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# Customer Satisfaction and Quality of Service Delivery in Selected Two and Three Star Rated Hotels in Kumasi Metropolis

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**Abstract:** Investigations on performance in the hospitality industry have been to enquire further into the dynamics of customer's perspective on the quality of service. This paper argues that key components of guest satisfaction would require further enquiry into specific strategies that might inform management efforts of maximizing customer satisfaction. A mixed method approach was employed to examine connections between customer satisfaction and quality of service delivery in star rated hotels in Kumasi metropolis. This study's major focus were to examine food service in perceived customer's satisfaction and service quality and also to determine the influence of service quality on customer perceived quality of service. Stratified random sampling techniques enabled a sample size of 349 from some two and three star rated hotels in Kumasi. Standardized questionnaires provided some rich data which were presented and supported with tables. The study confirms customer high expectations of service delivery. It is recommended that a more appropriate way forward for sustainability in the hotel management would more critical engagement with the dynamics that seek to support and promptly respond to customers perceptions on delivery. Additionally, such dynamics could be imparted in employee work patterns to enable a deeper appreciation of customer perceptions on service delivery.

**Keywords:** Customer Perception, Guest Satisfaction, Service Delivery

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## 1. Introduction

Tourism plays a significant role in the tourism sector over the last decades, though a lot of governments have seen it as a means of attracting more visitors and tourists leading to increase commerce and profits in their own countries [29]. Developed countries engage in destination marketing, leading to a constant enhancement of their service and a desire to provide outstanding service to their visitors [29]. Through this, there is increasing in tourist business which is undertaken by both the developed and developing countries since they realized it as a means of generating a significant profit by drawing a large number of travelers [29]. Tourism has increased and opened doors all across the world, making it a significant contributor to socioeconomic advancement [26]. Mubiri (2016), makes the claim that quality service which initially impacted mainly on the manufacturing sectors

has in recent times impacted on practitioners and academicians [37]. The importance of output of the quality or business performance in the service section has been widely seen in the literature due to its significant impacts on various aspects of business performance.

Minh et al (2015)'s recent study identified hotels service as one of the basic sectors that make up the tourism complex system, which is one of Vietnam's fastest-growing industries over the years [20]. In today's highly competitive market, hoteliers must constantly renew and improve themselves in order to attract clients. In this context, one of the most significant factors that determined the performance of tourist and hotel enterprises is service quality from the customer's perspective. As a result, the authors (Minh *et al*, 2015), have focused critically on the ways by which the quality of service continue to impact on customers [20].

Quality has gained the attention of practitioners and

scholars over the years [20], mostly in the manufacturing sector. Watiki (2014), also examined quality of service by two factors: service expected and that perceived [35]. Expected services tend to be assumptions that concern the extent to which a service will be rendered by an establishment, the assumptions provide standards set for the evaluation of service delivery and Watiki (2014), believes this pattern provides very useful strategies for success of the hotel industry. The same author, defines quality as “fitness for use” but Mitra (2000) considers that service quality or product quality as “fitness for meeting or exceeding its intended usage as needed by the client [21].” In today’s business world, service quality plays a critical part in ensuring client satisfaction [7]. Customers will be happy if they received the service they require. Hoteliers must guarantee that service quality is maintained in light of these considerations. Customer satisfaction is a concern in today’s industry for a competitive advantage [7]. The hoteliers would be able to provide better service if they can identify what their consumers want. According to Juwaheer T. D. and Rose (2003), in order to meet the demands and expectations of its guests, hotel operators are increasingly focusing on quality standards [14]. Once the needs and wants of guests are known, hotel operators can cater to those needs and wants. It is acknowledged that one of the key focuses should be to provide excellent service to customers. The hotel businessmen can successfully run their company if they can pull it off. All service businesses should strive to offer their clients the highest caliber services possible in order to compete. The importance of service in securing a dominant position in the market has grown considerably. Many nations are attempting to obstruct this industry by enacting novel techniques and regulations. This is not an exception for Bangladesh. This nation has a variety of scenic locations, such as hills, mountains, beaches, etc. The world’s largest sandy beach, Coxsbazar Beach, is another popular destination for tourists. This study was conducted using this city as a base. It is regarded as Bangladesh’s tourism capital. This beach receives a lot of foreign visitors each year, and the number keeps growing. Similar to this, many individuals from our nation travel from one location to another to enjoy beautiful beach. In light of these considerations, Sheela (2002) defines a hotel as a location where a visitor ceases to be a traveler and becomes a guest [70]. For a hotel to attract a large number of guests, it must provide superior services by offering a variety of high-quality merchandise. Varsanis, et., al, (2019)’s exploration on hotels also confirm that the quality of service is significant in its competitiveness and development [71]. Sudin (2011) also affirms the need for hotels to focus on offering high-quality service in terms of the perceived quality criteria that matter to customers [30]. The happiness of a guest is the top goal for hotel managers and competing against hundreds of others, and personal service is at the top of the traveler’s priority list when choosing a hotel to stay in. According to Rao and Sahu (2013), hotel employees range from senior management to front-line workers [41]. Since service quality is said to

predict customers’ satisfaction, which concludes that the hotel industry should mostly focus on providing service quality in the areas of perceived quality that are most needed by customers [19]. Dubrovski (2001) identifies that the levels at which service is delivered by the hotel front office staff will affect hotel work if they are not in a positive mode to offer the duties [43]. Such effect will have an impact on the value of the quality that they deliver which will result in some influence on the customer’s satisfaction [77]. According to Sudin (2011), a positive customer experience is crucial when it comes to luxury, service quality, and contentment because a positive experience will inspire the client to want to return or stay longer, as well as to suggest the business to others [30]. Customers’ pleasure, according to Guzzo (2010), is the beginning of establishing customers’ loyalty and, as a result, along-term relationship [45]. Establishing a long-term relationship with customers will lead to repeat business. Customer pleasure is correlated with service quality [35]. The fulfillment reaction of the customer is categorized as the satisfaction of customers [73].

Service quality is considered the life of every hotel [74] and is a core of service management [75]. Service quality has a significant impact on customer satisfaction [76] and also determines the financial position of companies [69]. A lot of researchers (Firdaus et al. 2011, Muskesh et al., 2010, Parasuraman et al., 1985) assumed that service quality is an elusive concept, and there are considerable arguments among researchers on how to conceptualize the phenomenon [46, 12, 24]. There are various definitions of service quality which include the customer’s overall impression of the relative inferiority of a company and its service [27]. The extent to which the service delivered fulfills the customer’s expectation [40], customer judgment about service [38], and the difference between customer’s assumption of service and their level of perceptions of actual service performance [39]. The model used to measure service quality in the hotel sector is the SERVQUAL model [67]. The SERVQUAL model was designed by [63], based on their own gap model; [24]. Such a model can be used in many sectors and it is also criticized on several grounds [9]. In a situation where there is competition between businesses, the quality of service of a business is seen as the most important factor in offering competitive services; although creation and sustainability require time, patience, perseverance, and unwavering dedication [60]. This study examined the dynamic components of customer satisfaction and quality of service delivery in star rated hotels in the Ghanaian context. The three major questions for the study were; To what extent does environmental cleanliness and food service influence perceived service quality? Does environmental cleanliness and food service affect customer’s satisfaction? To what extent does perceived service quality influence customer’s satisfaction? The study supports customer high expectations of service delivery. The study was particularly, significant in the quest to promote sustainable economic and social practices in the hospitality industry. Hence, informed hotel management would work out more meaningful strategies that offer supportive results to

guests' expectations as well as increase profit. It is recommended that a more appropriate way forward for sustainability in the hotel management would be a deeper examination into the dynamic practices that might meaningfully support and promptly respond to customers beliefs on service delivery. Additionally, such dynamics could be imparted in employee work patterns to enable a deeper appreciation of customer perceptions on service delivery.

## 2. Literature Review

### 2.1. Service of the Quality Model on Customer Satisfaction

It is not as simple as people believe to plan service quality that will satisfy hotel customers [18]. Guests' perceptions and demeanor are evolving throughout time, with shifting desires and preferences [53]. Service quality is a must for the hotel's clients' happiness and loyalty, as well as its financial performance. As a result, client happiness is linked to the quality of service provided [15]. Guests are usually in high demand, but in the hospitality industry, the most important aspect to consider is the guest's service quality [22]. By offering service and performance, service quality has an impact on guest satisfaction [17]. Though there are many benefits to guest satisfaction, such as building a strong relationship between the hotel and the customers and increasing guest loyalty [52].

Due to its close relationship with customer satisfaction in the service industry, Gilbert and Veloutsou (2006) believe service quality to be one of the most important factors for business success [48]. Service quality, according to Parasuramn (1988), is an organization's capacity to meet customers' expectations [25]. Service quality, according to Lewis and Boons (1983), is an equivalence between expectation and performance [51]. Service quality, according to Mazumder and Hasan (2014), is required to assess their performance [49]. Service quality is increasing exponentially, and service providers are working to improve it in order to ascertain a long-time competitive edge, customer happiness, and loyalty [16]. The outcome will evaluate whether customer satisfaction levels in hotel sectors are dissatisfactory for both local and international hotel guests. Customer perception is heavily influenced by service quality [50]. Customers evaluate service quality attributes based on their expectations and actual performance [51, 24, 25, 47]. The goal of service quality is to achieve customer satisfaction in order to foster a good attitude toward the services offered [54]. For increased attraction, service quality is a vital element to focus on by the service provider [55]. Customers have an emotional connection to the physical environment.

Moreover, service quality is one of the main factors of customer satisfaction [44, 56]. It is a multidimensional construct whose dimensions differ from sector to sector [57]. Guest opinions of the service quality are usually very across hotels with different classification ratings [58, 42] as well as across different types of hotels, such as between stand-alone

hotels and resort-based luxury hotels [59].

Customer satisfaction is a well-known term in the hotel business which is considered an impact on a company's competitiveness.

### 2.2. Relationship Between Service Quality and Customers Satisfaction

In every organization and in the most competitive economy, customer happiness and loyalty are critical considerations in recruiting new customers and retaining existing ones [13]. As a result, in the hotel business, the clear and indistinct connections amidst service quality and client happiness are viewed as a critical success component. In light of the fierce competition that exists between hoteling companies, it behooves their management to concentrate on the factors that determine customer satisfaction and loyalty to remain competitive, sustainable, and profitable in service industries such as higher education [61] and the hotel industry [62, 36]. Additionally, hotel managers are supposed to plan and implement strategies. When consumers have favorable experiences with a hotel's quality, it not only encourages them to return to the hotel but also encourages them to spread the word about the hotel to potential customers [34]. Customer preference and service quality can be understood of as having a direct, consistent relationship. This implies that any variations in service characteristics, whether favorable or unfavorable, will directly result in changes to customer contentment of the same magnitude [64]. Quality of service is seen as a total impact on customer happiness, the tendency towards repeat purchase behavior, and ensuring the company's long-time profit as well [65]. Persistent communication with clients and analysis of service encounters are needed for ensuring the better service quality of an organization [33]. Service quality continues to be critical for the hotel's guest satisfaction and loyalty within their goals of achieving meaningful financial performance. Furthermore, customer satisfaction is essentially connected to the degree of service quality [15]. Shimekit, (2016), believes that assessing service quality offers a reliable path for hotel management to shape guest satisfaction [28]. Others (Kandampully et al., 2011b; Khalifa and Abou-Shouk, 2014; Khalifa and Fawzy, 2017), also argue that intensifying customer satisfaction is relies on the extent of the quality of service [66, 32, 15]. Earlier discourses [66], affirm that the more reliable strategy to be adopted will be to reflect on customer expectations service quality. Zeithaml believed that a customer's satisfaction is related to the evaluation of service quality; RATER; Reliability, assurance, tangibility, empathy, [78] and responsiveness [31].

## 3. Methodology

### 3.1. Sample and Data Collection

Data was gathered through questionnaires from 349 samples from 4 hotels in Kumasi. According to Christen and Turner (2014), the questionnaire is commonly used by

researchers to collect data since it saves time because it is possible to collect a large amount of information when there is a large population [8]. The data will be collected using a standardized questionnaire consisting of 34 statements. The question is divided into three sections and the first section (i.e. section A) aims to capture general information about the demographic respondents of the client, section B focus on seven components of service quality that is, environmental cleanliness, restaurant/ food service, housekeeping/ front office/ reliability/ responsiveness, empathy, and assurance and the other section that is, section A, emphasis on customer satisfaction which serves as dependent variable various components of service quality.

Out of the 349 respondents, 53.3% of the respondents are females while 46.7% of respondents are males. This indicates that the majority of the respondents are females. It was also observed that 5.2% of the respondents are between the ages of 18-26 years, 6.0% between the ages of 26-35 years, 13.8% between the ages of 36-45 years, and 23.8% between the ages of 46-55 years, and 51.3% are 55 years and above. This indicates that the majority of the respondents are above 55 years. Moreover, 27.2% had no formal Education, 36.1% had Basic Education, 15.8% had Secondary, 9.7% are diploma /HND holders, 5.2% are degree holders, and 6.0% are master's degree holders. This indicates that the majority of the respondents had only Basic Education.

With regards to customer loyalty, it is observed that 44.1% have been customers for less than a year, 45.8% between 1-5 years, 5.2% between 6-10 years, and 4.9% between 11-15 years. This indicates that the majority of the customer's loyalty is between 1-5 years.

### 3.2. Questionnaire and Measures

The research had 2 main variables, which were service quality and customer satisfaction. Under the service quality, seven variable were used which includes, environmental cleanliness, restaurant or food service, housekeeping or food service, reliability, responsiveness, empathy, and assurance. These two variables were measured on a Likert scale of 1=Excellent, to 5=Very poor. The study controlled for 5 potential demographic variables, which could potentially influence the outcome of the study. These were, gender (measured as 0=female, 1=male), age of the hotel clients (measured as 1=11-25 years, 2=26-35 years, 3=36-45 years, 4=46-55 years, and 5=above 55 years), highest level of education (measured as 1= No formal education, 2 = Basic, 3 = Secondary, 4 = Diploma/ HND, 5 = Degree, 6 = Masters, and 7 = PhD), Number of years of being a customer at the hotel (measures as 1 = Less than 1 year, 2 = 1-5 years, 3 = 6-10 years, 4 = 11-15 years, 5 = 16-20 years, and 7 = above 20 years) and the name of the hotel.

### 3.3. Data Preparation, Validity and Reliability

To ensure reliability and validity of the data, inconsistencies, incompleteness, misclassification, and gaps in the information gathered from the respondents were

removed from the data collected [72]. Missing data is a typical issue with questionnaires, and it can manifest itself in a variety of ways: Invalid data is data that has been entered incorrectly; incomplete data is data that is lacking information that is needed to make a judgment; inconsistent data can result from database alignment faults; and inaccurate data is data that has been misrepresented [10]. Thus a careful and critical approach to data collection was engaged to obtain the rich and reliable data.

## 4. Results

### 4.1. Correlation Analyses

The relationship between the following independent variables (Environmental cleanness, Restaurant and food services, housekeeping and front office, service quality) and Customer Satisfaction was investigated using the Pearson product-moment correlation coefficient.

Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. There was a strong, positive correlation between Environmental cleanness and Customer Satisfaction which was statistically significant, ( $r = .764$ ,  $n = 349$ ,  $p < .05$ ), with high levels of Environmental cleanness associated with high Customer Satisfaction. This implies that the higher the level of Environmental cleanness the higher the Customer Satisfaction. Restaurant or food service was found to have a positive and significant related to customer satisfaction ( $r = 0.697$ ,  $n = 349$ ,  $p < 0.05$ ). Housekeeping or front office was found to be positive and significant related to customer satisfaction ( $r = 0.665$ ,  $n = 349$ ,  $p < 0.05$ ). Service quality was found to be positive and significant related to customer satisfaction ( $r = 0.769$ ,  $n = 349$ ,  $p < 0.05$ ).

Pearson Product-moment Correlations Between the following independent variables (Environmental cleanness, Restaurant and food services, housekeeping and front office, service quality) and Customer Satisfaction.

*Table 1. Pearson Product-moment Correlation.*

	EC	RFS	HKFO	SQ	CS
EC	1				
RFS	.664**	1			
HKFO	.559**	.765**	1		
SQ	.610**	.804**	.706**	1	
CS	.764**	.697**	.665**	.769**	1

\*\*. Correlation is significant at the 0.01 level (2-tailed).

### 4.2. Regression Analysis

The study by investigating the effect of Environmental cleanness, Restaurant and food services, housekeeping and front office, and service quality on Customer Satisfaction (CS), tested the following hypothesis.

*Hypothesis:*

$H_1$ : There is a significant impact of Environmental cleanness (EC) on Customer Satisfaction.

$H_2$ : There is a significant impact of Restaurant and food

services (RFS) on Customer Satisfaction.

$H_3$ : There is a significant impact of housekeeping and front office (HFO) on Customer Satisfaction.

$H_4$ : There is a significant impact of service quality (SQ) on Customer Satisfaction.

**Table 2.** *Impact on Customer Satisfaction.*

Hypothesis	Regression weight	B	t	p-value	Hypothesis supported
$H_1$	EC→CS	.549	12.35	.000	Yes
$H_2$	RFS→CS	-.129	-1.714	.087	Yes
$H_3$	HFO →CS	.187	3.705	.000	Yes
$H_4$	SQ →CS	.506	9.285	.000	Yes
R		.740			
F (4,344)		244.22			

Table 2 presents the outcomes of the initial assumptions of the study. First, the satisfaction of a customer is dependent on the cleanness of the environment (Beta is weight 0.549,  $p < 0.00$ ) indicating direct associations between environmental cleanness and customer satisfaction. Hence the initial proposition is endorsed. Next, restaurant or food service could not constructively determine customer satisfaction (Beta is weight -0.129,  $p < 0.87$ ). Implicitly there is a clear in balance in the associations between restaurant food service and customer satisfaction. Hence the next proposition is not endorsed. Thirdly, hotel front office services revealed meaningful impacts on customer satisfaction (Beta weight 0.187,  $p < 0.00$ ). Clearly, useful connections exist between hotel front office services and customer satisfaction. Thus the third proposition was recommended.

Finally, service quality evidently impacted on the customer (Beta weight 0.506,  $p < 0.00$ ). Obviously, service quality and customer satisfaction are constructively connected. Thus, the endorsement of the final proposition.

## 5. Discussion and Contribution of the Results

Among the seven service quality dimensions used in the study, it was found that environmental cleanness has a direct significant effect on customer satisfaction. According to [3], environmental cleanness has a direct effect on customer satisfaction. Because of that, [11] found that the hygiene of a hotel does not affect customer satisfaction. [23] insisted that cleanness sever as a hygienic factor that influences customer satisfaction. According to [6] the availability of packing space affects hotel clients which in terns has a significant effect on their satisfaction.

The study also identifies that restaurant or food service has a negative and significant effect on customer satisfaction. [5] in their study found that food service has a significant and positive effect on customer satisfaction in rural university campus environments.

The study also sought to examine the effect of housekeeping or front office on customer satisfaction and found that there is a positive effect of housekeeping or front office on customer satisfaction. [2] found that the provision of the front office has to do with the cleanliness of hotel rooms, cleanliness of staff, and quickness of the check-in and

check-out process has a significant effect on customer satisfaction in hotel management.

Finally, the study has determined the effect of service quality on customer satisfaction and found that service quality has a positive and significant effect on customer satisfaction. [1] in their study found that service quality has a significant and positive effect on customer satisfaction in the hospitality industry. [4] performed an analysis on 170 samples using covariance-base structural equation modeling and found that service quality has a significant and direct effect on customer satisfaction.

## 6. Conclusion

The study has examined the connections between service quality and customer satisfaction in hotel management. With the aid of a sample 349 participants from 4 hotels in Kumasi within the Ashanti Region of Ghana. The major conclusions confirm a substantial and direct impact of environmental cleanliness on customer satisfaction. Furthermore, restaurant or food service has a significant and negative outcome on customer satisfaction. Additionally, the house or front office has a significant and positive effect on customer satisfaction.

Finally, the important and direct effect of service quality on customer satisfaction has been affirmed. This study further suggests that a more appropriate way forward for sustainability in the hotel management would more critical engagement with the dynamics that seek to support and promptly respond to customers perceptions on delivery. Additionally, such dynamics could be imparted in employee work patterns to enable a deeper appreciation of customer perceptions on service delivery.

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