connecting customer conduct to restaurant reliability. This accentuates the demonstration of making and keeping up a predictable picture within the general fulfilment of a practical objective market is pivotal and this is progressively pertinent for the upscale market portion. The administrators sought to in this way place accentuation on the growing high caliber of food and administration and ought to likewise prepare their workers to give steady cordial, mindful help to customers.

Location is another factor that is normally used to gain customer satisfaction and loyalty” (Alauddin & Yamada, 2019; Kanyama et al., 2022; Sunaryo, 2019). Clarified that customers who felt satisfied, mostly expected that the location of the restaurant would be in the comfortable area to reach. Likewise, studies by (Majid et al., 2018; Xuhua, Spio-

Kwofie, Udimal, & Addai, 2018) expressed that “the location of a restaurant can play a vital role in competing in this line of business. So, it is to believe that, the area of a restaurant has a considerable impact on its financial achievement. The accompanying business outlook has an immediate impact on the area of choice”.

“The structure of the outside of the structure just as inside, explicitly the lounge area, impacts coffee shops' quality observations. Furniture structure and format impact a coffee shop's feeling of security. The nature of service experience, which incorporates atmosphere and environment is a critical indicator of customer satisfaction and loyalty. Different investigations additionally presumed that environment is one of the factors that highly affects customer satisfaction” (Adankanhounde, 2020; Lin et al., 2016).

Measures to Improve Service Quality in Hotels

“Studies focusing on service quality management suggest that service firms spend too little effort on planning for service quality. The resultant costs of poor service quality planning led to lower profitability as part of the service failures. Research indicates that how the service was delivered (perceived functional quality) is more important than the outcome of the service process (technical quality)” (Ali, Hussain, Konar, & Jeon, 2017; Babic-Hodovic, Arslanagic-Kalajdzic, & Imsirpasic, 2017).

Continuous improvement means not only being satisfied with doing a good job

or process. It is accomplished by incorporating process measurement and team problem

solving an all-work activity. Organizations must continuously strive for excellence by reducing complexity, variation and out-of-control processes.

According to (Bakirtzoglou, Vryoni, & Ioannou, 2018) “satisfaction is an immediate response to service consumption. Nevertheless, service efficiency is implied in the mind of customers in the food industry in a comprehensive picture of a business.

The perceived interest and planned demand influence the standard of service”. Adankanhoun de (2020) emphasized that, “if customers obtained their desired service level, they would be delighted, would be more satisfied if they provided what they anticipated and would consider the standard of service as outstanding. The price of the service is derived from the well-known idea that the happiness of consumers is the foundation of a prosperous future for the economy and a profitable sector”.

Presentation, according to (Sunaryo, 2019), is a strategy to plate the food and improve decoration to engage the consideration of the customer to fulfil a customer's view of price. The positive relationship between consumer loyalty and food quality continues, as was recommended by researchers (Bakirtzoglou et al., 2018; Lin et al., 2016). “Incorporates this discovery; a point of view of customers and customer satisfaction or loyalty on food performance are connected. The class of goods contributes to safety, hygiene, and the cooking arts. The customer category included quality of service, marketing, development, and environment. The impact of food quality on customer purchasing conduct has been researched” (Adankanhoun de, 2020; Liat, Mansori, Chuan, & Imrie, 2017). They have discovered that customer's perceived prices rely upon the performance of serving food with quality and maintaining proper hygiene. The two factors remain in direct connection to one another.

Methodology

This study followed a non-experimental research approach and specifically used a descriptive survey. For this study, descriptive research was used to obtain an overview of the respondent's opinions on guest satisfaction of service quality service in

selected hotels in Takoradi. The targeted populations for this study were employees, guests and managers of nine 2-star hotels in Takoradi with a sample size of ninety (90). The respondents consisted of ten (10) respondents from each hotel, thus, four (4) operational staff (one from housekeeping, front office, restaurant and kitchen department), five (5) guests and a manager (1) from each of the selected hotels. The study used convenience and purposive sampling techniques to select respondents. That is, employees and guests that happened to be chanced upon were selected to represent a sample and a purposive sampling technique was used to select the managers.

In the data collection, a questionnaire was administered personally by the researcher to the respondents. A period of time (at most two days) was given to respondents to complete the questionnaires due to their busy schedules before collection. This helped the respondents to fill out the questionnaire during their less busy hours. Also, questionnaires given to customers were handed to the receptionist of the hotel for customers to fill out and leave the filled questionnaires at the reception after completion.

All filled questionnaires from customers were collected in two days in addition to questionnaires for staff and managers. Data analysis is a process of

cleaning, transforming, and modeling data to discover useful information for business decision-making. The purpose of data analysis is to extract useful information from data and taking the decision based upon the data analysis (Abbott & McKinney, 2013). Data obtained was analyzed statistically using descriptive analysis. Data was presented using descriptive statistics namely frequencies, percentages, charts using the Microsoft Excel 2021.

Results and Discussion

Background Data of Respondents

This section discussed the demographic data of respondents involved in the study. It sought to discuss respondents' gender, age and educational qualification.

Table 1: Socio Demographic Characteristics (Staff/Managers and Customers)

Staff and Managers			Customers		
Characteristic	Frequency	Percentage (%)	Characteristics	Frequency	Percentage (%)
Gender			Gender		
Male	30	67	Male	28	62
Female	15	33	Female	17	38
Total	45	100	Total	45	100
Age			Age		
25–30 years	27	60	18–24 years	5	11
31–35 years	10	22	25–30 years	28	62
36–40 years	5	11	31–36 years	7	16
41 years and above	3	7		5	11
			36 years and above		
Total	45	100	Total	45	100
Educational Level			Level of Education		
HND		16 36	S/SHS	0	0
1 st Degree		23 51	HND	5	11
Masters		4 9	1 st Degree	7	16

Others	2	4	Masters	33	73
Total	45	100	Total	45	100

Forty-five hotel operational staff and managers were sampled for the study. Out of the number, majority of the respondents (67%) were males with 33% were females. This indicated that there are more male staff in the hotels than female staff.

Respondents' ages were grouped into range 25-41 years and above. Majority of the respondents (60%) fell between the ages 25-30 years. The result indicates that they were in their youthful ages. 22% of the respondents were between 31-35 years and only 7% were above 41 years of age.

With regards to respondents' age, more than half of the respondents (51%) had First degree certificates, 36% had HND certificates and only 4% were masters' degree holders. This result showed that all the managers and staff sampled are well educated and informed on the study.

With regards to managers sampled, from table 1 it can be seen that majority of the guests sampled were males (62%), with 38% who were female guests in the hotels. Concerning customers' ages, majority of the respondents (62%) were between the ages of 25-30 years of age. Respondents who were between the ages of 31-36 years constituted 16% of the respondents and only 11% were above 36 years. This showed most of the customers sampled were young adults.

Regarding respondents' educational qualification, majority of the respondents were masters' degree holders (73%), with 16% who were first degree holders. This showed that majority of the customers were educated customers.

Guest Satisfaction with Service Provided in the Hotel

This section sought to look at respondent's opinions on whether guests who patronize hotel services are satisfied with the services provided in the hotels. Issues discussed include whether customers are satisfied with the services provided, service quality dimensions and the main dimensions that influence customer satisfaction.

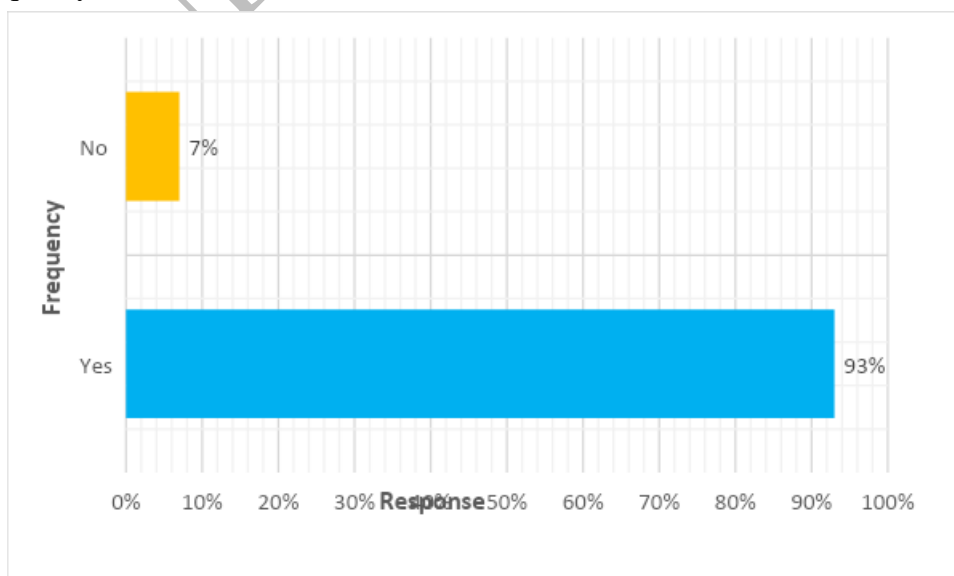


Figure1: *Customers meet their expectations with services provided in the rooms*

Respondents were asked whether customers who visit the hotel meet their expectations with the services provided in the room. From Figure 1 it can be seen that the majority of the respondents (93%) affirmed that respondents meet their expectations. Only 7% of the respondents sampled said customers do not meet their expectations always. This result implied that though customers at most times meet their expectations of a particular product or service not always as some become dissatisfied customers. This is in line with (Khairunnisa & Krisnawati, 2015; Lin et al., 2016; Varsanis et al., 2019) customer satisfaction is the result of those who have experienced a hotel's performance that has satisfied their expectations.

Customers Satisfied with Services Offered in the Restaurant

This figure describes customers' responses on whether customers were satisfied with the services offered to them in the hotel restaurants.

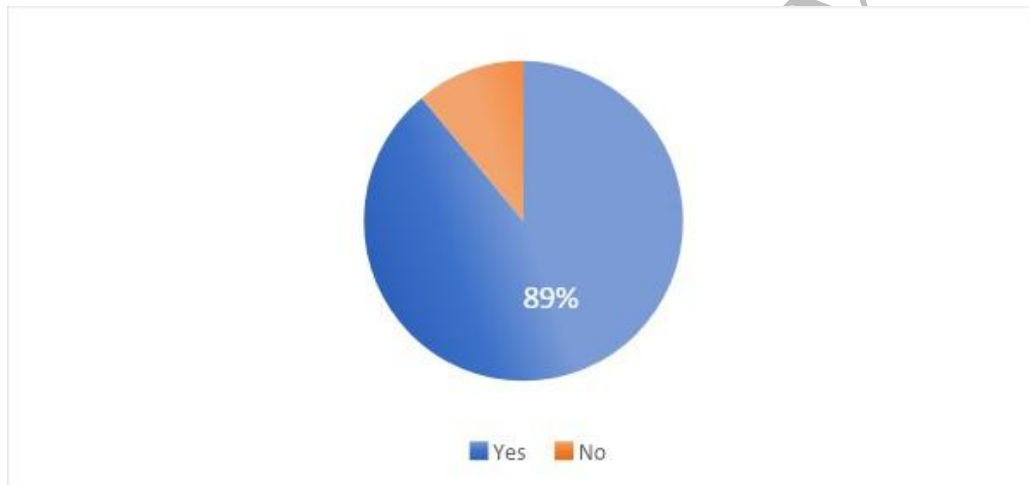


Figure2: *Customers satisfied with services offered in the restaurant*

When respondents were asked about customer satisfaction regarding services offered in the restaurant, 89% said Yes and only 11% said No. Again, this result also indicated that not all restaurant customers are satisfied with the services offered to them

when they visit. In line with some studies, poor service quality in hotels will lead to dissatisfied guests as a result of decreasing demand which leads to decreased hotel performance (Adankanhounde, 2020; Sunaryo, 2019). Customer satisfaction is the result of those who have experienced a hotel's performance that has satisfied their expectations. Most often, the finest word of mouth comes from high service quality a customer experienced. This goes a long way to make the customer talk about the hotel services in a confident and positive manner.

Feedback from Customers Satisfaction

This figure gives a representation of customers' responses on whether they give feedback to the hotel staff and managers.

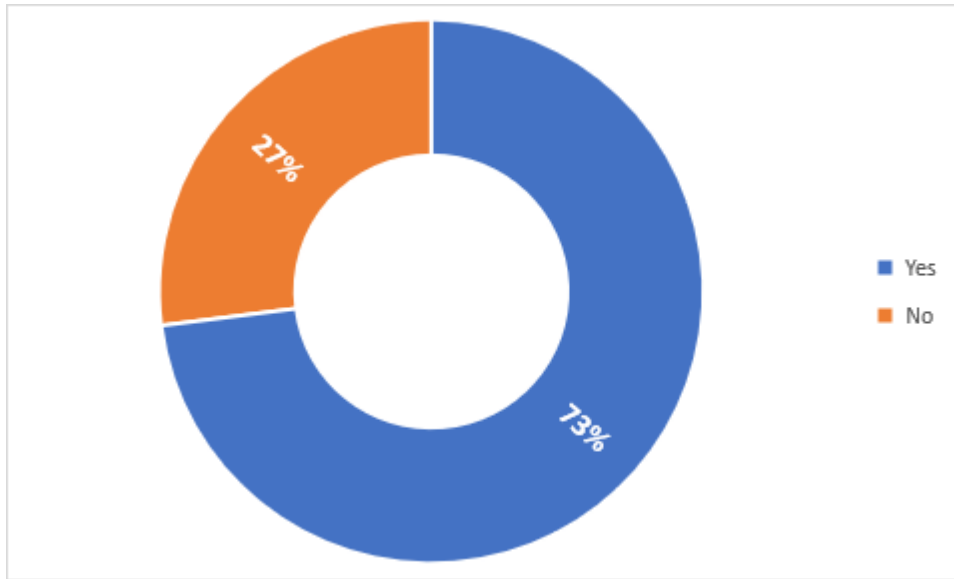


Figure 3: Feedback from customers from customers satisfaction

A question was asked to find out if they receive feedback from their customers when they are satisfied. The majority of the respondents (73%) said Yes, while few of the respondents said No (27%). This result indicated that the majority of the customers who visited the hotels selected expressed their feelings regarding the services rendered to the staff and managers. Thus, most hotel customers compare the perceived result of service to the expected service and determine its satisfaction. Therefore, if the perceived service meets the customers' expectations, then the customer is satisfied and can say that there was quality service. As a matter of logical reasoning, services may require a greater notion of branding than physical goods because of the inherent service characteristics about the intangibility, inseparability, heterogeneity, and perishability of the hotel service /product. Consumers are making their demands more urgent, expect convenience, and prompt action anytime and anywhere. One should not lose sight that human resource is the most important firm asset, because they research, design, project and differentiate the firm from other firms.

Ways of Getting Feedback from Customers

This figure describes ways through which customers give feedback on a rendered service to the hotels.

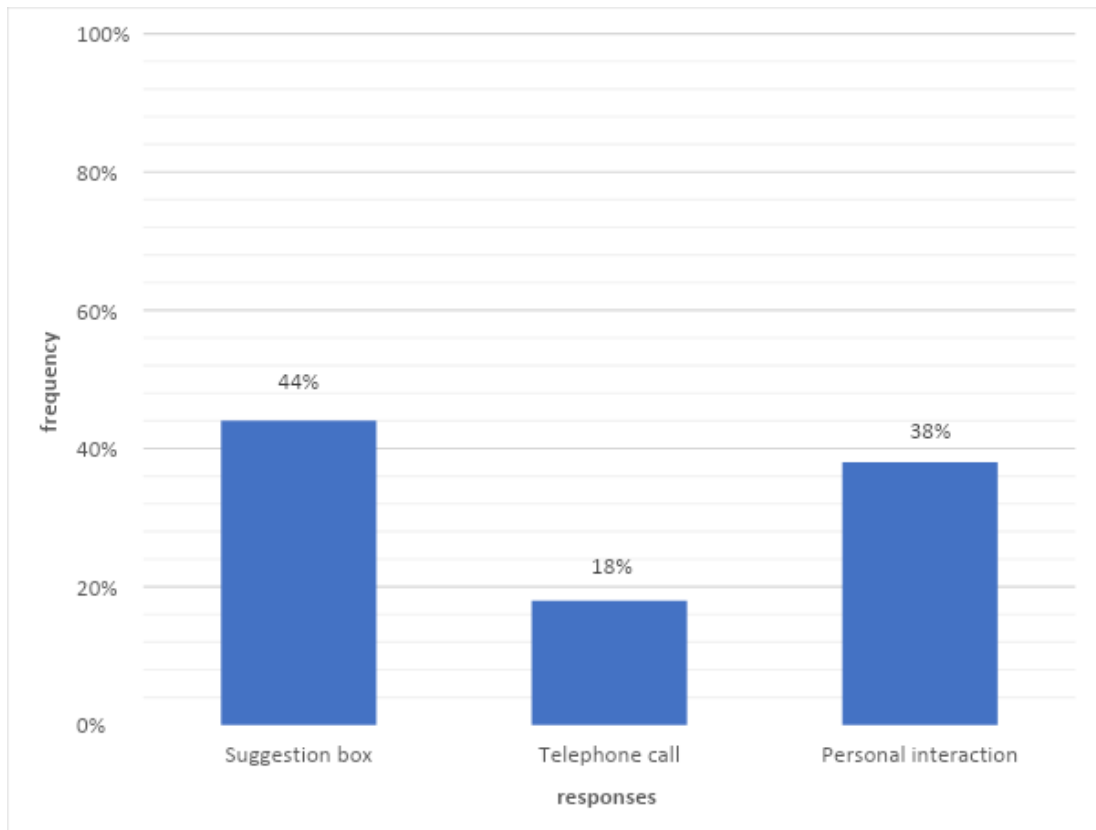


Figure4: Ways of getting feedback from customers

A follow-up question on ways respondents (staff) get feedback from customers revealed that 44% of the respondents receive feedback from their customers through a suggestion box, 38% of the respondents get it through personal interaction and 18% of the respondents sampled get feedback through a phone call. This result indicated that customers feel more comfortable expressing their satisfaction and dissatisfaction using the suggestion box while others prefer to tell the staff or manager in person.

Main Dimension of Service Quality that leads to Guests Satisfaction

This section discussed the main service quality dimensions that lead to customer satisfaction as well as challenges in implementing service quality.

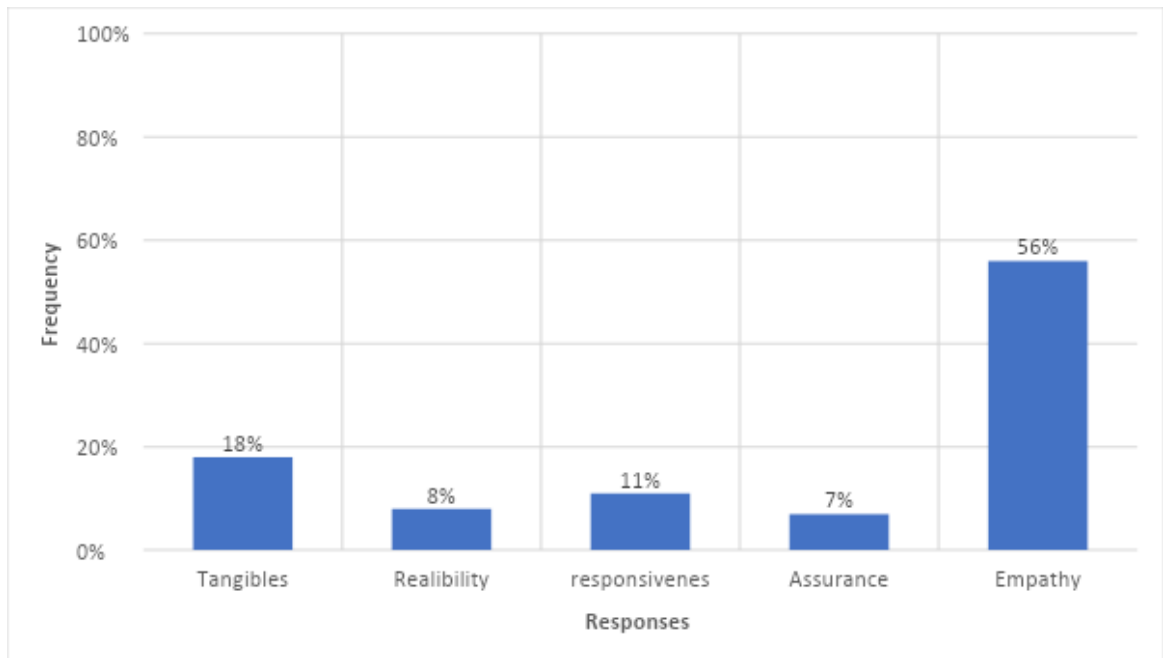


Figure 5: Main service quality dimensions that result in customer satisfaction

Respondents were asked about the main service quality dimension that customers consider important. It can be seen from Figure 5 that empathy (56%) is the main service quality dimension that customers consider important followed by important Tangibles (18%). Responsiveness (11%) Reliability (8%) and Assurance (7%) were rated in the order of importance by customers. Xuhua et al. (2018) said that even though tangibles are frequently utilized by service providers to reinforce their reputation, give congruity, and signal quality to clients, most organizations unite together tangibles with each other to establish a service quality technique for the company.

Challenges in Implementing Service Quality Dimensions

This shows a response from customers whether in their opinion the hotels face challenges in providing service quality.

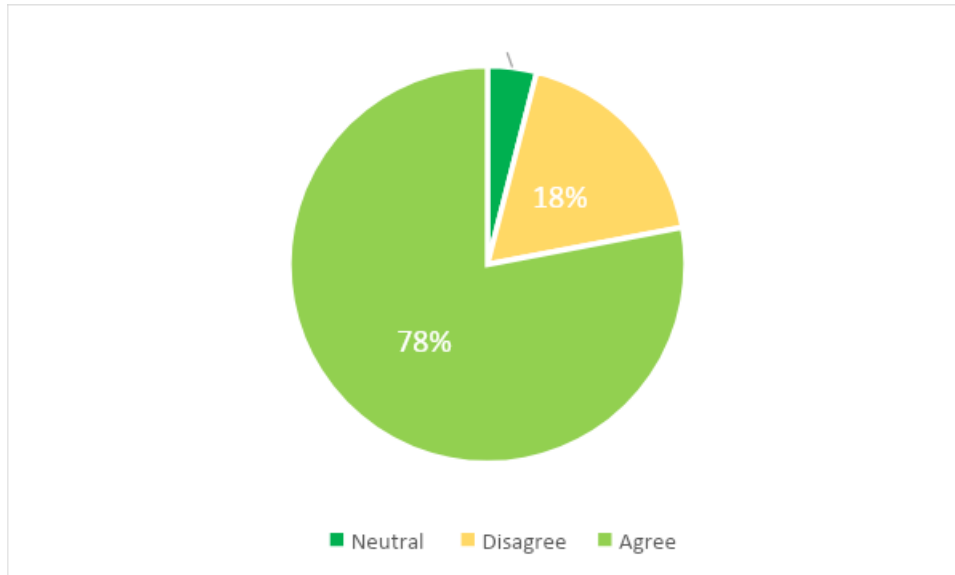


Figure 6: Challenges in implementing service quality dimensions

With regards to whether respondents face challenges in implementing service quality in hotels, the majority of the respondents (78%) agreed to the notion and 18% disagreed and neutral to the notion (4%) to the notion. This implied that most 2-star hotels face challenges in implementing service quality in the hotels.

Challenges of Service Quality Implementation

Respondents (operational staff) were asked if they have challenges implementing service quality activities in the hotels, their responses are depicted in Table 2

Table 2: challenges Implementing service quality

Reasons	Frequency	Percentage
Inadequate amenities	8	18
Different views from Staff	2	4
Poor Communication	20	44
Lack of skilled labour	12	27
Difficult customer	3	7
Total	45	100

When asked about the challenges faced, it was found the main challenge involved in implementing service quality in hotels is communication (44%). Lack of skilled labour (27%), inadequate amenities (18%), difficult customers (7%) and different

views from staff were the challenges faced by hotels in implementing service quality. Naturally, human beings are insatiable and especially when each person has his or her preference, it is difficult to use one service quality item to satisfy across. This suggests that hotels must incorporate every item of service quality to achieve performance.

Customer Expectations in Patronizing a Hotel Room

Customers were asked to prioritize what contributes to service quality concerning hotel rooms. The responses are shown in Table 3

Table 3: Customer expectations in a hotel room

Reasons	Frequency	Percentage
Quality beddings	5	11
Clean, well-furnished room	21	40
Serene, sound environment	7	31
Well-functioning amenities	12	18
Total	45	100

It was revealed as shown in Table 3 that those customers expect clean and well-furnished rooms (40%), serene, sound environment (31%), well-functioning amenities (18%) and quality bedding in the hotel rooms. The hotel is expected to serve as a second home or home away from home so if certain expectations are not met, customers turn to complain and if care is not taken, loyal customers may be branded as nagging. Again, customers want to see value for money, so when the standard does not match the price, customers are likely not to repeat business.

Measures that can be put in place to help Implement Quality Service

This section discussed measures put in place by managers to improve service quality in the hotels selected and how they can be improved.

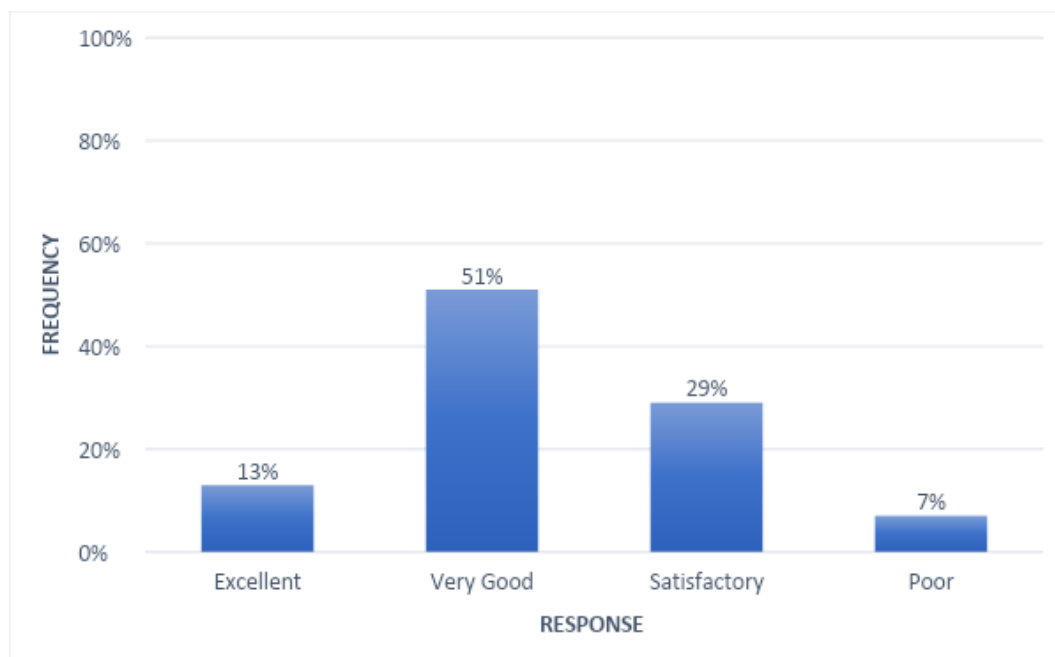


Figure 7: Rating service quality in the accommodation section

Respondents were asked to rate the service quality in the hotels. The majority of the respondents (51%) rated the service quality as very good, 29% satisfactory, and only 7% of the respondent sample affirmed that service quality was poor. However, 13% of the respondents said the service quality of the hotels was excellent. This implied that a lot of the hotels sampled have issues in providing quality service to their customers. In review work by (Xuhua et al., 2018) it was observed that most of the small-size hotels including 2-stars, are owner-managed. In her findings, owner-managers do not invest in research and development and, hence are not ready to spend on activities that enhance customer satisfaction. Most orientation of small-sized hotels is on money, therefore these activities to them, are a drain on the hotel's income.

Table 4 depicts how hotels are expected to implement that can improve upon the service quality

Table 4: Ways of improving quality service

Reasons	Frequency	Percentage
Employing qualified staff	10	22
Employee training	24	53
Rules to meet customer expectations	7	16
Teamwork	4	9
Total	45	100

On the measures put in place to improve quality services in hotels, 53% of the respondents suggested employee training, 22% said the hotels need to employ qualified staff and 16% of the respondents indicated that there should be rules to meet customers' expectations. Only 9% of the respondents suggested teamwork as a measure to improve service quality among the hotel staff. Taking into consideration

the higher figure for staff training confirms (Majid et al., 2018; Van Huy & ThaiThinh,2024)thatbuildinghumancapacitycorrelateswithperformance.Inthelanguage of traditional strategic analysis, firm resources, as in human resources, arethe strengths that hotels can use to conceive of and implement their strategies.

Moreoftenthannot,theskillsandabilitiesofowners/managersaffectthesuccess/failure of any small-size business (Adankanhounde, 2020; Sunaryo, 2019).Human resources are the most important firm asset, the ones that research, design,project and differentiate the firm from other firms (Bratton & Gold, 2017; Vomberg,Homburg, & Bornemann, 2015). Vomberg et al. (2015) cited (Porter & Millar, 1985)ontheroleofHRasacompetitiveadvantageatanyfirmandinrecentyears,management schools have begun to appreciate the importance of HR as a source ofcompetitiveadvantage.Peopleanddevelopedsystemsaredifficulttocopybycompetitors, so they provide a source of sustainable competitive advantage that playsan important role in the performance of the firm. Of course, the type of resources andcapabilitiespossessedbythehotel willalsoaffectthetypeofservicequality.

Table 5 discussed data received from customers on questions raised regarding what isexpected when it comes to service quality. The responses elicited from the customersaredepicted below.

Table5:Responsesonguestsatisfactionwithservicesprovided

Statements	Agree		Disagree	
	Frequency	Percentag e (%)	Frequency	Percentage (%)
Afriendlywelcomeonarrival	40	89	5	11
Aquickcheck-in/outprocedure	36	80	9	20
Friendlystaff	32	71	13	29
Theroomwasreadyaspromised	31	69	14	31
TV,A/C,lights,andother mechanicalequipmentworkedproperly	41	91	4	9
Otheramenitieswereprovidedinthe room	30	67	15	33
Theatmosphereintheroom	27	60	18	40
Housekeeperswerewillingto answerquestions	45	100	0	0
Newandmodernfacilitiesofthe hotel	38	84	7	16
Qualityofservice,foodand beverageinrestaurant/bar	40	89	5	11
Appropriatefoodservicecompletion	39	87	6	13
Disciplineandthecleannessofhotel staff	32	71	13	29
Staffrespondedquicklytorequests andcomplaints	39	87	16	13

Employees responded quickly to solve my problems	40	89	5	11
Value for money on hotel products and services	43	96	2	4

Respondents were asked to express how they agreed or disagreed with the experiences services provided for the guests in the hotels. These results show that respondents have good experience and are impressed with the services provided by the hotels. From the table, 89% of the respondents had a friendly welcome on arrival to the hotels but 11% of the respondents had a different view of the issue. The majority of the respondents (80%) agreed to a quick check-in/ out procedure and 71% of the respondents affirmed that the hotels had a friendly staff. These results implied the guests sampled had a good welcoming experience.

Regarding the notion that the room was ready as promised, 69% of the respondents agreed with 31% opposed the fact the room was available as promised. Almost all the respondents affirmed (91%) that the TV, A/C, lights, and other mechanical

equipment worked properly and 67% of the respondents said other amenities were provided in the room as well good atmosphere (60%). However, not all hotels take measures to make enough preparations for their customers (Khairunnisa & Krisnawati, 2015; Liat et al., 2017; Varsanis et al., 2019).

It can be deduced from the table that all the respondents (100%) said that housekeepers were willing to answer questions. The majority of the customers (87%) of the respondents affirmed that the hotels had new and modern facilities of the hotel. Further, the majority of the respondents (89%) affirmed the hotels offered quality service, food and beverage in restaurants/bars but 11% of the respondents opposed that assertion. 87% of the respondents also agreed with the assertion that there was appropriate food service completion.

Finally, on the side of discipline and the cleanness of hotel staff, it was deduced staff responded quickly to requests and complaints, solved problems and had value for money on hotel products and services on 87%, 87%, 89% and 96% respectively. These results indicated that the hotel staff have a good attitude towards customers of the hotels. These attributes of the staff help win more customers or even retain the customers of the hotels.

Model Summary of the Regression Analysis

The model summary of Table 6 provides an overview of the regression analysis. The coefficient of determination (R Square), represents the proportion of variance in the dependent variable (guest satisfaction) that is explained by the independent variables (service attributes). The value of 0.718 indicates that approximately 71.8% of the variability in guest satisfaction can be accounted for by the independent variables included in the model. The adjusted R Square value of 0.901 adjusts for the number

of predictors in the model, providing a more accurate representation of the model's explanatory power. Additionally, the standard error of the estimate (0.056) represents the averaged distance between the observed values and the predicted values by the

regression model. Hence, we conclude that the service attributes within selected 2-star hotels in Takoradi significantly predict guest satisfaction.

Table 6: Model Summary of the Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.867	0.718	0.901	0.056

a: Predictors

Correlation Analysis of Selected 2-Star Hotels in Takoradi Service Attributes on Guest Satisfaction

Null Hypothesis (H₀):

There is no significant linear relationship between service attributes and guest satisfaction

Alternative Hypothesis (H₁):

There is significant linear relationship between service attributes and guest satisfaction. The correlation matrix below indicates the Pearson correlation coefficients between guest satisfaction and various service attributes for selected 2-star hotels in Takoradi. Positive values suggest a positive linear relationship, while negative values suggest a negative linear relationship. Attributes like equipment functionality and room readiness exhibit positive correlations with guest satisfaction, while attributes like friendly welcome and room atmosphere display weaker negative correlations.

Testing the significance of the regression Model

Table 7: Significance of the regression model

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	45.8	15	3.053	2.745	0.003
	Residual	59.489	74	0.804		
	Total	105.289	89			

The ANOVA table presents the results of the regression analysis and indicates a significant relationship between the predictor variables and the outcome variable. The F-value of 2.745, with a corresponding p-value of 0.003 which is less than 0.05, suggests that the regression model as a whole is statistically significant and inferred that these predictor variables in hospitality management to enhance guest satisfaction level effectively.

Table 8: Correlation Matrix

Guest Satisfaction	Friendly Welcome	Quick Check-in/out	Friendly Staff	Room Readiness	Equipment

	ion (1-10)					Functiona lity
Guest Satisfactio n(1-10)	1.000	-.063	.083	.039	.058	.265
Friendly Welcome	-.063	1.000	-.169	.044	.145	-.053
Quick Check-in/o ut	.083	-.169	1.000	-.037	.007	.157
Friendly Staff	.039	.044	-.037	1.000	-.130	-.057
Room Readiness	.058	.145	.007	-.130	1.000	.011
Equipment Functional ity	.265	-.053	.157	-.057	.011	1.000
	Amenitie sProvide d	Room Atmosphe re	Housekeep ersAvailabi lity	Modern Facili ties	Service Quality	FoodSe rvice
Amenities Provided	1.000	.103	-.103	.028	-.019	-.070
Room Atmosphe re	.103	1.000	-.098	.072	-.017	-.179
Housekee pers Availabilit y	-.103	-.098	1.000	.021	.068	-.099
Modern Facilities	.028	.072	.021	1.000	-.105	.203
Service Quality	-.019	.072	.068	-.105	1.000	.013

Food	-.070	-.017	.068	.203	.013	1.000
Service						

The correlation analysis conducted above, is evident that there exists a significant linear relationship between service attributes and guests satisfaction. The Pearson correlation coefficients between guest satisfaction and various service attributes reveal both positive and negative associations, suggesting that certain aspects such as equipment functionality, cleanliness, and staff responsiveness have relatively stronger positive correlations with guest satisfaction, while others like problem-solving and room atmosphere display weaker negative correlations. These findings support the rejection of the null hypothesis (H₀), indicating that there is indeed a significant linear relationship between service attributes and guest satisfaction. Therefore, it can be inferred that enhancements in specific service attributes have the potential to positively impact overall guest satisfaction levels within selected 2-star hotels in Takoradi.

Conclusions and Recommendations

The study sought to find out whether guests are satisfied with the services provided in the hotels and concluded that most customers are satisfied with the services provided in the hotels as both customers' and managers' results indicated a positive outcome. On the part of ascertaining the main dimensions of service quality that lead to guest satisfaction, the study found customers become more satisfied by what they see or touch during the service. Hence empathy, such as (service to customers with care, smiles and attentiveness and tangibility (the cleanness of the rooms, restaurants and other areas, the clean and proper uniform, used by the employees, provision of quality amenities and facilities, aesthetics, ambience, lighting, layout, table setting) are among others that are seen as service quality dimensions that customers consider important. On the measures that can be put in place to help implement quality service in hotels, it was found that a lot of the hotels sampled have issues in providing quality service to their customers. It was revealed also that measures put in place to improve quality services in hotels were training employees on quality service, employing qualified staff, setting rules to meet customers' expectations and ensuring teamwork among staff.

Based on the findings of the study it recommends that tangibility as shown to be the strongest dimension of satisfaction, hotel management should maintain the attributes of tangible service quality (the cleanness of the rooms, restaurants and other areas, the clean and proper uniform, used by the employees, usage of disposable gloves) at the hotel.

It is expected the hotel organize an in-house training program on customer satisfaction and service quality to improve the human resource aspect of the hotel staff and to promote them in their careers.

It is recommended that hotel communication channels (verbal communication) should be improved since some customers were dissatisfied and the challenge of implementing service quality was communication.

Hotels should also implement activities such as tangibility- (including the physical appearance of guest room decoration), reliability – (providing service at the right time and honouring its promise), responsiveness – (assisting customers and providing prompt service), assurance – (inspiring trust and confidence into staff) and empathy – (carrying and putting trust on customers face). These aspects of service quality when well harnessed will positively impact customers' satisfaction. The study further recommends, that instead of hotels operating within the traditional hospitality environment (e.g., encompassing housekeeping, food and beverages service), an introduction of other services involving multi-skilling may require work that impinges on areas such as fitness, beauty and care to cater more specifically to clientele

COMPETING INTERESTS

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

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