
Assessing the effect of Motivation on Service Quality Delivery in Hotel Industries of Kumasi Metropolis of Ghana

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ABSTRACT

Employees are the main assets with which the hotel industry can achieve competitive advantage. They provide products and services, which represent the basis for the success of the hospitality industry. In order to be successful, a company needs employees who act toward the goals of the organization and have a strong desire to remain in the company, such loyalty may be generated by motivation. The purpose of the study was to assess the effects of motivation on quality service delivery in some selected hotels in Kumasi Metropolis of Ghana. The simple random sampling and purposive sampling procedure were used to select 180 respondents for the study. Data were collected using questionnaire. Descriptive statistics was used in addressing the objectives using frequency distributions and table illustrations. Majority of respondents (77.8%) were of the view that they are under paid, a situation that could lead to low morale, lack of interest on the job and low productivity. It was recommended that management needs to adopt strategies such as giving monthly or end of year benefit awards, staff bonuses, extra duty allowance, payment of social security, attractive salary scheme to their employees so that this will help to motivate and make staff feel secured and reduce employee turnover in the industry.

KEY WORDS: Motivation, Service Quality, employee, Capital Resources, Hotel industry

1. INTRODUCTION

Workers are profitable assets that offer assistance to contribute to the accomplishment of a company's destinations in different ways. Representatives give items and administrations which speak to the premise for the victory of each corporate association. In the lodging industry, a company can be competitive in case they allow unmistakable quality to the improvement of workers. Molander (1996) attested that, for a company to be fruitful it needs representatives to act towards the targets of the company with a solid crave to be steadfast to the company which may be created through work fulfillment, commitment and inspiration. Analoui (2000) contended that an individual who is fulfilled with his/her work may display a higher commitment towards his/her work in this manner accomplishing the objectives of the company. Be that as it may, in the view of (Schultz and Schultz, 1998) individuals' contrast with respect to their needs, foundation, possibilities and person characteristics.

That is, anything that fulfills one worker may disappoint another worker, at slightest, in terms of the degree of fulfillment. Motivated Workers in an organization depicts positive picture to the association. Hence, when workers are fulfilled they impact positively to the organization. It is the obligation of the management to come out with a framework that would in the long run create fulfillment for the employees. The representatives are the fundamental columns with respect to whether a client would appreciate the encounter or contact their competitors for superior arrangements. This study centered basically on the effect of representative inspiration on quality benefit conveyance in a few chosen hotels in Kumasi. Representative inspiration and service delivery are a few of the major components experienced by most organizations in their day by day trade practice. The most note worthy need of senior administrators in business organizations is to consider means through which their representatives can be well propelled in order to make eagerness and fortify their working desires to abuse their ability and difficult work to the maximum. Quality benefit conveyance in a few hotels has been diminishing for the past decades due to need of concern from administration. The work condition is not ideal for representatives to put up their greatest best to make strides quality service delivery. In spite of the fact that Administration of neighborliness outlets is bound by the government of Ghana least wage levels, however, have chosen to offer compensation lesser than that to staff. As a result of these issues, workers appear destitute working demeanors, lack of concern and need of commitment. This investigate work was conducted to explore into how inspiration influences quality service delivery in a few hotel businesses in Kumasi Metropolis.

REVIEW OF RELATED LITERATURE

2.1 Concept of Motivation

Motivation is characterized by Rudolf and Kleiner (1989) as “the improvement of a crave inside a worker to achieve an assignment to his/her most note worthy capacity based on that individual’s individual initiative”. Harris (1996), on the other hand characterized motivation as “an instructive program which channels the workers endeavors towards organizational exercises and hence expanding the execution of the said boundary crossing roles”. Motivation is an exceedingly complex marvel (Mullin, 1999), that impacts and is affected by an expansive number of components in the organizational environment. The study of motivation is concerned with why people think and carry on as they do. An extra ordinary sum of definitions are displayed by writing, e.g. Vignali (1997) point out that inspiration encourages people to act as they do. Analoui (2000) sees inspiration as a drive inside the people essential to coordinate that person’s activities and conduct towards the accomplishment of a few objectives, and centers, on agreeing to Luthans (1995) fulfillment of certain needs and desires. By and large, motivation deals with powers, which start, coordinate and maintain conduct towards the fulfillment of certain objectives (Bent. et al., 999). Especially in terms of the organizational viewpoint, inspiration centers on an individual’s eagerness to put endeavors into his/her work and on the sum of endeavors, which are made in order to get a uncommon frame of incentives. According to McClelland (1961), people tend to create certain motivational drives on the social environment in which they live influence the way individuals see their occupations. McClelland proposes that accomplishment, alliance, competence and control are four sorts of motivational drives that are

found in people that are self-motivated and these may be the case for numerous development laborers. Inspiration plays a portion in improving development work efficiency and shapes the premise for distinguishing proof of the work environment variables. For example, Laufer and Moore (1983) pushed the utilization of budgetary motivation programs to move forward worker labour efficiency.

2.2 Classification of motivation to work

According to Mullins (1999), needs and desires can be recognized in financial rewards, inherent fulfillment, and social connections. Financial rewards such as pay, periphery benefits, and fabric products are an instrumental introduction to work. Inherent fulfillment is given by the work itself and speaks to an individual introduction to work. Companionships, collaboration, and the requirements for association are portion of the social relationship that constitutes the social introduction to work. The relative quality of all these categories of needs and desires together with the degree to which they are fulfilled decides an individual's inspiration, work fulfillment and work execution. Individuals vary in their inclinations, e.g. a few people may lean toward financial rewards, though other people will support in born fulfillment and/or social relationships.

2.3 Motivation and Service Quality Delivery

Quality of service has been depicted to be one of the major contributing components required in improving client fulfillment. This is due to the essential reality that it helps objectives to make client devotion while expanding income for the organization in the event that successfully and proficiently practiced. But in order to upgrade the research this concept was isolated into two diverse words quality and benefit. Quality itself has been characterized as fundamentally social and an uncompleted strategy of building, counting the food of connections through evaluating, expecting and fulfilling expressed and suggested needs. Furthermore, this term (i.e. quality) is the cautious perception of the supplier's work yield by clients (Verma, 2008). Service has too been characterized as an errand attempted by a worker or bunch of representatives that benefits another such as clients. Besides, this term (i.e. service) in neighborliness has been portrayed to be a sort of commerce action that is intangible, cannot be saved for future utilization and does not result in coordinate possession by either the provider or beneficiary. From this it is realized that it is troublesome for clients to evaluate and assess the quality of assistance given by the organization.

Additionally, employees can more over utilize this process in the assessment of the administrations rendered by the organization and separate from other competing administrations in order to make appropriate choices to satisfy them. Desire of staff at that point plays a crucial part in the appraisal of benefit quality in this manner it is basic that benefit suppliers create a conspire through which their target clients can receive in the appraisal of their service offerings (Zeithmal, 2000) Some inspiration bargains with components that energize coordinate and support conduct, there are a parcel of vital factors, which may impact an individual's inspiration at work. These factors can be recognized in three bunches; characteristics of the person, work characteristics and work environment characteristics (Steers and Porter, 1991). Organizational can be portrayed as the level to which a person distinguishes himself/herself with and is included in the company (Mak and Sockel, 2001). Schultz (1998) said that organizational commitment incorporates the objectives and values of the company, has to be willing to work hard for the

business, and has the crave to stay in the business. Payment and benefits are, agreeing to Torrington and Lobby (1995) implies to commit individuals to the company but will not fundamentally lead to tall level of execution.

In addition, Steers and Porter (1991) pointed out that “individuals enter organizations with certain needs, wants, aptitudes, and so forward and anticipate to discover a work environment where they can utilize their capacities and fulfill numerous of their essential needs. Where the organization gives such openings, the probability of expanding commitment is clearly upgraded. Be that as it may, where the organization is not reliable, or where it comes up short to supply workers with challenging and significant assignments, commitment level tend to reduce.

2. METHODOLOGY

3.1 Research Design

Descriptive survey was used for the study. The purpose of descriptive survey, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. Because of its fact-finding traits in nature, the design describes the existing condition and suggests measures to reduce the situation. This helped to find out how employees are motivated and how it affects the productivity in organizations.

3.2 The study area

Kumasi Metropolis was the area for the study. The study area is the capital city for Ashanti's. The area under study is within the reach of the researcher and that there were many hotels which the researcher could use to find answers to the research questions. The study area (Kumasi) was founded in the 1680's by King Osei Tutu I to serve as the capital of the Asante State. Given its strategic location and political dominance, Kumasi as a matter of course, developed into a major commercial Centre with all major trade routes converging on it. Kumasi is located in the transitional forest zone and is about 270 km north of the national capital, Accra. It is between latitude 6.35o – 6.40o and longitude 1.30o – 1.35o, an elevation which ranges between 250 – 300 metres above sea level with an area of about 254 square kilometres.

The unique centrality of the city as a traversing point from all parts of the country makes it a special place for many to migrate to. The metropolitan area shares boundaries with Kwabre East District to the north, Atwima District to the west, Ejisu-Juaben Municipal to the east and Bosomtwe to the south.

3.3 Population and Sample size

The target population for the study included junior staff of the various selected hotels in Kumasi metropolis. This population was used because the researcher believed that since they are workers in the industry they would be able to provide accurate answers to the research questions. The sample size for the study was 180 respondents. Respondents were selected from ten (10) hotels comprising two (2) 3-Star hotels and eight (8) 2 -Star hotels respectively in the Kumasi metropolis.

3.4 Sampling technique

Purposive sampling technique and simple random sampling technique were used for the study. Purposive sampling is best used with small numbers of individuals/groups which may well be

sufficient for understanding human perceptions, problems, needs, behaviours and contexts, which are the main justification for a qualitative audience research. Random sampling technique gives every element in the target population an equal and independent chance of being included in the simple random sampling. Simple random sampling is usually done by assigning each unit in the population a number, then selecting (x) amount of random numbers, the corresponding units then form the sample.

3.5 Data Collection Instrument

Questionnaire was used as an instrument in collecting data from respondents. The questionnaire contained likerts scale questions designed based on the objectives of the study. This instrument was used because the researcher wanted respondents to respond to questions at their free time and also to have time to study it carefully before answering. An interview guide was also used to gather first-hand information from the managers

3.6 Data analysis procedure

Data collected were edited, coded and fed into the computer using Statistical Package for Social Sciences (SPSS). Data were presented in tables and graphs to give visual impression of the data. Frequencies and percentages were used to analyze the data and the results were descriptively presented.

RESULTS AND DISCUSSION

Demographic Data of Respondents

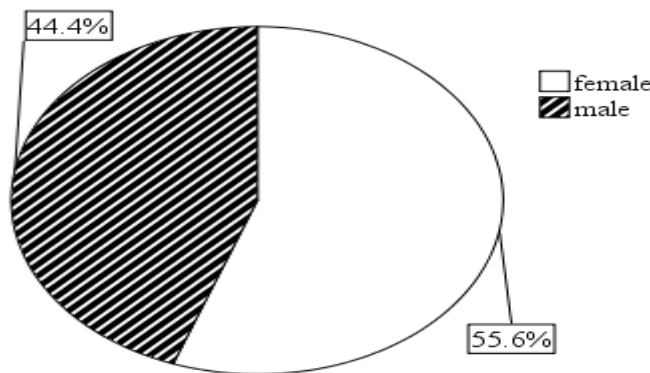


Figure 1: Gender distribution

(Source: Field work, May 2013)

Figure 1 shows the gender characteristics of respondents. Out of the one hundred and eighty (180) staff who responded to the questionnaire, 55.6% of respondents were females while 44.4% respondents were males. The results indicate that most (55.6%) of the junior staff were Females and there were more female staff than male in the hotels studied.

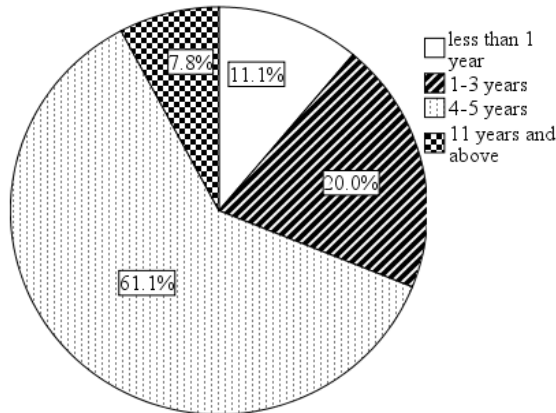


Figure 2: Number of years worked in the hotel (Source: Field work, May 2013)

Figure 2 represents the number of years that respondents have worked in their respective hotels. It is revealed that 11.1% of respondents have worked in their hotels for less than one (1) year and 20.0% have worked for one (1) to three (3) years. Sixty-one point one percent (61.1%) had been working between three (3) to five (5) years and 7.8% have worked for eleven (11) years and above. The results reveal that minority (20%) of the staff had work in their hotels for less than one year.

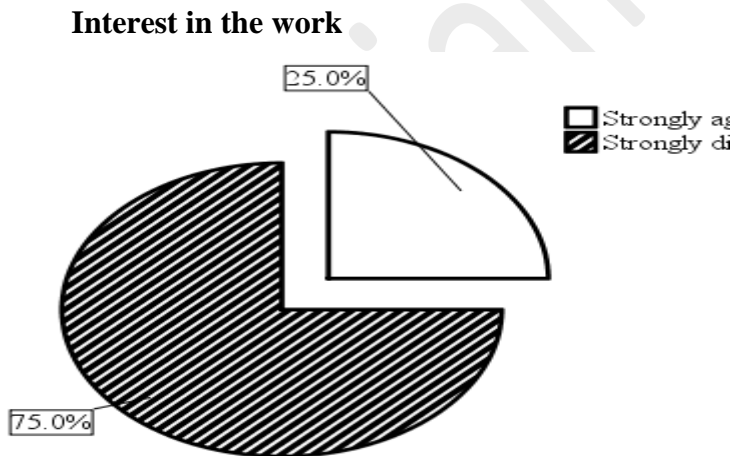


Figure 4: Interest in the actual work

(Source: Field work, May 2013)

Figure 4 shows that 25.0% of the respondents strongly agreed that they had interest in the work done, while 75.0% of the respondents disagreed to the statement. The results show that one-third (75%) of the respondents indicated that they do not have interest in the work due to the situations or conditions they find themselves in. These employees stated that as soon as there is better opportunity elsewhere they would quit the job and join organizations who will offer them good working conditions. This situation could lead to high turnover at the work place.

Table 1: Enough Staff to Perform the Job

Response	Frequency	Percentage
Agree	10	5.6
Disagree	50	27.8
Strongly disagree	120	66.7
Total	180	100.0

(Source: Field work, May 2013)

Table 1 revealed that 66.7% of the respondents said that they have limited number of staff to perform the job, while 5.6% of the respondents also indicated that they have enough staff to perform the job. It can therefore be said that the hotels studied were understaffed with few employees doing most of the work available. Employees will therefore be highly challenged and have little time for other personal issues as observed earlier and could feel over worked.

Table 2: Cordial Relationship between Management and Staff

Response	Frequency	Percentage
Agree	30	16.7
Disagree	20	11.1
Strongly agree	130	72.2
Total	180	100.0

(Source: Field work, May 2013)

Table 2 revealed that 72.2% of the respondents indicated that there is little cordial relationship between management and staff. Only 16.7% of the respondents confirmed that the relationship between staff and management is cordial. McGregor, who proposed Maslow's Theory Y, indicated that managers should communicate openly with subordinates, in order to minimize the difference between superior and subordinate relationships. Most of the respondents attest to the fact that there is little cordial relationship between management and staff. This unfortunate situation breeds discontent among employees who may choose to leave the organization whenever opportunities avail.

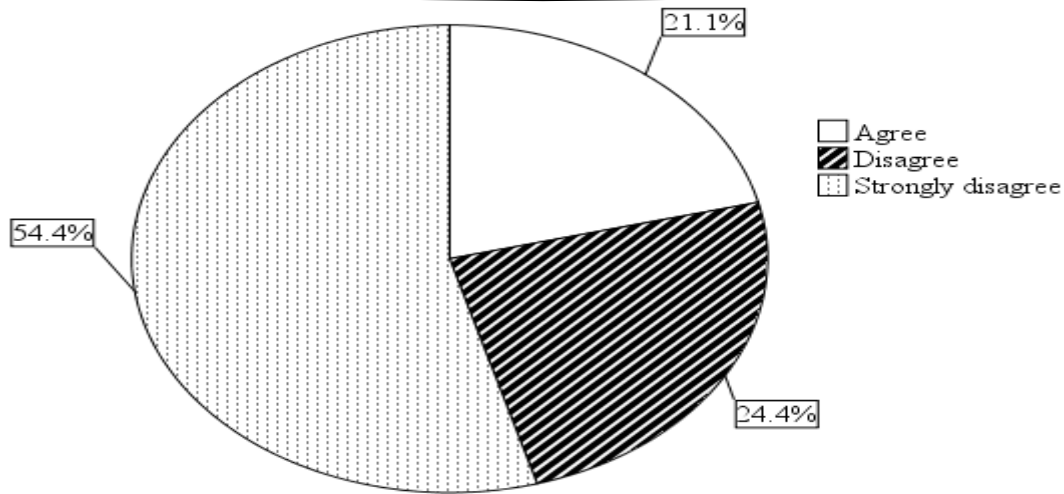


Figure 5: Encouragement from Management.

(Source: Field work, May 2013)

From figure 5 it was revealed that 54.4% of the respondents strongly disagreed that they have encouragement from management, while 21.1% of the respondents also agreed to the statement. According to McGregor’s Theory X, managers rely heavily on threat and coercion to gain their employees compliance, instead of encouraging them to work willingly. It is seen that most of the respondents (78.8%) do not receive encouragement from Management and can lead to low levels of motivation among employees.

Table 3: Employee Recognition in the Hotel

Response	Frequency	Percentage
Strongly agree	49	27.2
Disagree	30	16.7
Strongly disagree	101	56.1
Total	180	100.0

(Source: Field work, May 2013)

Table 3 reveals that 27.2% of the respondents indicated that management recognizes their contribution to the organization, while 56.1% of the respondents also disagreed strongly to the statement. It is evident that most of the respondents (72.8%) do not receive recognition for their contributions to the organization and this state of employment situation unleashes low morale, discontent and does not motivate employees in the work place.

Management support

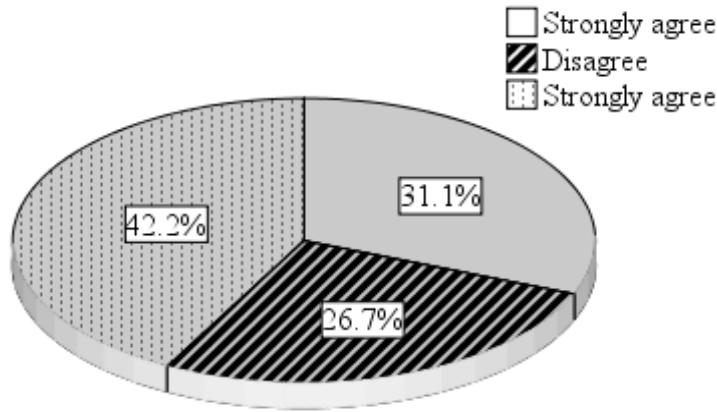


Figure 6: Support from management

(Source: Field work, May 2013)

Figure 6 shows that 31.1% of the respondents indicated that management is supportive of its employees, while 42.2% of the respondents strongly disagreed to the statement. It can be confirmed that most (68.7%) of the staff receives little or no support from management in terms of work delivery.

Table4: Co-operation outside employee Department

Response	Frequency	Percentage
Agree	36	20.0
Disagree	50	27.8
Strongly disagree	94	52.2
Total	180	100.0

(Source: Field work, May 2013)

Table 4 reveals that 27.8% of the respondents said that they have no or little cooperation from outside their departments in the hotel, while 52.2% of the respondents also indicated that there is cooperation outside their department. It is evident that an appreciable number (80%) of the respondents do not receive cooperation from other departments within the hotel. This non cohesion and cooperation hinders information flow and smooth work delivery in the hotels.

Work overload

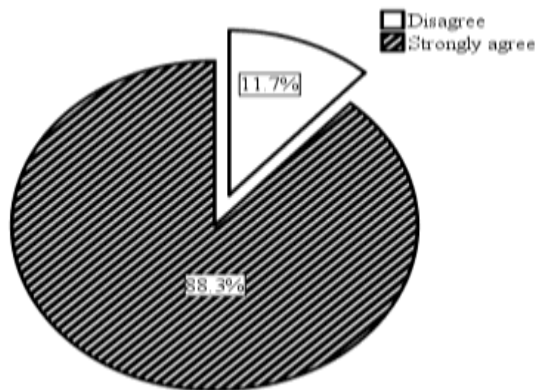


Figure 7: Work overload in the department

(Source: Field work, May 2013)

Figure 7 depicts that 88.3% of the respondents agreed that there is work overload in their department while 11.7% disagreed to the statement. The result shows that majority (about 88.3%) of the respondents are mostly overloaded with work. Meanwhile, those overloaded employees are not given any additional allowances for the extra work done. This situation could cause exhaustions, fatigue, or stress to employees which can lead to low morale and a willingness to leave the job.

5.3 CONCLUSION

The study was conducted to assess effect of motivation on quality service delivery in some hotels in the Kumasi Metropolis. Based on the findings, it was concluded that since employees are the main capital resource with which the hotel industry can achieve competitive advantage, there is the need for them to be well motivated both intrinsically and extrinsically so that they would devote themselves to work and achieve the Organisational goals. Again, Management should recognize the efforts of employees' and also give them the opportunity to advance themselves in order to catch up with the new trends and changes in the hospitality industry. This advancement will assist them in improving upon their performance on the job as well as developing interest in their existing job.

5.4 RECOMMENDATIONS

- i. Management should adopt real human resource practices such as training, supervision, recruitment of the right numbers and qualified employees to reduce work overload. There is the need to develop flexible working hours so that staff can plan their work and family life.

- ii. The general lack of incentive packages to staff can be addressed by adopting strategies such as giving staff bonuses and extra duty allowance so that this will help to motivate and make staff feel secured and reduce employee turnover.
- iii. Further studies should be made into hotels in different regions to find out why quality service delivery is decreasing in the industry.

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