Quality Assurance in the Hospitality Industry: Ghanaian Standpoint

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ABSTRACT

The Ghanaian hospitality industry has seen a credible turnaround over the past few years. The nation is bestowed with lots of beautiful monuments such as castles, forts, waterfalls, mountains, umbrella rock and others which attract lot of tourists into the country every year. Hospitality is an integral part of human life, whether in a commercial scale or in small scale. Although, the industry is perceived to be flourishing 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 study examines 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. The researchers used non probability sampling techniques in carrying out this research. Both accidental and purposive samplings were used. The results of the study indicate 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 economy because it brings cash inflows to the economy through tourism attraction. The study found that there is room for improvement in the service delivery to customers. The practical implications of these findings are discussed.

Keywords: Quality, Hospitality, Service, Customer Satisfaction

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. The hospitality industry has seen tremendous change over the last decade. 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.

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.

BACKGROUND OF THE STUDY
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.

1.2 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 640 million US Dollars. In West Africa, Ghana leads its 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 indicate 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 services for these tourists who come into the country for tourist attraction.

2.0 THEORETICAL BACKGROUND

2.1 Definition of 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). Donald (1994) indicated that it is important to know what customers expect to satisfy them. According to him knowing what customers expect is influenced by what marketers have promised in their advertisement and how well their expectations are being satisfied. Dunne (1999) defines customer services as activities performed by retailers (hotels) that influence the ease with which a potential customer can learn about the firm's offering, the ease with which a transaction can be completed once the customer attempts to make a purchase, and the customer's satisfaction with the purchase. These three elements are the pre-transaction, transaction, and   post-transaction components of customer service.

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

According to Berkwowitz et al (2000), customer service is the ability of a logistics system to satisfy users in time, dependability, communication and convenience. He continues to say that customer service is not merely seen as an expense but a strategic tool for increasing customer satisfaction. Also McDonald et al (2003) defined customer service in three strands as follows:

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 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.

2.3 Quality from Producers' 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).

2.4 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 company, 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 Total Quality Management (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 by 94 percent and employee satisfaction improved by 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 enables employees to diagnose and correct day-to-day problems 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 (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.

2.6 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 service 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 of their own choice. (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 workers and supervisors have participated in quality circles and several million projects have been undertaken since its inception in the 1960s, with an average return of several thousand dollars each.

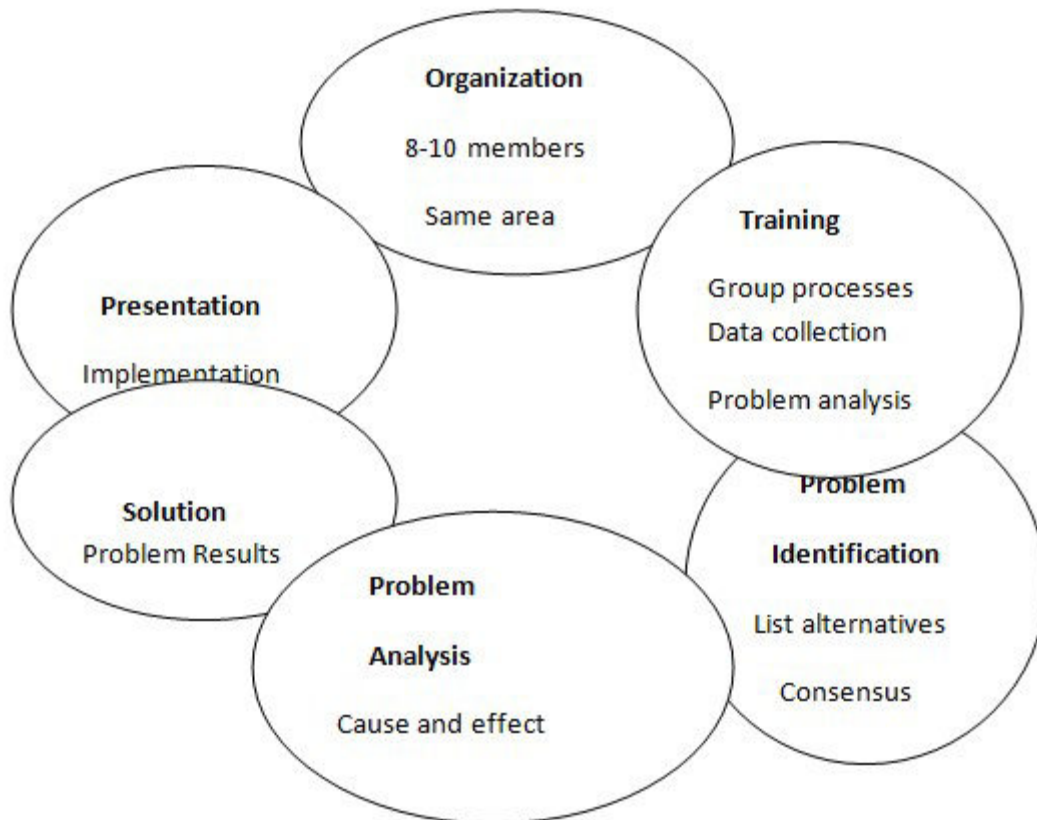**2.7 DIAGRAMMATIC REPRESENTATION OF THE QUALITY CIRCLE PROCESS**

Fig 2.1 Source: *C.D. Ittner. (2003) Ensuring Quality Operations management (summer :) 648*

2.8 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 alongside 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.

2.8.1 The Five Unique Elements of Service
The nature of service poses special challenges for marketers. Marketers of services therefore need to be aware of the unique characteristics that services possess and which distinguish them from tangible products and - invariably affect their marketing approach. These unique elements or characteristics of service are *intangibility,*

inseparability, perishability, variability, and *lack of ownership.*

Service *intangibility* makes it much more difficult for consumers to evaluate. Services are produced and consumed at the same time and cannot be separated from their provider whether the providers are people or machines. Service provision and consumption are *inseparable* activities. Unlike the tangible goods where a manufacturer may seldom see an actual customer while producing the goods in a factory, service providers are often in constant contact with their customers and must undertake their service operations with the customer's physical presence as in the case of a hotel. *Perishability* means that if a service is not used when offered, it cannot be used at all. This means that a service cannot be stored, warehoused or inventoried. For example, a hotel room that is not occupied today represents lost income that cannot be gained tomorrow. Again, the markets for many services fluctuate considerably by season, by day of the week and by hour of the day. Service *variability* means that the quality of service depends on who provides them, as well as when, where and how they are provided. Standardizing services or reducing service heterogeneity is difficult. When customers buy physical goods such as a bag, dress, or a pen etc., they have personal access to it perpetually or own it for an unlimited time and can even sell it when they no longer wish to own it. In a service industry, access to or use of a facility, does not mean that the customer obtains *ownership* of it. These characteristics make marketing of services relatively difficult as compared to goods.

3.0 METHODOLOGY

Firstly, this study is a case study. Information was gathered primarily from two sources: primary source and secondary source.

Primary source: the researcher prepared a questionnaire for employees 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. Afterwards, the researcher also casually interviewed observed customers and employees to confirm the collected data. Secondary source of information was also gathered from textbooks, scholarly magazines, journals and the Internet to help the researcher get new insight into the topic.

4.0 DATA ANALYSIS

Statistics of the respondents' (management) demographic profile shows majority of them were male representing 66 percent of the total respondents. Majority of the respondents were in the 20 to 30 years old range, 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. Regarding academic qualification, 40.5 percent were Diploma holders, 12 percent were Certificate "A" Holders 35 percent were Degree holders, 5 percent were Masters and the remaining respondents Degree Holders. Regarding Marital status 50% were single and the remaining 50% were married. Finally, on the length of service, about 25 percent have served 1-2 years, 30 percent 2-3 years, 30 percent 4-6 years and 15 percent 7 years and above.

4.1 Analysis of Management Response

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. 3 respondents (15.0 %) have worked with the hotel for over 5 years, this being the longest. 4 respondents (20.0%) have been with the hotel between 0-1 years, this being the least of all. Table 1 shows all the details.

Table 1

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

Q2**.** 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 table 2, 19 respondents (95.0%) said "Yes". Only 1 respondent said "No" and this represents 5.0% of the total population.

Table 2

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

Q3. If yes, please give some of these policies.

As a follow up question to Q2, 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 3

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 Re/ship	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

*Source***:** Field Survey. June, 2012.

 Q4**.** 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

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

Q5. 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 5

How are problems encountered solved during service delivery?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management Alone	3	15.0	15.0	15.0
	Employees Alone	2	10.0	10.0	25.0
	Management and Employees	15	75.0	75.0	100.0
	Total	20	100.0	100.0	

Source: Field Survey. June, 2012

Q6. 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 6

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

Q7**.** 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 7

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

Q8(a). 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 8(a)

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

Q8(b). 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 8(b)

Ensuring quality makes customers satified

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

Source: Field Survey. June, 2012

Q9. 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 9

Ensuring quality retains customers

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

Source: Field Survey. June, 2012

10**.** 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 10

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

Q11. 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 11

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

Customers' Demography

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. It could also be deduced that most of the customers of the hotel are the vibrant youth. 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. In terms of position, the researchers 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 12 shows the details with regard to position.

Table 12

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

Analysis of Customers' Response

Q12. 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 13 shows all the details.

Table 13

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 years	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

*Source***:** Field Survey. June, 2012

Q13. 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 14

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

Q14. 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 15

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

Q15. 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 16

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

Q16. 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 17

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

Q17. 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 18

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

Q18. 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 19

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

Q19. 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 20

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

Q20. 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 21

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

Q21. 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 22

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

5.0 DISCUSSION AND PRACTICAL IMPLICATION OF THE STUDY

The study was purported to examine the impact of quality assurance in the hospitability industry. The study found that rendering quality service provides an organization with a good will. Also the study found that quality service strategies cannot be implemented by only staff but management is also part of the process. Furthermore, the study unveils that quality service provides customer satisfaction and retention.

Base on the findings of the study, the researcher made the following recommendations:

The researcher suggest that, management of the hotel should seek on customers opinion to improve facilities like swiiming pool, internet services,catering services and their conference rates. Similarly, management should also brainstorm and solicits for professional ideas from professional bodies on improving such facilities.

The researcher suggests that management should improve the customer /employee relations by opening 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.

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 and the 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 servimg the customers but should rigorously imrpove the already high quality of the services they provide to their customers.

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