



**Research Publishing
Academy (RPA)**
London, United Kingdom (UK)

ITHJ

International Tourism and Hospitality Journal (ITHJ)
Journal Homepage: <https://rpajournals.com/ithj>

Managing Quality Assurance for Customer Satisfaction in the Tourism Industry of Ghana

Abukari Majeed^{1*,3}
Adam Abdul-Rasheed²
Cynthia Azochiman Awuni³
Tamale Technical University, Ghana^{1,3}
Ghana Senior High School²

Abstract

The research sought to investigate how management would ensure quality assurance in the tourism industry for customer satisfaction. It has used non-probability sampling technique. Both accidental and purposive samplings were used. It is quite clear that ensuring quality is of great importance to clients and companies as well. The research revealed that when services and products of the industry are of high quality, clients become satisfied as they know they are patronizing the best. It further revealed that the tourism businesses have quality assurance policies which guide employees and management as well in bringing the best of the firms in the industry to their cherished clients. Finally, it was found out that there exist enormous benefits in ensuring quality in the tourism industry. Among the benefits include the following; Increase in growth rate, international recognition, goodwill, increase in customer base, customer satisfaction and retention. The research recommended on the need for management to reward its employees of their hard work, commitment and loyalty shown to the organization. Finally, it recommended that management should make it a policy to conduct customer surveys at least every 3 months to gather inputs that would help enhance value to both clients and management.

Keywords: Tourism industry, Quality, Customer, Assurance, Policy

Corresponding Author*

DOI: <https://doi.org/10.37227/ITHJ-2023-10-6241>

Introduction

Tourism, the world's number one export earner, has generated an estimated 11.5 USD trillion and created 292 million jobs globally (Pandey, Sahu & Joshi, 2020). In Ghana, it is presently the fourth largest earner of foreign exchange ranking behind oil and gas exports and has become one of the most important and fastest growing sectors of the Ghanaian economy (Ministry of Tourism, Arts and Culture, 2016). Tourism, since the late 1980s, has received considerable attention in the economic development strategy of Ghana. The number of tourists' arrivals and tourists' expenditure has steadily increased, while both public and private investment activity in various tourism sub-sectors have expanded.

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. 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).

International arrivals moved from 623,523 in 2021 to 914,892 in 2022 representing 46.73% year on year growth. Average Tourism expenditure also grew significantly from \$1289 in 2021 to \$2743 in 2022 (Ghana Tourism Board, 2022). Tourism is currently the fourth largest earner of foreign exchange in Ghana, ranking behind oil and gas exports. (Ministry of Tourism, Arts and Culture, 2016).

International tourist arrivals and receipts have been increasing substantially since 1982. International arrivals were estimated to have increased by 5% by rising from 2016 figure of 932,579 to 980,141 in 2017 while corresponding receipts is estimated to increase by 5.1 % by rising from 2016 figure of US\$1,766.4 Million to US\$1,854.8 Million in 2017 (Ministry of Tourism, Arts and Culture, 2017). In West Africa, Ghana leads its neighbors 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.

In 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 Authority (GTA, 2017) also indicated that tourism alone contributes 6.2% of the Gross Domestic Product (GDP). It has also contributed 20% of foreign exchange earnings to the economy of Ghana for the past 5 or more years. As a result of this trend of growth most entrepreneurs went into establishing hotels 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 service for these tourists who come into the country for tourist attractions.

Problem Statement

The tourism industry has seen tremendous change over the last decade. Tourism business today is an integral part of the human life whether in a commercial scale or in small scale. Although, the tourism 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 tourism businesses like the hotels in different African countries. The tourism businesses form a sector in the economy that does not undermine the integrity of its customers in service delivery and therefore seeks to always provide satisfaction now and in the future to maintain customers and even add more through quality services.

But as Ghana initially ignored the tourist sector by not paying attention to the tourism industry, authorities likewise failed to monitor the code of ethics governing the industry. Consequently, most of the activities in the 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 clients complaining of poor quality of service, loss of confidence and dissatisfaction. Lack of these factors, presently has resulted in tourism facilities in Ghana losing their touch of excellence, sense

of focus and as a result do not consider the customer as the central focus of their operations and the cause for their existence. This suggests a possible existence of weakness in the quality of the services administered to the clients in the tourism industry. The study is therefore set out to investigate how management is ensuring efficient and effective quality assurance in the tourism industry for customer satisfaction. The main objective of the study was to investigate how management would ensure quality assurance in the tourism industry for customer satisfaction.

This could be effectively achieved through the following specific objectives:

- I. To identify ways of ensuring the deliverance of quality services.
- II. To assess the benefits of ensuring quality services in the tourism industry.
- III. To ascertain the relationship between service quality and customer satisfaction.

Literature Review

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 builds an acceptable level of confidence of service offered to customers and promotes assurance of quality. Customer service ensures that the activities that take place from the service order would end with the service delivery (Kasemsap, 2017). Customer satisfaction ensures that customers receive the pleasurable level of consumption that they would need to meet their fulfillment (Sánchez-Rebull et al., 2018). 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.

Johnson et al. (2018) explained that customer services as activities performed by retailers (hotels) that influence the ease with which a potential customer can learn about the firm's offering and the changing nature of the work. Customer service provides 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. The level of customer service provided by a firm can affect its ability to attract, assure and retain customers more than ever before (Andreeva, 2023).

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. Andreeva (2023) stated that quality assurance is linked to customer service and that bad services offered to customers result in dissatisfaction. Assuring quality brings about customer satisfaction as well as customer retention. Unless the customer is satisfied with both the basic goods and the service offered by the firm and the accompanying quality of customer service (such as politeness, expert sales personnel and on-time appointment), he or she is unlikely to be satisfied and even patronize the firm—certainly not in the long run or term. It can also be seen that customer service is an intangible activity which is very vital to the industry in seeking satisfaction to the customer. Customer service therefore is not an event which happens occasionally but a process (an ongoing activity) which needs to be improved every now and then tailored to satisfying the end user (Andreeva, 2023).

Service quality and customer satisfaction are important aspects of business since a company's growth is largely dependent on how well it maintains its customers through

service. Customers are concerned with the quality of the physical product in the business environment- its durability, safety, ease of use, and installation (Zygiaris et al., 2022).

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 sensitive sales and support staff, and the reputation of the product (Zygiaris et al., 2022). Service quality can be characterized by analyzing the variations between planned and perceived service. 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 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. Service quality becomes a critical element of success in tourism industry because customer contact is one of the most important business processes. From this perspective, it can be said that quality of a product or service is determined by what the consumer wants and is willing to pay for (Zygiaris et al., 2022).

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 design 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 (Zygiaris et al., 2022).

In developing products and service, quality assurance refers to planned and systematic process of ensuring that a product or service being developed is meeting customer requirements. That is total satisfaction. (Godfrey, A. B, 1999). More accurately, quality assurance is a standard for meeting customer requirements. It documents how a company will meet the requirements of a client or customer in a systematic, reliable fashion. It shows a company's commitment to delivering quality products and services to the customer (Godfrey, 1999). A quality assurance system is said to increase customer confidence and a company's credibility, to improve work processes and efficiency, and to enable a company to better compete with others. According to (Kotler, 1999) the term Quality Assurance refers to planned and systematic processes that provide confidence in a product or service suitability for its intended purpose. It is a set of activities intended to ensure that products (goods and/or services) satisfy customer requirements in a systematic, reliable fashion. Quality Assurance is about improving and stabilizing and processes to avoid or at least minimize issues that lead to the defects or dissatisfaction in the first place (Kotler, 1999). Two key principles characterize Quality Assurance;

The first is "fit for purpose" (the service or product should be suitable for the intended purpose) and the second is "right first time" (mistakes should be eliminated). QA includes regulation of the quality of raw materials, assemblies, products and components; services related to production; and management, production and inspection processes. It is important to realize also that quality is determined by the intended users, clients or customers, not by society in general (Berry et al, 1990). Quality assurance is the process of verifying or determining whether products or services meet or exceed customer expectations. Quality assurance is a process driven approach with specific steps to help define and attain goals (Deming,1986). This process considers design, development, production and service.

Service quality can be defined as “comparing the perception of service received by a customer with the expectations of service desired” (Fitzsimons, 2005). Quality service, according to (Larry, 1997), is a perceived judgment resulting from an evaluation process when customer compares the expectations with the service he or she perceives to have received. Customers have now become more confident of their right and the power they wield in the market place. Ideally, they have become increasingly demanding in relation to the way they are treated by supplier firms. With this revelation companies, have also realized that quality is equally important in the delivery of service though before then they placed much emphasis on quality of goods. He went further to say that the customer makes a decision to stay at a particular hotel or shop at a particular store not because of only the tangible product or the décor of the rooms or quality of the food but on much more intangible factors of level of service (Larry, 1997). Customers use five dimensions to form their judgment of service quality which are based on a comparison between expected service and perceived service. For services, the assessment of quality is made during the service delivery process. Each customer contact is referred to as a moment of truth, an opportunity to satisfy or dissatisfy the customer. Therefore, customer satisfaction with a service quality can be defined by comparing perception of service received with expectation of service desired. In ensuring that quality is sustained and reached by the customer at the end of the day, five elements should be considered. These elements are reliability, responsiveness, assurance, empathy and tangible (Berry et al, 2002).

Total Quality Management

To make sure that products and services have the quality they have been designed for, a commitment to quality throughout the organization is required. This approach to the management of quality throughout the organization has evolved into what is called total quality management. Total Quality Management is the continual process of detecting and reducing or eliminating errors which the focus on quality improvement as the driving force in all functional areas in a company (Barone et al., 2022). Thus, it is customer-oriented leadership, strategic planning, employee responsibility, continuous improvement, statistical methods and training and development programs in ensuring quality of goods and services (Barone et al., 2022). It is a business management strategy aimed at embedding awareness of quality in all organizational processes. TQM has been widely used in manufacturing, education, call centers, government, among others. (Barone et al., 2022). From these definitions and views, it presupposes that forecasting is very crucial in Total Quality Management environment. More customers perceive good-quality service to mean having a product or services when they demand it. This perception holds true for manufacturing and service companies. For instance, when customers walk into any tourism business, they do not expect to wait for long to place orders. Rather they expect the business to have the item and services they want, and they expect to receive their orders within a short period of time. An accurate forecast of customer traffic flow and product demand will enable the business to schedule enough servers, to stock enough food and to schedule food production to provide high- quality service. An inaccurate service forecast, postulate (Barone et al., 2022), causes service to break down, resulting in poor service quality. Although companies use different terms to refer to their approach to quality, they mean essentially the same thing and embody many of the same concepts. These concepts are strategic goals, total commitment, continuous improvement, comprehensive focus, employee responsibility, job training and so forth. However, there are principles which cuts across for every firm and

which when followed strictly can yield good result. The principles given by (Barone et al., 2022) are as follows:

1. The focus is to improve the quality of an organization's outputs, including goods and services, through the continual improvement of internal practices
2. Total quality management aims to hold all parties involved in the production process accountable for the overall quality of the final product or service
3. There are often eight guiding principles to TQM that range from focusing on customers, continually improving, and adhering to processes
4. The customer definition of quality and customer satisfaction is the top priority
5. Top management must provide the leadership for quality
6. Quality is a strategic and requires strategic plan
7. Quality is the responsibility of all employees at all levels of the organization
8. All functions of the company must focus on continuous quality improvement to achieve strategic goals
9. Quality problems are solved through cooperation among employees and management
10. Problem solving, and continuous quality improvement use statistical quality control methods
11. Training and education of all employees are the basis for continuous quality improvement

Naini et al. (2022) observed customer satisfaction is key as part of the component of any Total Quality Management. In this sense the company needs to know if its TQM program is effective. That is; is the company meeting customer expectations? Is its product or services meeting their fitness for use definition? Is it what the customer wants, does the customer like it, does the customer need it, will the customer like for it change? TQM program must contain some form of measurement system to answer these questions and provide data about the customer's level of satisfaction. With a quality assurance program otherwise known as continuous process improvement or TQM in place, customers are assured of their satisfaction with respect to quality, usage, specification and so forth. When customers' express satisfaction it is an indication that the firm is doing great, and that its Quality Assurance programs are met (Budayan & Okudan, 2022). The measurement of the satisfaction of the customer can be done in various ways. However, (Lisa et al, 1995) point out that the most widely used means for measuring customer satisfaction is the customer survey. This has been traditionally thought as a tool for market analysis. However continuous monitoring of customer satisfaction through survey, or any other means, is an invaluable source for information that a company can use to improve its product, services and process.

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 (Ali AlShehail, et al 2022). 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's development, delivering service 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 aspects. 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 enable employee to diagnose and correct day-to-day problem 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 has 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). When employees are directly involved in the quality- management process, it is referred to as participative problem solving (Barone et al., 2022). Thus, employee participation in identifying and solving quality problem has 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 program, with a team approach.

Research Approach

In order to achieve the objectives of this research, the research population was chosen to include management and clients of Mole National Park as an attraction of the tourism industry. The total population of management and staff is one hundred and fifty-six (156). This includes eleven (11) managers and one hundred and forty-four (145) non-managers. The park enjoys patronage from numerous clientele on daily basis. From this, a sample size was drawn to ease the work of the research. Sample size is the proportion of a group of people selected and studied, which serves as a representative of the whole or entire population (Norman, Monteiro & Salama, 2012). Basically, it refers to the total number of units or elements or individuals, or groups that the researcher intends to consider soliciting responses from. (Baker, 1994) defined sample as a selected set of elements or units drawn from the population. Determining the sample size for research work is very important as that could affect the representativeness and generalization that may be drawn from the study. The time available and the financial resource base of the researcher must be critical in selecting the sample size. (Ghosh 1992) observed that the sample must be small enough to avoid unnecessary expenditure and large enough to avoid sample error. For (Kreuger and Neuman 2006) the choice of one’s sample size may depend on three; the degree of accuracy required, the degree of variability or diversity in the population and the number of different variables examined simultaneously in data analysis.

In this study, a total of hundred and twenty (120) respondents which includes 20 respondents made up of four (4) managers and sixteen (16) non-managers and one hundred (100) clients were sampled to give their opinions and feelings about their satisfaction of the services rendered by the park. The researchers believe primarily that this sample size is a fair representative of the population and enough to provide the needed information for the study.

Employees – Data was purposively taken from twenty (20) employees of the park. This consisted of four (4) managers and sixteen (16) non-managers. This method allowed the researchers to use their or her judgment to select knowledgeable people who would best answer the research questions to meet their objectives.

Customers – hundred (100) customers of Mole National Park were accidentally given questionnaires to answer. With this, the researchers go to the study site to get whoever is available due to limited time given to conduct the study. With this sample size,

the researchers believe that it is economically feasible to them and enough for them to provide the needed information for the study.

The researchers used non-probability sampling techniques (a sampling technique in which the researcher selects samples based on the subjective judgment of the researcher rather than random selection) in carrying out this research. The researchers used this because getting responses using non-probability sampling is faster and more cost-effective as compared to probability sampling because sample is known to researchers, they are motivated to respond quickly as compared to people who are randomly selected. Both accidental and purposive samplings were used.

In this study, the researchers used accidental sampling (a non-probability sampling technique where samples are selected from the population only because they are conveniently available to researcher) for customers. This was because it allows the researchers to administer the questionnaires to any customer who comes into the premises of the park available and willing to respond to questions. This saves time and cost.

Purposive sampling (a type of non-probability sampling in which the researcher consciously selects specific elements or subjects for inclusion in a study in order to ensure that the elements will have certain characteristics relevant to the study) was used for some selected staff members who the researchers believed would provide the needed data on the study and also for the fact that certain objectives had to be achieved in the process.

The researchers used secondary data such as text books and other publication as well as the internet for information. Secondary data are publications and documented sources with examples such as annual reports, brochures and press reports, textbooks, journals, magazines, articles, and internet resources. Secondary data saves time and money, since the researcher only needs to go to the library to get the materials for the study.

The negative side of secondary data is that the data collected for another study with different objectives will be irrelevant to the research problem at hand.

The researchers have also used primary data. This involves the use of personal interviews, questionnaires and observations as data collection method. It is reliable and accurate, and also provides first hand unadulterated data. It is however expensive.

The research used three (3) data collection methods, including questionnaires, interviews and observation methods.

The researchers administered questionnaires to both customers and employees of Mole National Park. A questionnaire is essentially a structured technique for collecting primary data. It is generally a series of written questions for which the respondents have to provide the answers. (Bell 1999). Questionnaire is a quick and efficient way of obtaining large amounts of information from a large sample of people and allows the researcher to gather a significant amount of data at relatively little cost. The questions were both open-ended and closed-ended questions. With the open-ended questions, the respondents are free in giving their own answers since there are no restrictions and also, it allows the respondents to give additional information which the researcher has no idea about. With the closed-ended questions, the respondents are restricted to avoid unnecessary responses.

The researchers conducted face to face interviews (a data collection method when the interviewer directly communicates with the respondent in accordance with the prepared interview guide) with the park manager and human resource manager. This was to obtain further information and also ascertain their commitment to providing quality services to customers. Interviews help for better supervision of how questions are answered and also solve the problem of misunderstanding of questions. That is, interviews allow for probing, prompting and clarification of answers. However, it is very costly and time consuming.

The researchers spent time around the facilities at the park carefully observing to have a clearer picture of service rendered and how employees related with clients visiting the park as an attraction. Also, observations were made by the researchers while on foot safari to be able to understand the true situation of services offered paying attention to conversation between tourists and tour guards. This gave eye witness account of event.

Computer software program was used in analyzing the responses obtained from the questionnaires administered. The data were coded and entered into the computer database.

The data were analyzed using SPSS software version 12.0 for MS Windows. 95.5 valid responses were analyzed. Variables of interest included in the analysis were gender, age, marital status, and position. Respondents were categorized into age groups of 18-25, up to 70years.

Data Analysis and Presentation

This part analyses and presents various responses the respondents made relative to the questionnaire. The analysis is put into two parts, including analysis of management response and analysis of client response.

Analysis of Management Response

Age

The age aspect was to identify the category of age group of management and staff in the tourism industry. Based on the data collected, 5 respondents representing (25.0%) were between the ages of 18-25. 11 respondents representing (55.0%) were between the ages of 26-45. 4 respondents representing (20.0%) were between the ages of 46-70. From the above it could be said that most of the employee base of the industry are the vibrant youth. This could also be attributed to the fact that the job market is looking for young energetic people to work for higher productivity. The table below illustrates this.

Table 1: Age

Age distribution	Frequency	Percent
18-25	5	25.0
26-45	11	55.0
46-70	4	20.0
Total	20	100.0

Source: Field survey, 2022.

Gender

With regard to gender, the data collected showed that 13 respondents representing (65.0%) were males and 7 respondents representing (35.0%) were females. This also shows that most of the work force in the industry has been a masculine personality. The details are shown in table 2 below.

Table 2: Gender

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Male	13	65.0	65.0	65.0
Valid Female	7	35.0	35.0	100.0
Total	20	100.0	100.0	

Source: Field survey, 2022.

Marital Status

With respect to “Marital status” the analysis showed that 11 respondents representing (55.0%) were married and 9 respondents representing (45.0%) were single. None was divorced. The inference deduced by the researchers was that there is an extra burden on the workers of the industry particularly, the married ones. Table 3 below indicate in figures the analysis given.

Table 3: Marital status

Responses	Frequency	Percent
Single	9	45.0
Valid Married	11	55.0
Total	20	100.0

Source: Field survey, 2022.

Position

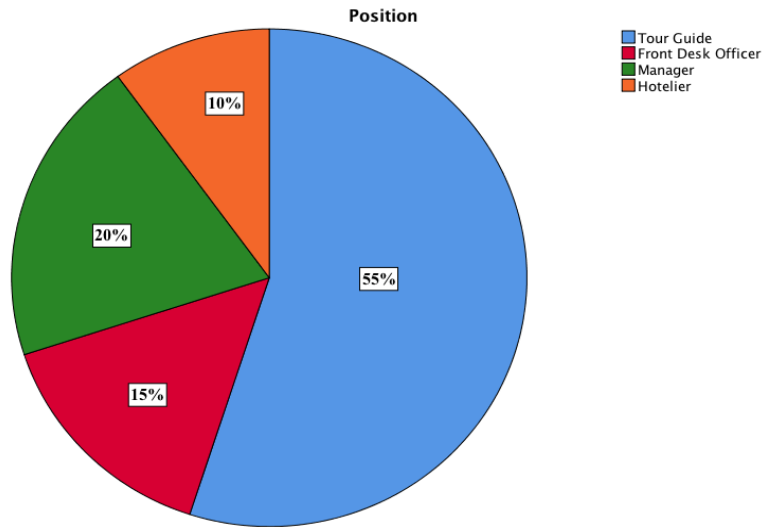
In response to the question, “position”, the researchers found out that majority of the workers holds the position of a tour guide. This represents 55.0% (11 respondents). 3 respondents (15.0%) are front desk officers, 4 respondents (20.0%) are managers of different departments. 2 respondents are hoteliers representing 10.0%. See table 4 and figure 1 below.

Table 4: Position

Respondents	Frequency	Percent
Tour Guide	11	55.0
Front Desk Officer	3	15.0
Valid Manager	4	20.0
Hotelier	2	10.0
Total	20	100.0

Source: Field survey, 2022.

Figure 1: Position



Source: Field survey, 2022.

As to how long they have been with the organization.

In soliciting for the number of years respondents have worked for and with the attraction, the researchers found out that, the workers have worked in the industry for quite some time. From table 5 below, 9 respondents (45.0 %) have worked in the organization as long as over 5 years (others). This has been the longest. 2 respondents (10.0%) have been in the industry between 0-1 years. This has been the least of all. 4 respondents (20.0%) have been in the organization between 1-3 years and 5 respondents (25.0%) have been in the organization between 3-5 years.

Table 5: Period of stay in the organization

Duration	Frequency	Percent
0-1 years	2	10.0
1-3 years	4	20.0
3-5 years	5	25.0
Others	9	45.0
Total	20	100.0

Source: Field survey, 2022.

On the availability of quality assurance policy or program as a company

From the data obtained, it showed that the attractions really have such policy in place. From table 6 below, 19 respondents (95.0%) said “Yes”. Only 1 respondent said “No” and this represents 5.0% of the total respondents.

Table 6: Availability of quality assurance policy or program as a company?

Responses	Frequency	Percent
Yes	19	95.0
Valid No	1	5.0
Total	20	100.0

Source: Field survey, 2022.

If yes, please give some of these policies.

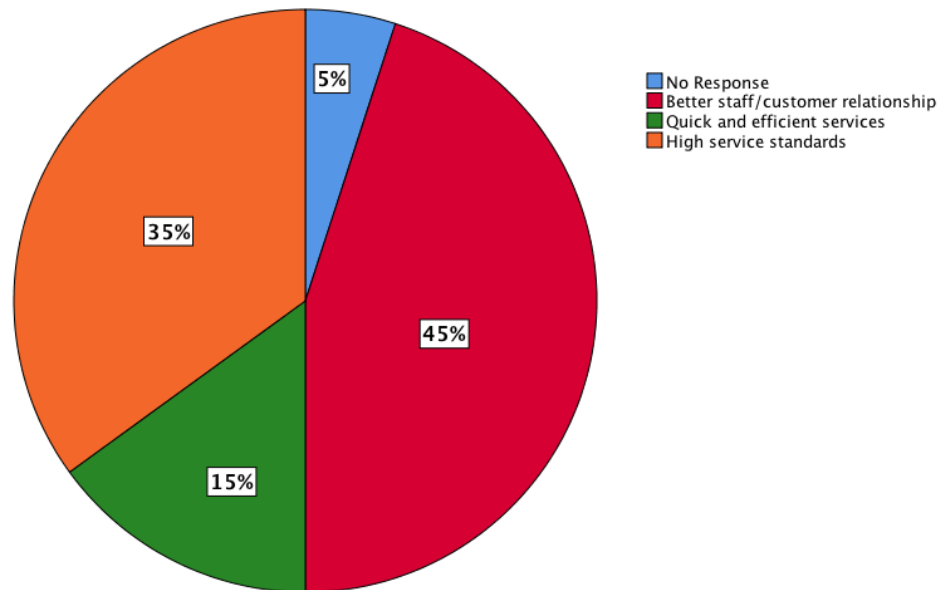
On some of the policies that the attraction has in connection with quality assurance, it shows that 9 respondents (45.0%) being the majority of the respondents gave “Better staff/customer relationship”, 7 respondents (35.0%) gave “High service standards” and 3 respondents (15.0%) gave “Quick and efficient services”. 1 respondent did not answer this particular question.

Table 7: If yes, please give some of these policies

	Frequency	Percent	Valid Percent	Cumulative Percent
No Response	1	5.0	5.0	5.0
Better staff/customer relationship	9	45.0	45.0	50.0
Valid Quick and efficient services	3	15.0	15.0	65.0
High service standards	7	35.0	35.0	100.0
Total	20	100.0	100.0	

Source: Field survey, 2022.

Figure 2: If yes, please give some of these policies



Source: Field survey, 2022.

Inclusion of client’s opinion in service production.

As to whether management includes the views of clients in service and product design, the revelation has been that 14 of the respondents (70.0%) said “Yes”. This means that to a large extent management includes clients’ views in service production. 6 of the respondents (30.0%) said “No”. This also shows that to some extent management does not include client’s views in service production. This is illustrated in the table below.

Table 8: Inclusion of client’s opinion in service production.

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
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, 2022.

How problems encountered are solved during service delivery

On how problems encountered are solved during service delivery, it showed that 14 of the respondents (70.0%) claimed that both management and employees collectively address problems encountered during service delivery. 4 of the respondents (20.0%) claimed that only management solves such problems and 2 of the respondents (10.0%) said employees alone do that, especially when some of these problems are minor problems.

Table 9: How problems encountered are solved during service delivery

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Management Alone	4	20.0	20.0	20.0
Employees Alone	2	10.0	10.0	30.0
Valid Management and Employees	14	70.0	70.0	100.0
Total	20	100.0	100.0	

Source: Field survey, 2022.

Frequency with which the organization embarks on quality assurance programs

The revelation was that 8 of the respondents (40.0%) said every 3 months, 5 of the respondents (25.0%) said yearly, 2 of the respondents (10.0%) said every 6 months and 5 of the respondents (25.0%) chose “others” (representing every month, or when a problem arises etc.).

Table 10: Frequency with which the organization embarks on quality assurance programs

Duration	Frequency	Percent
Every 3 months	8	40.0
Every 6 months	2	10.0
Valid Every year	5	25.0
Others	5	25.0
Total	20	100.0

Source: Field survey, 2022.

Service quality and cost reduction

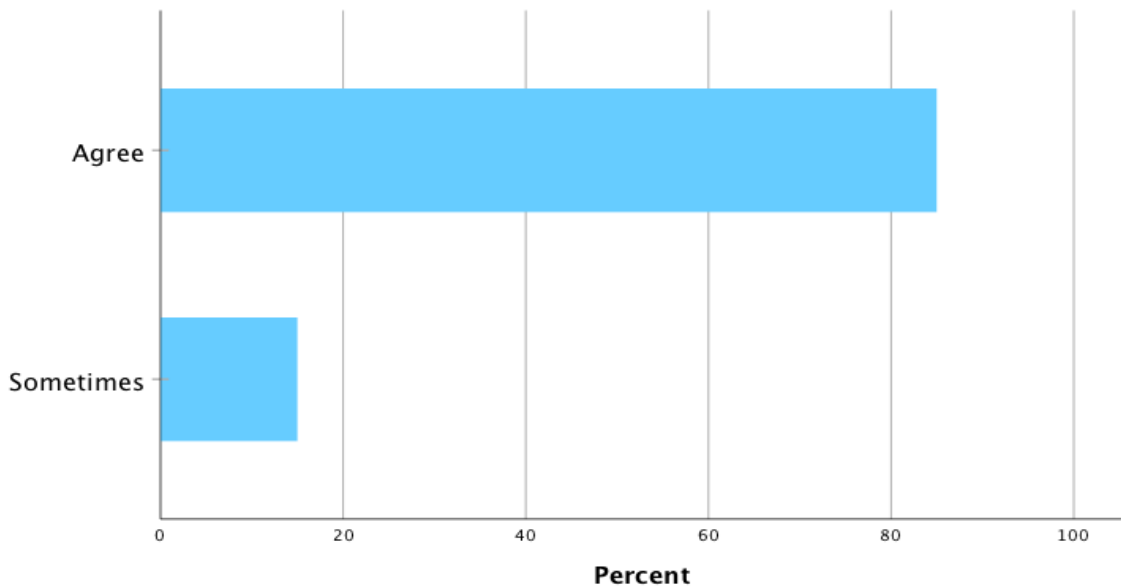
As to whether ensuring quality service in the organization could help reduce cost, the research revealed that 17 of the respondents (85.0%) agreed that ensuring quality reduces cost, 3 of the respondents (15.0%) said “sometimes” to a large extent, when quality is assured, cost is reduced relatively. This is illustrated in table 11 and figure 3 below:

Table 11: Service quality and cost reduction.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	17	85.0	85.0	85.0
Valid Sometimes	3	15.0	15.0	100.0
Total	20	100.0	100.0	

Source: Field survey, 2022.

Figure 3: Service quality and cost reduction



Source: Field survey, 2022.

Ensuring Quality makes Clients Satisfied

On the above, the data gathered shows that when quality is ensured in all aspects of business, clients become satisfied. Table 12 below has illustrated that all 20 (100%) of the respondents agreed that ensuring quality in the operation of the organization makes clients satisfied.

Table 12: Ensuring Quality makes Clients Satisfied.

Responses	Frequency	Percent
Valid Agree	20	100.0

Source: Field survey, 2022.

Ensuring service quality retains clients

In regards to the above, the researchers found out that when quality is ensured in all aspects of the organization operations, it causes clients to remain loyal with the organization. From table 13 below, all 20 (100%) of the respondents agreed that ensuring quality service retains clients in an organization.

Table 13: Ensuring service quality retains clients.

Responses	Frequency	Percent
Valid Agree	20	100

Source: Field survey, 2022.

Positive effects of Quality Assurance on the Attraction.

On how quality assurance has positively affected the Attraction, the researchers found out that there has been some positive impact of quality assurance on an attraction like Mole National Park. From the data collected 11 respondents (55.0%) said quality assurance has increased the growth rate of the park. 4 respondents (20.0%) said it has earned the park a good name, and 5 respondents (25.0%) said that ensuring quality has made the park to be known internationally.

Table 14: Positive effects of quality assurance on the attraction

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Known internationally	5	25.0	25.0	25.0
Valid Increased growth	11	55.0	55.0	80.0
Earned a good name	4	20.0	20.0	100.0
Total	20	100.0	100.0	

Source: Field survey, 2022.

Whether the attraction is quality oriented in customer service

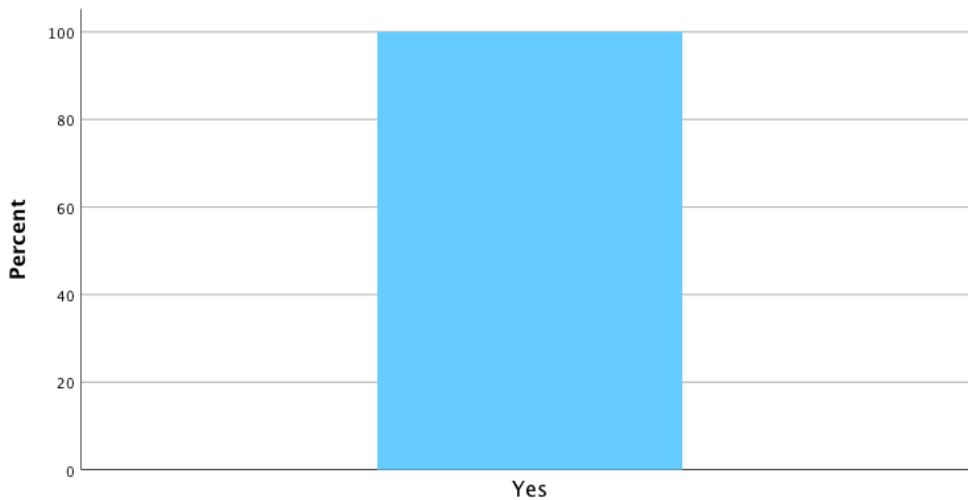
As to whether the attraction is quality oriented when serving customers, the data showed that an attraction like Mole National Park is quality oriented. From table 15 and figure 4 below, all 20 of the respondents representing 100.0% said "Yes", the attraction is quality oriented in serving clients.

Table 15: Whether the attraction is quality oriented

	Frequency	Percent
Valid Yes	20	100.0

Source: Field survey, 2022.

Figure 4: Whether the attraction is quality oriented



Source: Field survey, 2022.

ANALYSIS OF CLIENTS RESPONSE.

Age

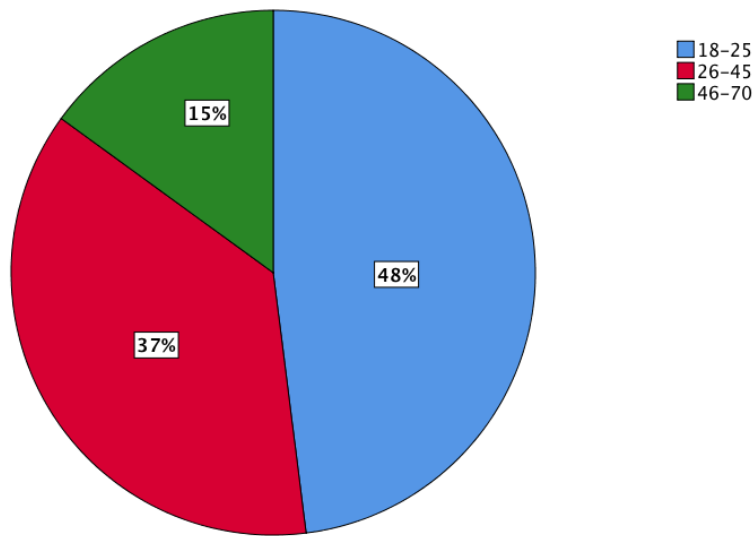
This was to identify age group of the clients of the tourism industry. Based on the data collected, 48 of the respondents, representing (48.0%) were between the ages of 18-25. 37 of the respondents, representing (37.0%) were between the ages of 26-45, and 15 of the respondents, representing (15.0%) were between the ages of 46-70. From the above it could be drawn that most of the clients of the tourism businesses are the vibrant youth. This is illustrated in table 16 and figure 5 below.

Table 16: Age

Age distribution	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	48	48.0	48.0	48.0
Valid 26-45	37	37.0	37.0	85.0
Valid 46-70	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Source: Field survey, 2022.

Figure 5: Age



Source: Field survey, 2022.

Gender

With respect to gender, the data collected showed that 59 respondents, representing (59.0%) were males and 41 respondents, representing (41.0%) were females. This shows that male aspect of the clients is a little more than the female. The details are shown in table 17 below.

Table 17: Gender

Respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Male	59	59.0	59.0	59.0
Valid Female	41	41.0	41.0	100.0
Total	100	100.0	100.0	

Source: Field survey, 2022.

Marital Status

Concerning “Marital status” the research showed that 42 respondents, representing (42.0%) were married, 47 of the respondents, representing (47.0%) were single and 11 of the respondents, (11.0%) were divorced. This is an indication that majority of clients are single in society. However, the difference between that and the married is quite small. Table 18 below illustrates in numbers the analysis given.

Table 18: Marital Status

Respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Single	47	47.0	47.0	47.0
Valid Married	42	42.0	42.0	89.0
Divorced	11	11.0	11.0	100.0
Total	100	100.0	100.0	

Source: Field survey, 2022.

Occupation

In respect of “Occupation”, the research revealed that majority of the clients is students representing 53.0% of the total number of the respondents. 31 respondents (31.0%) are salaried workers (these include teachers, bankers, doctors, engineers etc.) and 16.0% are business people of the community. This is a fair distribution of the country’s work force as clients of the tourism businesses. Table 19 below details this clearly.

Table 19: Occupation

Respondents	Frequency	Percent
Student	53	53.0
Valid Salaried worker	31	31.0
Business person	16	16.0
Total	100	100.0

Source: Field survey, 2022.

Management relation with clients

On information concerning the relationship between management and the clients, the researchers found out that there exists a good cordial relation. From the data collected 48 respondents (48.0%) said “excellent” and 52 respondents (52.0%) said “good”. The inference then is that, on the whole management treats customers friendly. Table 20 below has thrown more light on the assertion.

Table 20: Management relation with clients

Responses	Frequency	Percent
Valid Excellent	48	48.0
Good	52	52.0
Total	100	100.0

Source: Field survey, 2022.

Treatment of clients by staff and management

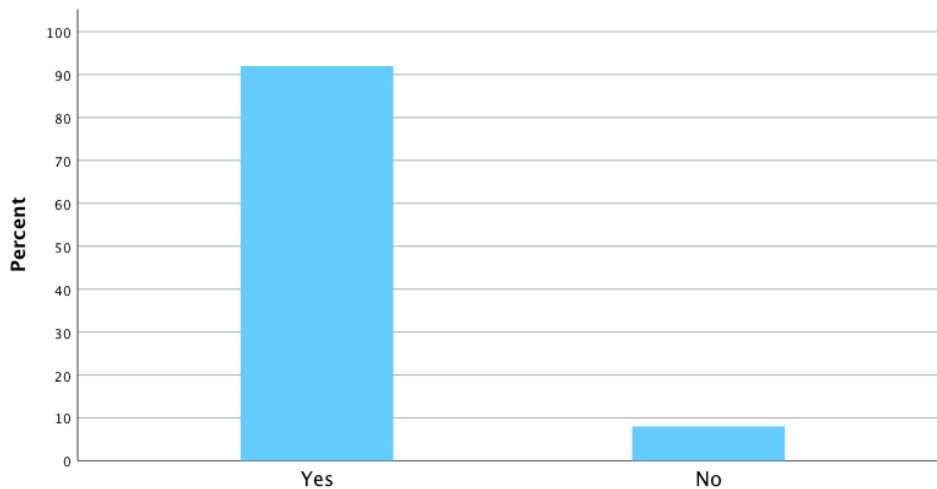
As to whether clients are treated well in the tourism businesses, the researchers observed that clients of the tourism businesses are treated well by workers. 92 respondents (92.0%) said “Yes” and 8 respondents (8.0%) said “no”. This shows that to a larger extent clients are treated as expected by them from the workers. Table 21 and Figure 6 below show it all.

Table 21: Treatment of clients by staff and management

Responses	Frequency	Percent
Valid Yes	92	92.0
No	8	8.0
Total	100	100.0

Source: Field survey, 2022.

Figure 6: Treatment of clients by staff and management?



Source: Field survey, 2022.

Time spent attending or responding to clients’ request.

With regard to time spent in responding or attending to clients need, the data collected showed a positive trend. 51 respondents (51.0%) said excellent, 24 respondents (24.0%) said “very good”. 20 respondents (20.0%) said good and 5 respondents (5.0%) said “Poor”. This shows that in totality clients are responded to promptly. However, more needs to be done as quite a few said employees waste some time before attending or responding to their requests. Table 22 below has illustrated this.

Table 22: Time spent attending to or responding to clients' requests.

Responses	Frequency	Percent
Valid Excellent	51	51.0
Very Good	24	24.0
Good	20	20.0
Poor	5	5.0
Total	100	100.0

Source: Field survey, 2022.

Products and the services meeting clients' expectations

With regards to the products and services of the tourism businesses meeting clients' expectations, majority of the respondents expressed satisfaction; this represents 89.0% of the respondents saying "yes" whereas 11 of the respondents (11.0%) said "No" expressing their dissatisfaction. It means that some clients are not all that satisfied with the products and services of the tourism businesses. Table 23 below has clearly shown this.

Table 23: Products and services meeting clients' expectations

Responses	Frequency	Percent
Valid Yes	89	89.0
No	11	11.0
Total	100	100.0

Source: Field survey, 2022.

Clients grading the services of the staff/management

With regard to the above, majority of the clients, representing 37.0% graded the staff "good". Closely following are clients, representing 34.0% who graded the staff "excellent". 27.0% of the respondents graded the staff "very good". A small number of the respondents, representing 2.0% graded the staff "poor".

Table 24: Clients grading the services of the staff/management

Responses	Frequency	Percent
Valid Excellent	34	34.0
Very Good	27	27.0
Good	37	37.0
Poor	2	2.0
Total	100	100.0

Source: Field survey, 2022.

Whether clients have had any dissatisfaction with services and products of the attraction.

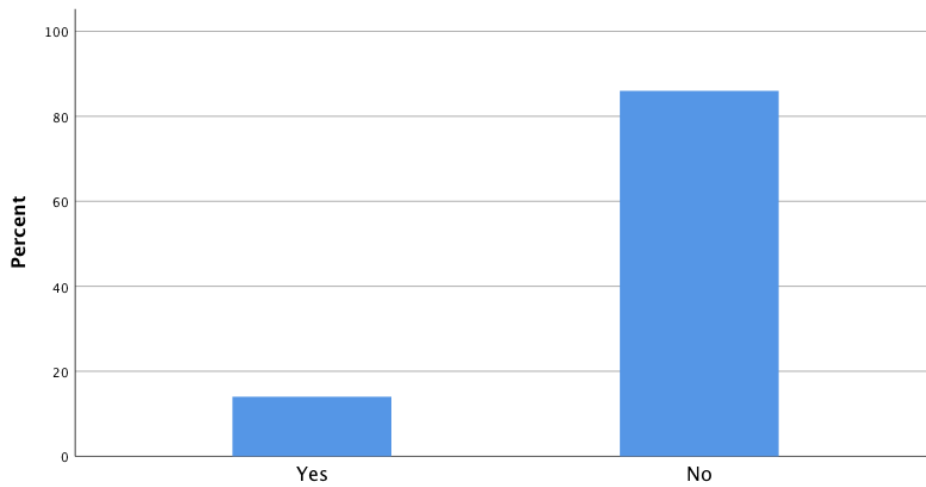
On if clients have in any way been dissatisfied with the services and products of the attraction. It was evident from the data that there has been some dissatisfaction with the services and the products of the attraction, even though the number of those dissatisfied was not much. 14% of the respondents was affirmative of having some dissatisfaction with services and products of the attraction whereas 86% said they did not have any dissatisfaction with the services and products of the attraction.

Table 25: Whether clients have any dissatisfaction with services and products of the attraction

Responses	Frequency	Percent
Valid Yes	14	14.0
No	86	86.0
Total	100	100.0

Source: Field survey, 2022.

Figure 7: Whether Clients have any dissatisfaction with services and products of the attraction



Source: Field survey, 2022.

If yes, whether there was an opportunity to express such dissatisfaction

With regards to the availability of an opportunity to express the dissatisfaction, the data showed that clients were given the chance, even though the number was small (8.0%) of the respondents. 1.0% of the respondents claimed there was not such an opportunity to express the dissatisfaction and 91.0% of the respondents declined from the question.

Table 26: If yes, whether there was an opportunity to express such dissatisfaction

Responses	Frequency	Percent
Yes	8	8.0
No	1	1.0
Valid None of the above	91	91.0
Total	100	100.0

Source: Field survey, 2022

As to whether the clients would recommend an attraction like Mole National Park to any potential client.

On whether they would recommend the attraction to any potential client, all the respondents (100.0%) affirmed that they would recommend the attraction to any potential clients. What this means is that the customer base of the attraction will grow at a rate of 100.0%. This could be attributed to the fact that quality has been the hall mark of Mole National Park. Table 27 below has further illustrated this.

Table 27: Whether the clients would recommend an attraction like Mole National park to any potential clients

Responses	Frequency	Percent
Valid Yes	100	100.0

Source: Field survey, 2022.

Summary of Findings, Conclusions and Recommendations

This part deals with summary of findings, conclusions and recommendations of the study.

Summary of Findings

The researchers came out with the following major findings:

Firstly, the research revealed that, to a large extent, when quality is ensured in the deliverance of services, it makes clients satisfied. One way that can ensure quality delivery of services to meet customer satisfaction is by devising a quality control system such as customer feedback surveys or organizing quality circles to monitor how services are delivered, effectively tract mistakes and address problems. This is in line with (Lisa et al, 1995) postulation that the most widely used means for measuring customer satisfaction is the customer survey. This has been traditionally thought as a tool for market analysis. They espoused that continuous monitoring of customer satisfaction through survey or any other means is an invaluable source for information that a company can use to improve its product, services and process.

The study secondly revealed that, aside of having a quality control system, there is the need to invest in training of employees to see the connection between their actions and, more broadly, their work ethics and the company's overall performance. Training programs gives workers the information they need to be good stewards of the industry. This conforms to the assertion of (Ali AlShehail, et al 2022) that 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. This means that, employees should be considered in terms of their needs 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's development, delivering service 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 aspects. They continue that 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 (Ali AlShehail, et al 2022).

The research further revealed that there exist enormous benefits in ensuring quality in the tourism industry. Among the benefits include the following; Increase in growth rate, international recognition, goodwill, increase in customer base, customer satisfaction and retention. This is supported by the saying of (Zygiaris et al., 2022) that service quality and customer satisfaction are important aspects of business since a company's growth is largely

dependent on how well it maintains its customers through service. Customers are concerned with the quality of the physical product in the business environment- its durability, safety, ease of use, and installation (Zygiaris et al., 2022).

It was again revealed that quality undoubtedly brings about customer satisfaction. The researchers found out that when services and products of the industry are of a high quality, clients become satisfied as they know they are patronizing the best. Aside that, clients' contribution in the design and production of services and products makes the products and services a quality one as it meets the needs of the clients. Supporting this claim, (Zygiaris et al., 2022) postulate that 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 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. Service quality becomes a critical element of success in tourism industry because customer contact is one of the most important business processes (Zygiaris et al., 2022).

The research also revealed a positive link between quality assurance and customer satisfaction and/or dissatisfaction. In trying to find out if clients had some sort of dissatisfactions with the services provided in the industry, it was discovered that, some clients were somewhat dissatisfied with some services and were given the chance to express their dissatisfaction to help management improve upon the deliverance of quality services, even though the number was small as compared with the number that satisfied with the services.

The study also revealed that the tourism businesses have quality assurance policies which guide employees and management as well in bringing the best of the firm to its cherished clients. These policies when implemented meticulously, the industry would be one of the best in the world since it could help increase the tourists' volumes in not only Ghana but the world over.

The study also revealed that there exists enormous collaboration between management and employees in ensuring quality in the industry. It showed that management and employees collectively address problems encountered during service delivery. This means that management does not isolate itself totally in idea generation. This agrees with the postulation of (Stokes et al, 2004) that to achieve high quality, it is absolutely necessary that management and employees cooperate and that each has 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). (Barone et al., 2022) supporting this claim that employee participation in identifying and solving quality problem has been shown to be effective in improving quality, increasing employee satisfaction and morale, improving job skills, reducing job turnover and absenteeism and increasing productivity. They continue that participative problem solving is usually within an employee-involvement program, with a team approach (Barone et al. 2022).

Finally, it was discovered that clients would be very glad to recommend other potential clients to visit the park. Virtually all the respondents affirmed they would recommend the park to other potential tourists. The reason was that the park had been living up to their expectations and the quality of the park's services and products had been of high quality standard. This according to the clients gave them the edge to recommend other clients to Mole National Park as an attraction in the tourism industry.

Conclusions

From the research conducted, it is quite clear that ensuring quality is of great importance to clients and companies for it helps them to meet their expectations. On a whole it is one of the bases of growth in the industry because it brings cash inflows to the economy through tourism attractions. The quality standards of the tourism industry are high, even though there is still room for improvement in the service delivery to clients in the tourism industry for them to be completely satisfied for effective and efficient revenue maximization of the industry.

Recommendations

The following recommendations would help greatly when given the needed attention; Firstly, management should improve upon the customer /employee relations. It was observed that the relationship had been there but not as strong as it should have been. What management should do is to open up to clients and make them feel at home. Again, employees should see clients as their first priority and treat them as such in all aspect of the business.

Secondly, the government should encourage investors from the private sector both local and foreign to come out with investments into the tourism industry with good international standard tourism facilities. This is because as the tourism industry grows at a faster rate, the country is confronted with challenges regarding good international standard tourism facilities. Investments into such good standard facilities would help tremendously in meeting the satisfaction of tourists.

Furthermore, management and other practitioners in the tourism industry should ensure that messages that are communicated to the public are genuine and accurate and where there is a default, appropriate government agencies should not hesitate to enforce the law.

Again, management of tourism businesses should not only be interested in serving the client's but should focus on rigorously improving upon the already existing high quality of the services they provide to their clients for their loyalty to be retained for the businesses in the industry to continuously strive.

Not all, appropriate government agencies should intensify efforts and equip its monitoring unit with the necessary tools for periodic checks on the operations of tourism activities in the country to ensure quality in the tourism industry.

Also, management should make it a policy to conduct customer surveys at least once in every three (3) months so as to gather inputs that would enhance value to both clients and management.

It is also suggested that management should reward employees for their hard work, commitment and loyalty to the organization. This will motivate them to give off their best to the organization which will in turn ensure quality assurance for the satisfaction of the organization's clients.

Finally, tourism businesses are doing great in almost all aspects of the tourism industry. The researchers therefore suggest that management should continue to keep on the good work of offering quality services. On a whole, customers are satisfied with the services as well as the products and therefore, the management and employees should continue to strive to improve upon the quality of their services and products.

Research Limitations and Direction for Future

If the aim for quality service delivery in an organization is to enhance customer satisfaction, it is the responsibility of the management of the tourism industry to ensure that it comes out with the necessary quality service delivery strategies that will win the industry such an aim, especially in the international arena. The discussion and the empirical results presented in the study have provided new insight into various forms of quality service delivery in the tourism industry to enhance customer satisfaction. Even though necessary qualifications have been made to the views espoused earlier, nonetheless, the study is still open for further investigation.

Much elaborate research still requires to be carried out in the area of collaboration between the tourism industry's management and the work force. This stems from the fact that the relationship between the two is not the best to facilitate sustainable management. The fact remains that it looks as if the work force has specific demands they are expecting from the industry's management it is not aware of, and this is negatively affecting quality service delivery in the industry. Therefore, research requires to be conducted into this to be able to find lasting solution to it for the industry to be managed effectively.

Finally, the research date is seen to be very limited to give wide generalization of the effectiveness of the outcome of the study on the entire tourism industry. Therefore, future researchers on similar topics could try and broaden their case to cover many organizations in the tourism industry to obtain more elaborate data for wider generalization of their outcomes.

References

- Ali AlShehail, O., Khan, M., & Ajmal, M. (2022). Total quality management and sustainability in the public service sector: the mediating effect of service innovation. *Benchmarking: An International Journal*, 29(2), 382-410.
- Andreeva, E. (2023). Description of Customer Service in Solo Sokos Hotel, Jyväskylä.
- Barone, A., Anderson, S., & Perez, Y. (2022). What Is Total Quality Management (TQM), and Why Is It Important.
- Budayan, C., & Okudan, O. (2022). Roadmap for the implementation of total quality management (TQM) in ISO 9001-certified construction companies: Evidence from Turkey. *Ain Shams Engineering Journal*, 13(6), 101788.
- Johnson, K. R., Park, S., & Bartlett, K. R. (2018). Perceptions of customer service orientation, training, and employee engagement in Jamaica's hospitality sector. *European Journal of Training and Development*, 42(3/4), 191-209.
- Kasemsap, K. (2017). Mastering customer service, customer experience, and customer orientation in the hospitality and tourism industry. In *Handbook of research on holistic optimization techniques in the hospitality, tourism, and travel industry* (pp. 115-140). IGI Global.
- Naini, N. F., Santoso, S., Andriani, T. S., & Claudia, U. G. (2022). The effect of product quality, service quality, customer satisfaction on customer loyalty. *Journal of consumer sciences*, 7(1), 34-50.
- Norman, G, Monteiro, S, & Salama, S. (2012). Sample size calculations: Should the emperor's clothes be off the peg or made to measure? *BMJ*. 345:e5278.
- Pandey, A., Sahu, R., & Joshi, Y. (2020). Kano model application in the tourism industry: A systematic literature review. *Journal of Quality Assurance in Hospitality & Tourism*, 23(1), 1-31. <https://doi.org/10.1080/1528008X.2020.1839995>

- Sánchez-Rebull, M. V., Rudchenko, V., & Martín, J. C. (2018). The antecedents and consequences of customer satisfaction in tourism: a systematic literature review. *Tourism and hospitality management*, 24(1), 151-183.
- Zygiaris, S., Hameed, Z., Ayidh Alsubaie, M., & Ur Rehman, S. (2022). Service quality and customer satisfaction in the post pandemic world: A study of Saudi auto care industry. *Frontiers in Psychology*, 13, 842141.

This work is licensed under a Creative Commons | Attribution-NonCommercial 3.0 Unported License.