
THE HOSPITALITY INDUSTRY AND THE COMFORT OF CUSTOMERS: THE CASE STUDY OF AIRPORT INN HOTEL (AIH) IN TAMALE

Adiza Sadik ¹(PhD), Fatawu Alhassan ²

Department of Hospitality and Tourism, Tamale Technical University

P.O.Box 3 Education Ridge Tamale

Correspondence: Adiza Sadik, Tamale Technical University, Northern Region, Ghana

Email: mgbuuu@gmail.com

ABSTRACT: *In today's highly competitive hospitality industry, advancing service quality is significant in lifting the status of the hospitality and tourism industry. Clienteles' satisfaction with hotel service delivery is recognized as one of the criteria used to measure the quality of hospitality services. The expression of satisfaction with hospitality service delivery results in the appreciation of the services provided. There is a large body of literature available on customer satisfaction but only a few scholarly studies are directly put on the satisfaction of the customer in relation to the tourists in Tamale Ghana. This study therefore, assesses the effect of the services rendered at the Airport Inn Hotel on tourists' satisfaction. This survey was conducted at a 3.5 Star Airport Inn Hotel (AIH) in Tamale amongst 100 tourists who were systematically sampled within a period of two months continuously and 10 service providers. Appropriate statistical analyses such as frequencies and percentages were utilized. Results of the study revealed that a high percentage of tourists had high expectations with hotel services. Analysis of tourists' satisfaction with the hotel services provided revealed that a significant percentage of tourists were satisfied with the services delivered. The relationship between tourists' expectations and the various measures of service delivery (safety and security, politeness of the staff and physical facilities) were established. Service providers' commitment and tourists' characteristics were also found to be significantly related. Based on the results the study advocates that hospitality service providers should pay attention on customers' personalities and expectations when it comes to enhancing their satisfaction. This study may be important to researchers in hospitality and tourism in understanding guest satisfaction and their comfort in the hotel industry especially in the research area Tamale.*

KEYWORDS: Customer satisfaction, hospitality, relationships safety, security, comfort

INTRODUCTION

Guest satisfaction plays a significant role in the hospitality industry (AbuKhalifeh and Puad Mat Som, 2012; Rather and Sharma, 2017). Hotel clienteles are becoming much more cognizant of standards and good services in the hotel industry thus making the service delivery a high priority and significant (Priyo et al., 2019; Acharya et al., 2011). AbuKhalifeh and Puad Mat Som, (2012), stated that one of the factors that promotes success of the hospitality industry is satisfied customer. Customer or guest satisfaction and loyalty are factors essential which attract new customers and retain old and repeated customers in every business in the service industry especially hotels (Priyo et al., 2019; Rather and Sharma 2017) therefore it is essential that

management of service industry should emphasis on factors that determine customer satisfaction in order to remain competitive. Adamu et al., (2016) stated that in a hotel setting customer satisfaction can be ensured through hospitable environments and employees, adequate room service, healthy and delicious food. Therefore, customer satisfaction could be achieved based on service, product and industry quality, emotion and waiting time. Clienteles in the hospitality industry who are mainly tourists have become progressively knowledgeable to hotel service quality (Forozia et al., 2013). According to Zeithaml and Bitner (2013), the continuous patronage of hospitality services by clients, is a clear indication that their experience in the hospitality industry services makes them hopeful about quality services and satisfaction. On the other hand, when service quality assessment is undesirable, the impressions follow serious scrutiny among clients. It is important therefore, to provide high service quality and satisfaction for clienteles in the hospitality industry (Chowdhry et al., 2010). Providing quality services is a determining factor for the success and existence of any organization in today's competitive business environment (Forozia et al., 2013). Das, Udit, and Ray (2017) proposed that hotels should supervise their employees to consistently use the rules that provide excellent customer service, extend a 'helping hand' and always be willing to assist quest at all times. This therefore, suggests that the hospitality industry which is a typical service industry offering services to its customers should be mindful of quality and satisfaction for its customers by knowing their expectations. Like any other service industry customer satisfaction and loyalty are secured through the delivery of good quality services (Ghani et al., 2011; Faullant and Matzler, 2008). This study therefore sought to determine the quality of hotel services provided by assessing the level of satisfaction with services provided and the factors that impact customer satisfaction with The Airport Inn Hotel (AIH) in Tamale.

Statement of the Problem

It is argued that hotels including the AIH offer uniform or similar services to customers. The AIH has adequate security facilities for all its guests. However, this is not the only determining factor for customer satisfaction when visiting a hotel. There are differences in the levels of satisfaction with these services. While a given customer is pleased with some hotel services the other does not, for the reason that each customer has a unique sense of judgment about the hotel service experienced.

Customer satisfaction has been significant in studies conducted by several researchers in many service industries such as in banking, economics and marketing and also on expectation and perceptions as well. An evaluation of hotel service performance process conducted by Lukenova, (2010) on why tourists have different evaluation of the level of satisfaction with hotels service delivery did not find suitable solutions. Sharma and Srivastava, (2018), explored the relationship between service quality and customer satisfaction and suggested the SERVQUAL method to the hotel industry based on five factors; assurance, empathy, reliability, and tangibility for hoteliers to devise customer service. It is in this light that the study is intended to fill the gap in the literature by ascertaining why customers have differences in their level of satisfaction. The study also seeks to determine the relationship between customers' expectation of service quality.

Research Objectives.

The main objective of the study was to investigate the determinants of customer satisfaction with hospitality services in The Airport Inn Hotel which known for its hospitality to tourist coming to the Northern region of Ghana.

The specific objectives were to:

Evaluate the expectations of customers regarding the services provided at AIH in Tamale by determine the relationship between customer characteristics and expectation of AIH service delivery, and to identify the specific AIH service that offers the real satisfaction for tourists visiting Tamale.

Research Questions

The study was guided by the following questions:

- What are the expectations of tourist regarding the serviced delivered at AIH in Tamale?
- Is there any relationship between customers' characteristics and expectation and AIH service delivery?
- What specific AIH services offer the real satisfaction for tourists visiting Tamale?

Significance of the study

The outcome of the study will have a huge impact in the Ghanaian hospitality industry. This study will also increase the existing knowledge in hospitality research and add to the literature on interventions for the hospitality industry in Northern Ghana to offer satisfaction to its customers. The study will therefore provide a data upon which further studies may be carried out. The findings of this study also provide vital information that will be useful for understanding the needs and satisfaction of stakeholders, specifically to those in the hospitality industry and ultimately increase patronage and repeated customers to hotels in Tamale and Northern Ghana. The study would further enhance regulators such as Ghana Tourism Authority which is the main regulatory body in the hospitality industry in Ghana on service quality and delivery as there is a dearth of empirical evidence on how hospitality influences guest satisfaction.

Scope of the Study

This study concentrates on the determinants of customer satisfaction with AIH service delivery, their expectation and satisfaction with hotel services. Specifically, the expectation and satisfaction are measured on the concept of service quality dimensions which includes; physical structures, security, politeness of the service staff.

Profile of the Hotel

Mostly described as preferred homestay hotel in the Northern regions, the Airport Inn Hotel which is a 3.5-Star business-friendly hotel in Tamale is located 7km away from the main commercial area or the central business district of the Tamale city center and 3km to Tamale International Airport. A serene environment with excellent facilities located at Airport Residential Area, Tamale, Ghana. Facilities include; Central Circuit Television (CCTV) Camera to capture any criminal activities which may happen at the blind side of the workers on record. Other facilities such as electric wire fence with alarm systems such as free WiFi access, fully air-

conditioning, free parking space and free airport drop-off are also available. Airport Inn Hotel features accommodations with free WiFi, air conditioning, a restaurant and a bar. Each unit is fully fitted with a washing machine, a flat-screen TV, a sofa and desk. There is a fully equipped private bathroom with bath or shower and free toiletries. Guests at the hotel can enjoy a continental or a halal breakfast.

Theoretical Framework of the study

Zeithaml and Bitner, (2013) opines that tourists' expectations are the opinions about services yet to be experienced. In addition to the anticipations of tourists' factors such as the rate of the hotel may have an impact on tourists' expectation. Star ranking might be measured as a shape of clear service pledge and according to Zeithaml and Bitner, (2013) explicit service pledges are variables that impact service anticipations. Tourists and other visitors mostly presume that a hotel with greater ranking may deliver better services than the hotel, which has less star ranking.

Service Factors of Tourists' Satisfaction

Based on the critical role tourists' satisfaction play in the hospitality industry, it is not surprising that a number of studies have been devoted to investigate the determinants of tourist satisfaction. Satisfaction can be influenced by the subjective judgment of the clientele, for example customer needs, emotions and objectives factors for instance service feature (Bowen et al., 2010; Olorunniwo et al., 2006). According to Barusman and Rulian, (2020), factors influencing Customer retention can influence satisfaction as the dimensions are interrelated. Forozia et al., (2013) found that cleanliness, security, value for money and courtesy of staff determine customer satisfaction. They further revealed that room cleanliness and comfort, convenience and location, prompt service, safety and security, and friendliness of staff are important.

Forozia et al., (2013) again indicated that the determinants of customer satisfaction are the behaviour of staff, cleanliness, and appropriateness. Customer loyalty is determined by the degree of commitment based on their preferences and degree of satisfaction. According to reliability, empathy, competence of staff, accessibility and tangibles are key factors that influence satisfaction (Barusman and Rulian, 2020; Bowen and Chen, 2010). Chio and Chu (2011) are of the view that the three top hotel factors that determine customer satisfaction are the quality of staff, room qualities and value. They also realized that factors such as security, cleanliness and courtesy of staff might be controlled by customer satisfaction. Comfort and cleanliness of rooms, location, accessibility, suitable service delivery, security as well as the behaviours of staffs are vital elements of customer satisfaction.

Numerous researches have been carried out in the hospitality and tourism industry, with most of these studies emanating from the developed countries. Few studies have been conducted to establish the determinants of tourists' satisfaction in a developing country (Forozia et al., 2013). This study fills the gap in the literature by examining the extent to which service factor variables such as security and safety, politeness of staff and physical facilities influence and predict customer satisfaction with hospitality and hotel services.

Customer Satisfaction with Hotel Services

In the context of hotel services, the satisfaction of customers can be confirmed through friendly environments and professional staff. Clients' satisfaction is an attitude or evaluation that is formed by the customer comparing their pre-purchase expectation of what they would receive from the product to their subjective perceptions of the performance they actually did receive. Tam (2014) defined that satisfaction is a person's feelings of pleasure or disappointment by comparing a product's perceived performance (outcome) in relation to his or her expectation. Customer's satisfaction is also defined as a result of customer's subjective evaluation or judgment of the consumption experience with a hotel service (Faullant and Matzler, 2008).

Lukenova (2010) advocated that orientation of customers he argued, that if orientations and conditions were congruent then customers were satisfied if not dissatisfied. Satisfactions are usually being mediated by personal beliefs and values about hotel services as well as prior expectation about hotel services in addition to identifying the important relationship between expectation and variance in satisfaction rating and offered an operational definition for tourist satisfaction as positive evaluation of customer distinct dimensions of hotel services (Lukenova, 2010).

Service quality has been considered as one of the significant aspects of the success of an organization because of its closeness with customer satisfaction notably in the service industry, therefore it is important to concentrate on quality service. According to Alauddin et al., (2019), service quality has a greater impact on the gratification of customers with a tendency of repeated purchase behavior. They furthermore stated that satisfaction is an assessment done by customers. Mohamad, (2019), indicated that satisfaction the feeling of enjoyment or disappointment necessitating comparison a product perceived performance based on expectation.

Service quality is required to measure perceptions (Mazumder and Hassan 2014). Tabassum, et al., (2012) added that perception concerning service quality varies greatly among tourist. Ali et al., (2016), agreed that satisfying and retaining customers are recognized as a vital factor in the hospitality industry and their study proved that the four service quality dimensions mentioned above (empathy, responsiveness, assurance and tangibility), truly have a positive relation with customer satisfaction except reliability which has a negative relationship with customer satisfaction. Customer's assessment for the quality of services in hotel industry is essential in developing business (Ali et al. 2021). Hotels should provide a competitive service to satisfy their customers and gain customer's loyalty (Abdulla et al., 2017; Ali et al 2016). Guests service in hotel industry is one of the main business processes which leads to grow and attract potential guests (Ali et al. 2021).

There is a plethora of researchers who have studied customer satisfaction and provided theories about hotel service delivery. Disconfirmation is defined as consumers' subjective judgment resulting from comparing their expectation and their perceptions of performance received (Chowdhry et al., 2010). The applicability of expectancy-disconfirmation theory has however received the widest acceptance among the several theories. Expectancy-disconfirmation model was improved to determine the predictive power of travelers' satisfaction. Chowdhry et al., (2010) introduced the basic dynamic nature of the disconfirmation model into hospitality

research, while testing part of the original model in a modified form. In order to assess the causal relationship between two different disconfirmation models, they employed a regression model with a single “expectation-met” measure as the dependent variable, and 21 difference-score measures as the independent variables. The authors showed eight distinguishable dimensions of tourist satisfaction. Chowdhry et al., (2010) also introduced the expectancy-disconfirmation models into research. Basically, the proposed model in these studies was that customer satisfaction was the function of disconfirmation, measured by nine “expectations met” factors that were weighted by attribute-specific importance. The model was tested with data collected from 100 random subjects via guest comment cards. The study found that customer satisfaction correlates with customers’ willingness to return after they experienced the service.

Customer satisfaction practices can help hospitality managers to identify the crucial elements affecting customers' purchase experience and post-purchase behaviour such as subsequent purchase and favourable word of mouth (WOM) publicity (Sharma and Srivastava, 2018; Choi and Chu, 2011). A satisfied guest promotes positive WOM at no cost for the hotel and with effect credibility that are superior to those of conventional advertising. Tourists’ satisfaction research reveals the starting point to build tourist’s loyalty and a long-term relationship. The consolidation of relations with guests leads to repeated patronage. On the other hand, an unsatisfied tourist may represent a danger for the hotel (Choi and Chu, 2011).

According to some authors, for example, Choi and Chu, (2011), service quality and customer satisfaction are distinct concepts, although they are closely related. Satisfaction represents an antecedent of service quality. In this sense, satisfaction may influence customer view point and perceived assessment of quality of service. In this light, satisfaction with a specific transaction may result in positive assessment of the quality of service. According to Zeithaml and Bitner, (2013), some authors are of the view that service quality is antecedent of customer satisfaction. These authors propose that the quality of service is a cognitive evaluation, that may lead to satisfaction. Hence, customer satisfaction is the result of service quality. ‘Effectiveness, competitiveness and flexibility’ of the hotel is an approach that adds to assure guests complete satisfaction, (Abdullah et al., 2017; Das, et al., 2017). Das et al., (2017) further stated that, to maintain customer’s, services should be exceptional. Loyal customers need to experience something that is unforgettable plus a dynamic service. Satisfied and happy customers are loyal customers. The hotel industry main aim is to maintain a high level of customer satisfaction by providing their clients with value added transaction through positive customer interaction. food and beverages play a very important role in the hotel industry. Furthermore, cleanliness of room and adequate provision of resources given to the customer enhances quality experience among the business client. Destination appearance and attractions, facilities and services offered, the friendliness, food and beverage further impacts overall customer satisfaction, which encourages a revisit intentions and advocating through word of month WOM to potential visitors. Das et al., (2017) added that “Customer satisfaction results in greater customer loyalty, thereby influencing revisit and positive word-of-mouth. Satisfied customers are more likely to come back to their visited hotels, often bringing new customers along”.

Although there still remain a lot of unresolved questions, it can be concluded that service satisfaction and service quality are two concepts worth researching into (Chowdhry et al., 2010).

METHODOLOGY

This section mainly consists of research design and sampling technique, data source as well as analysis. This study mainly adopted a qualitative technique. The choice of this approach was influenced by the fact that the study, as part of its objectives tries to examine the effect of hotel services. Creswell (2013) suggest that this approach is often suitable for studies that determine the links among variables.

Since this study focuses on AIH, the target population for this study was the total number of the occupants of the hotel. The study population comprises tourists among the occupants of the hotel. Purposive sampling was used to select ten employees including few of the service providers of the hotel. This sampling technique was the most appropriate since it sets the inclusion and exclusion limits for the responds to be included in the study. The study used both primary and secondary data sourced from the respondents and other electronic sources.

The Airport Inn Hotel in the Tamale Metropolis was selected as a research area because the hotel is one that is mostly patronized by tourists due to its proximity to the Tamale International Airport. Tourists, who resided in the hotel of study in the month of February, 2019 were surveyed. This was before the country recording its first COVID-19 cases.

Analysis and Discussion of Findings

In line with the objectives of the study, the data analyses and findings of the study as presented below.

It describes the variables used in the study. This was then followed by the summary of findings and subsequently conclusion and recommendations aimed at improving on the hotel's service delivery towards attracting tourists visiting the Tamale Metropolis.

Table 1: Socio-Demographic Characteristic

Ages	Frequency	Percentage (%)
20 – 30 years	4	20
31 – 40 years	10	50
41 – 50 years	6	3
Total	20	100
Gender	Frequency	Percentage (%)
Male	14	70
Female	06	30
Total	20	100
Education Level	Frequency	Percentage (%)
Diploma/Professional Certificate	2	10
Polytechnic	6	30
University Degree	8	40
Masters/Postgraduate degree	4	20
Total	20	100
Designation of employees	Frequency	Percentage (%)

Managers	2	10
Desk officers	4	20
Service providers	8	40
Cleaners	4	20
Financial Accountant	2	10
Total	20	100

Source: Author's Field Survey, 2020

The table above shows the various socio-demographic characteristics of the respondents. In the first place, age distribution of the respondents reveals majority, thus 48% of the respondents were found to be within 31–40 years. Those in the minority were within 41-50. The gender/sex distribution of respondents shows 70% of them being males. In terms of educational background, the majority (40%) of the staff had University Degree; with the least being 10% who had Diploma as their highest educational qualification. Quite a significant number of the respondents were staff of the unit responsible for maintaining customer relationship since 40% were found to be in this category.

Table 2: Tourists' Expectation of Specific Hotel Services

Specific Hotel Services	Frequency	Percentage
Timeliness in service delivery	04	20
Staff assistance	02	10
Level of safety and security	07	35
Comfort of facility	04	20
Accessibility of physical facilities	03	15
Total	20	100%

Source: field survey, 2020.

The expectations of tourists who patronize hospitality services have particular services. Tourists and service providers having agreed to the numerous expectations of specific hotel services identified initially timeliness in service delivery by 4 respondents representing 20% of the respondents as the first expectation. Some of the respondents numbering 2 (10%) said, service providers' assistance is also another expectation. Furthermore, majority of the respondents numbering 7 which represent 35% mentioned level of safety and security as being very effective. This expectation has resulted in most of the tourists expressing their hope in the service providers regarding such services

Comfort of facility according to 4 respondents expressed in percent terms as 20% has created high level of affection among the dedicated staff and the tourists in certain situations since they have in most cases indicated their interest in the services offered. In the view of 3 (15%) of the respondents, accessibility of physical facilities was also identified as an obvious expectation. This particular expectation emanates from satisfactory services to pertaining to the effortlessness on the part of the tourists in having easy access to the physical facilities of the hotel. These expectations are described as contributory factors which thus promotes the essence and purpose for which the hotel was established in the Tamale Metropolis.

Table 3: Commitment of Hotel Staff

Commitment exhibited by hotel staff	Frequency	Percentage (%)
Exhibits task appropriately	06	30
Readiness to take control of work challenges	08	40
Inspired to innovate and be creative	04	20
Perform their work efficiently	02	10
Total	20	100

Source: *field survey, 2020.*

The table above contains the various levels of commitment exhibited by the staff of AIH. As revealed by 6 respondents expressed in percentage terms as 30, staff exhibit their task, this is thus depicting service providers to their commitment at the workplace. The second role of the staff is their readiness to take control of work challenges, this which as discovered by 8 (40%) of the respondents represents their commitment to the hotel. As emphasized by 4 of the respondents expressed as 20%, inspiration to innovate and be creative was further identified as a form of commitment to the AIH. As part of the commitment of staff at the hotel, some of the respondents numbering 2 and representing 10% further indicated that, perform their work efficiently. This prepares the ground for applying fair and transparent measures to help staff carry out their responsibilities effectively and with ease.

The various contributions of staff commitment at the AIH are viewed as determinants which have been identified in Table 3 represent a set of interventions implemented as strategies for plummeting difficulties among the staff at the AIH in Tamale.

Table 4: Ways to Improving on Service Quality at the AIH

Suggestions	Frequency	Percentage (%)
Improving on cleanliness	07	35
Staff must be time-conscious	04	20
Staff must be distinct with clients	04	20
Staff ought to be supervised	02	10
Staff must be adequately trained	03	15
Total	20	100

Source: Field Survey, 2020.

The various ways to improving on service quality at the AIH are the main contents of Table 4 above. With respect to improving on cleanliness, majority of the staff numbering 7 and representing 35% of the respondents said staff must be prepared to live up to this particular expectation. As 4 (20%) of the staff indicates, staff of the AIH must be time-conscious. this is one suggestion which needs to be recurrent in the hotel's day-to-day operations. Issues concerning whether staff being distinct with clients could positively affect the AIH, 4 thus 40% of the respondents confirmed the beneficial effect this suggestion to the hotel. For 2 (10%) of the respondents, staff ought to be supervised so as to put them on their fit. furthermore, 3

respondents representing 15% said staff must be adequately trained so as to ensure that, the staff are sufficiently prepared so to handle the operations of the hotel.

SUMMARY OF FINDINGS

The socio-demographic features were revealed as follows: majority of the tourists (48%) of the respondents were within the age bracket of 31–40 years, whereas those in the minority were within 41-50. Most of the tourists were represented by 70% males, and the remaining 30% being female tourists. As many as 40% of the tourists had University Degree; with the least being 10% who had Diploma as their highest educational qualification. Quite a significant number of the respondents were staff of the hotel in different designations.

The study in addition examined tourists' expectation of specific hotel services at the AIH and as such, specific expectations namely timeliness in service delivery, staff assistance to tourists, level of safety and security, comfort of facility as well as accessibility of physical facilities were discovered. The study further emphasized the fact that, commitment of the hotel staff is critical since their exhibition of task appropriately, readiness to take control of work challenges, inspired to innovate and be creative and perform their work efficiently have led to the achievement of the expectations of the tourists.

CONCLUSION

The study has demonstrated that tourists' expectation of specific services at the AIH in Tamale are based on timeliness in service delivery, staff assistance to tourists, level of safety and security, comfort of facility as well as accessibility of physical facilities were discovered. These expectations to a larger extent were achieved due to the various commitments exhibited by the staff of the AIH. Given the contributions of the specific services enjoyed by the tourists, it is therefore imperative that, cleanliness, time-consciousness, distinction in service delivery, effective supervision and adequate training are given the topmost priority at the AIH in Tamale.

Limitations of the study

An inherent limitation of this study pertains to its small sample size. Further research with large sample size is required to confirm the findings of the comfort and customer satisfaction in Northern Ghana. The sample size could be increased to include participants in other geographical areas in Ghana this could strengthen the study. With an increased sample size, a more detailed empirical analysis among the concepts. The study sample were chosen from a 3.5-star hotel type, the higher kinds such as four- and five-star hotels may influence the results. It is not evident whether the similar results would emerge if survey participants were differentiated as per hotel stay or usage. Finally, future investigation would be to identify other determinants of customer loyalty, such as customer engagement.

Recommendations

As earlier revealed, the findings showed that tourists with ages within 31–40 years dominated the study, as a result, they should be encouraged to convince their fellow countrymen and women

who are below this age group to embark on tour to Ghana so as to enable them get the needed exposure. Since tourist were again dominated by men, it is imperative for the tourists to tell the good and pleasant stories about hotels in the country to women in particular so as to deal with the male supremacy in seeking adventure globally. Tourists with educational qualifications other than University and Diploma education should be encouraged to also embark on tourism adventure in Ghana so as to further guarantee and expose tourists to the genuine Ghanaian hospitality.

In view of the fact that, timely service delivery is the number one expectation of the tourists, the managers at hotels in Ghana should ensure that, services provided to tourists are swift and happen in real-time so as the visiting tourists to attract more tourists to visit the AIH in Tamale. Since the tourists during their stay at the AIH cherished varied support to run their errands in and outside the hotel, management of the AIH should put in place regular training for staff so as to enable them provides the required assistance to the tourists visiting the hotel. In order to ensure that, there is sufficient protection and to prevent danger for the tourists, appropriate safety and security measures should be provided in real-time so as to help improve on the internal systems of the hotel.

Timely provision of comfort was deemed to be appropriate and should be inculcated into the service providers so as to reassure the tourists each time they visit the hotel. Accurate due diligence in handling facilities is very suitable and should be used as the standard measure for the appraisal of the work of those in charge of providing comfort and security for the tourists. In order to empower the staff to overcome the workplace related challenges, there is the need to organize immediate assistance so as to further strengthen commitment among the staff of the hotel to be able to deal with their daily jobs correctly. Employees should be assisted to redefine readiness to take control of work challenges so as to reduce the time used in undertaking their daily duties. Management of the AIH should institute a reward scheme for committed staff in order to ensure eagerness the service providers.

Since commitment emanating from scope of work motivates employees, they should be assisted to be versatile and be resourceful so as to perform effectively in the hotel. Through the implementation of standard practices accepted by all, the staff should be resourced to enable them carry out their work efficiently so as to improve on the hotel's internal structures.

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