

UNIVERSITY OF CAPE COAST

UTILIZATION OF HOTELS IN THE CENTRAL REGION: A CASE STUDY
OF HOTELS IN THE CAPE COAST AND ELMINA MUNICIPALITIES

CLASS NO.	
ACCESSION NO. 233950	
CAT. CHECKED	FINAL CHECK

BY

ATO ANAMAN

THESIS SUBMITTED TO THE DEPARTMENT OF GEOGRAPHY AND
TOURISM OF THE FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF
CAPE COAST, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN TOURISM

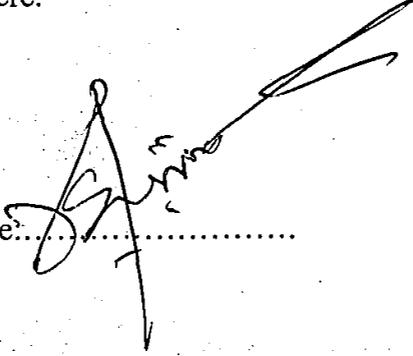
NOVEMBER, 2008

THE LIBRARY
UNIVERSITY OF CAPE COAST

DECLARATION

Candidate's declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented elsewhere for another degree in this University or elsewhere.

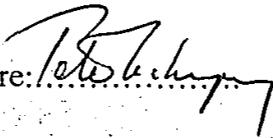
Candidate's Signature: 

Date: 26th Nov. 2008

Name: Ato Anaman

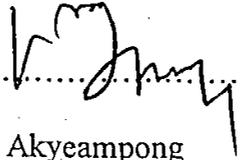
Supervisor's declaration

We hereby declare that the preparation of this thesis was supervised in accordance with the guidelines on supervision of a thesis laid down by the University of Cape Coast, Ghana.

Principal Supervisor's Signature: 

Date: 27th Jan 2009

Name: Prof. Peter K. Acheampong

Co-Supervisor's Signature: 

Date: 26th Jan. '09

Name: Dr. Oheneba Akwasi Akyeampong

ABSTRACT

The importance of hotels as central in the development of tourism cannot be underestimated – because they serve as the home base of the tourist (Fridgen, 1991) and also contribute to about 30 percent of the tourist's budget (Lundgren, 1973).

This study investigates the causes of low patronage of hotels in the region. The survey covered a sample of 135 guests in 18 hotels and 18 hoteliers or their representatives. Descriptive as well as inferential statistics including the multi-criteria test were used to analyse the data. The results revealed that:

- i. Hotels in the study area do not generally meet the needs of guests; whereas higher categories are more preferred, those in the study area are predominantly of the lower grade.
- ii. Socio-economic characteristics of guests such as income, age, academic background had influence on choice of hotels.
- iii. International tourists use the hotels far more than their domestic counter-parts thus giving rise to the seasonality situation which is regarded as a bane in development of the industry; in addition, the international tourists prefer the use of higher categories of hotels and therefore tend to give more revenue to the industry.
- iv. Three main problems militating against development of the hotels and therefore serve as setbacks to patronage are: difficult accessibility, inadequate or poor facilities, and poor service delivery.

Based on the findings, it is recommended that more higher-graded hotels should be provided to entice more guests. Promotion of domestic tourism should also be rigorously pursued to entice more domestic guests to use hotel facilities, to help minimize seasonality.

To address the three main problems of most hotels in the region, it is suggested that hotels maintain clean environments in and around their premises. Hotels should also be located in easily accessible places. They (hotels) are also expected to provide all facilities, maintain or upgrade these facilities as well. Finally, the hotels also need to work with more qualified staff motivated enough to help deliver better services in order to help ensure increased patronage.

ACKNOWLEDGEMENTS

Several people have made various inputs in diverse ways to help ensure the successful completion of this work. To start with, I need to acknowledge that this research would have been an exercise in futility without the kind grace of the Omnipotent and Omniscient God. May his name be praised.

I give my gratitude next, to Mr. P.K. Acheampong (the principal supervisor) and Dr. Oheneba Akwasi Akyeampong (the co-supervisor), for not only showing active interest in my work, but also having my total well-being at heart. They have been indeed tolerant and accommodating throughout the research period; they also brought their wealth of experience to bear on the work. I cannot forget Professors K. Awusabo-Asare and M. Abane of the departments of Geography and Tourism whose tutelage in Advanced Research Methods and Statistics respectively helped me in the crystallization of certain concepts and thoughts in my area of research.

Special thanks go to Mr. Eric Amaquandoh, a lecturer at the Department of Geography and Tourism for his support, and for introducing me to the use of the Definite Software Programme. I also wish to thank Messrs Musah Dankwah and Mawuli Gadah, both of the Centre for Development Studies (CDS) for helping me with some aspects of the data inputting. To Mr. Nana E. Anaman of CDS and Mr. Atta Anaman of the Department of Economics, I wish to express my profound appreciation for giving constructive criticisms where necessary.

To a few other colleagues whose names are not mentioned in this thesis, I say thank you for your encouragement.

I cannot forget to thank the Management and Staff of all the hotels which took part in the survey, and also helped in retrieving questionnaires from guest respondents. Finally, my indebtedness goes to all (especially the ladies of Kaycee Business Solutions), who helped to type various aspects of this research work.

DEDICATION

To the glory of God first and foremost, then to my parents, brothers and lovely daughters – Gladys, Josephina and Parvati.

TABLE OF CONTENTS

Contents	Page
DECLARATIONS	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
DEDICATION	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xiv
LIST OF FIGURES	xv
LIST OF ABBREVIATIONS	xvii
CHAPTER ONE: INTRODUCTION	
Background	1
Problem Statement	4
The objectives of the study	5
Justification for the Study	6
Limitations of the study	7
Delimitations of the study	7
Organisation of the write-up	8
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
Hotel development worldwide	10

Hotel accommodation as a component of the tourist industry	13
Hotel as an instrument of production	15
Factors influencing patronage or choice of hotels	20
Influence of location or accessibility on choice of hotel	21
Price as a factor in hotel choice	23
The socio-economic status and preference of guest	24
The influence of hotel characteristics and facilities on choice	26
The impact of appeal of attractions on hotel choice	27
Influence of hotel service quality on choice	28
Choice of hotel as influenced by promotions and advertisement	32
The relationship between hotel type or image and patronage	33
Hotel development in the Ghanaian context	34
Research questions	37
The conceptual framework issues	38
The earlier models	38
The behavioural decision – making models	41
The modified Mayo and Jarvis’ (1981) model	43
CHAPTER THREE: THE STUDY AREA	
Introduction	46
Central region – profile	46
Tourism in the Central Region	49
Accommodation development in the region	52

Tourism and hotels in Cape Coast and Elmina	53
Profile of Cape Coast	53
Profile of Elmina	55
Tourism potentials of Cape Coast and Elmina	58
Hotels accommodation in Cape Coast and Elmina	60

CHAPTER FOUR: METHODOLOGY

Introduction	63
Research area	63
Pilot survey	68
Rationale	68
Observations and modification of strategy	68
The main survey	69
The population of hotel guests	70
Sampling	70
Sampling size	70
Sampling of hotel guests	71
Sampling of hoteliers	72
Data collection	72
Data collection instruments	73
Types and sources of data	73
The field work	74
Data analysis	76
Summary	76

CHAPTER FIVE: SOCIO-DEMOGRAPHIC CHARACTERISTICS
AND PATRONAGE

Introduction	78
The socio-economic development of the guest respondents	78
Guests' distribution by type	80
Guests' distribution by gender	80
Guests' educational background	81
Marital status of guests	82
Annual income of guests	83
Income levels of guests	84
Occupation of guests	85
Age distribution of guests	86
Origin of guests	87
Ethnic background of domestic guests	88
Purpose of visits by guests	89
Main information sources for choice of hotels by guests	91

CHAPTER SIX: HOTEL FACILITIES, CONDITIONS AND
PATRONAGE

Introduction	93
Classes of hotels in the study area	93
Hotel facilities and conditions	95
Hotel exterior	97

Interior conditions	98
Security	99
Rating of room facilities and services	99
Hotel room or bedroom comfort	100
In-room entertainment facilities	101
Telephone facility	102
Guests' rating of other facilities, conditions	103
In-room quietness	103
Recreational facilities	104
Water and electricity (utility)	105
Food quality	106
Room services	107
Length of stay in Hotel	107
Hotel standards	109
Hotel staff hospitality	110
Guest's experiences and expectations	112
Hotel renovations and improvements	114
Other hotel facilities	116
Transport facility	116
Telex/fax facility	117
E-mail and internet facility	118
Shopping centre	118
Multi criteria analysis (MCA)	119

Developing the MCA model or formula	119
Computing the effects	120
Constructing the pair-wise matrix	122
Subjecting standardized data to MCA.	125
Hotels' problems and possible solution	135

CHAPTER SEVEN: HOTELS' PROBLEMS AND SOLUTIONS

Summary of findings, conclusions and recommendations	142
Introduction	142
Summary of the study	142
Summary of findings	144
Conclusions	150
Recommendations	153
Suggestions for further research	161
REFERENCES	162
OFFICIAL REFERENCES	171
APPENDICES	173

LIST OF TABLES

Table	Page
1: International Tourists arrivals and receipt in Ghana (1985 - 2002)	2
2: Some Factors for classification of Hotels (Services Mandatory Requirements)	18
3: Selected key tourism attractions in the Central Region	50
4: Number of hotels in the Central Region (1989 -2002)	52
5: Visitations to Cape Coast and Elmina Castles (1990-2003)	59
6: Hotels in Cape Coast and Elmina by 2001	61
7: Hotels in the Cape Coast-Elmina study area in their respective grades	66
8: Guests sampling plan adopted	71
9: Hotel by category which participated in survey	75
10: Socio-demographic characteristics of respondents by type	79
11: Income distribution of respondents	82
12: Occupational distribution of respondents	84
13: Main Information Source used by Guests on Hotel Choice	91
14: Classes of Hotels in the study area	94
15: Rating of Hotel Facilities and Conditions	96
16: Guests rating of other room facilities and service	104
17: Provision of other facilities	116
18: Average preference for various categories of hotels	121
19: Full-pair-wise matrix based on criteria considered by Guests	123
20: Comparison of criteria on standardized basis	124
21: Results of Multi criteria Analysis on Choice of Hotels	125
22: Hotels' most pressing problems and possible remedies	135

LIST OF FIGURES

Figure	Page
1: The role of accommodation in the tourist product	14
2: The modified Mayo and Jarvis' (1981) model	43
3: Map of Ghana showing Cape Coast and Elmina in the Central Region	48
4: The Cape Coast castle	57
5: The Elmina castle	57
6: The map of Cape Coast showing hotels in the study area	64
7: The map of Elmina showing hotels in the study area	65
8: Age distribution of Guests by type (foreign/ domestic)	86
9: Origin/Region of source of foreign of Guests	87
10: Ethnic Backgrounds of Domestic Guests	88
11: Purpose of visit by guests (foreign/domestic) by type	89
12: Guests' rating of bedroom comfort	100
13: Guests' rating of in-room facilities	101
14: Guests' rating of telephone facility in rooms	102
15: Guests' prolonging stay in the hotels	107
16: Reasons for guests prolonging stay in hotels	108
17: Guests' satisfaction hotel standards	109
18: Guests'/Hoteliers' ratings of Hotel staff hospitality	110
19: Guests' experiences against their expectations	112
20: Hotel renovations and improvements	114
21: Decomposition of overall problem into a Hierarchy	119

22: MCA graph of various criteria and their influence on hotel choice.	127
23: MCA Graph showing the extent to which various factors influence the choice of hotels.	133

LIST OF ABBREVIATIONS

AU	African Union
CEDECOM	Central Regional Development Commission
EREDEC	Eastern Regional Development Corporation
GHCT	Ghana Heritage and Conservation Trust
GTB	Ghana Tourist Board
HOTCATT	Hotel Catering and Tourism Training Centre
IMF	International Monetary Fund
KEEA	Komenda- Edina - Eguafo-Abrem
MCA	Multi Criteria Analysis
NGO	Non-governmental Organisation
OAU	Organisation of African Unity
PANAFEST	Pan African Historical Festival of Arts and Culture
PNDC	Provisional National Defence Council
SAP	Structural Adjustment Programme
TODSCER	Tourism Development Scheme for the Central Region
UCC	University of Cape Coast
UEW	University of Education, Winneba
UMES	University of Maryland Eastern Shore
UNESCO	United Nations Educational Scientific and Cultural Organisation

CHAPTER ONE

INTRODUCTION

Background

Tourism in Ghana before 1972 existed only in name. The situation persisted till 1985 when the industry for the first time became recognized as an important economic sector with a high potential for growth (Akyeampong, 1996). This recognition followed the adoption of the Structural Adjustment Programme (SAP) which was part of the conditionality of the World Bank and the International Monetary Fund (IMF) for granting loans to the country. Structural Adjustment Programme (SAP) was an economic package prescribed by the World Bank and International Monetary Fund (IMF) in the mid -1980s for adoption by Ghana to help address the structural imbalances in the economy with the view of eliminating the country's perennial balance of payment problems.

According to the World Tourism Organization, Ghana ranked 19th in the top destinations in Africa in 1985; and by 1986, it had risen to the 13th position; and this made Ghana the leading destination in West Africa (Armoo, 2000). By 1992, the tourism industry in the country had become the fourth largest foreign exchange earner after cocoa, gold and timber and had become the fastest growing sector experiencing a growth rate of between 12% and 16% per annum (Ghana Tourist Board, 1992). The sector had by 1997, become the third largest foreign exchange earner (Nayeem, 1997). With such a

growth rate it was predicted that the industry would occupy the second spot in Ghana's foreign exchange earnings by the turn of the twentieth century (UCC-CEDECOM-UMES, 1999).

The official commitment to tourism industry development in the country has brought in good returns that are demonstrated in the increase in foreign arrivals and in foreign exchange earnings (Table 1). For example in 1985, there were only 85000 international tourists who brought in \$ 19.5 million. By the year 2002, the figures had risen to 482,643 arrivals, and \$519,600,000 in terms of receipts.

Table 1: International tourist arrivals and receipts in Ghana (1985 – 2002)

Year	Arrival figure	Receipts (in \$m)	Year	Arrival figure	Receipts (in \$m)
1985	85,000	19.5	1998	347,952	284.0
1986	92,000	26.6	1999	372,653	304.1
1987	103,440	36.5	2000	399,000	386.0
1988	113,784	55.3	2001	438,833	447.8
1989	125,162	72.1	2002	482,643	519.6
1990	145,780	80.8			
1991	172,464	117.7			
1992	213,316	169.9			
1993	256,650	205.6			
1994	271,310	227.6			
1995	286,600	233.2			
1996	304,600	248.8			
1997	325,438	265.6			

Source: GTB, 2003

There have been investments into the main tourism areas in Ghana since the late 1980s. The areas are attractions, transportation, travel organisers

organisers and agencies, supporting facilities, and accommodation, and catering infrastructure. Accommodation has been regarded as the fulcrum of tourism development (Cooper et al. 1993; Fridgen, 1991); it is seen as one of the most visible tangible manifestations of tourism (Pearce, 1993, p.113). Accommodation is considered any facility that serves as a lodging place or 'home base' for a tourist in his or her other pursuits.

There are several types of accommodation; these include motels, inns, guesthouses, and hotels of various grades. Amongst the main tourism areas, hotels are described as the most important (Fridgen, 1991). There is therefore the conception that hotels are synonymous with accommodation in the tourism industry (Akyeampong, 1996).

In spite of the achievements in tourism industry in Ghana, the development of hotels in the country has been generally slow. This probably, has been the result of the low motivation for investments in the industry by both private and public sectors as a result of the different ideological inclinations of successive governments, and the low demand level for the facility in the country before 1985 (Akyeampong, 1996).

However, the development of tourism as one of the lead sectors of Ghana's economy since 1985 has attracted significant investments into the hotel infrastructure in the country as whole, and in the Cape Coast-Elmina area in particular. These developments have been done within the context of the implementation of the Integrated Regional Tourism Development Plan (Integrated National Tourism Development Plan, 1996- 2010). Consequently there has been improvement in both the quality and the number of hotels constructed in the country, and especially within the Cape Coast – Elmina

Municipalities. The hotels in Cape Coast and Elmina were put up to attract more guests, especially those (guests) who hitherto, on visits to Cape Coast and Elmina were using hotels in towns such as Accra and Takoradi. In spite of the above improvements, patronage of hotels in the Cape Coast and Elmina Municipalities is still very low. The question then is "what has been responsible for the low patronage?"

Problem statement

According to Cooper et al (1993); Fridgen (1991) and Pearce (1989), a tourist destination without a well-developed accommodation or hotel facilities cannot function effectively. Lundgren (1973) has recognized this fact, and has suggested that the provision of hotel accommodation takes about 30-32% of the tourist budget. In Ghana the importance of the hotel industry has long been recognized and efforts have been made to put up several hotels in all the regions of the country. The Central Region, especially the Cape Coast and Elmina Districts as two of the leading tourism destinations in the country have had several hotels of different classes put up in recent years to take care of the ever increasing number of tourists. In 1996 for example, there were 20 hotels with 320 rooms (Akyeampong, 1996), by 1999, the numbers had increased to 53 and 820 respectively (UCC-CEDECOM-UMES, 1999). In addition, facilities in the existing hotels were also improved.

A preliminary investigation by the present author in the year 2001 showed that whereas the number of tourists to the Cape Coast –Elmina Districts had increased tremendously, patronage of the hotels was very poor or low. Guests preferred lodging in hotels in Accra and Takoradi. As a result the

Central Region did not derive any appreciable benefits from the tourist industry, and hoteliers were running their businesses at a loss.

The question that some guests, hoteliers and students of tourism have been asking is: "What has been responsible for the low patronage in spite of the tremendous improvement in the hotel facilities in the Cape Coast-Elmina area?" Is it because of the poor quality services rendered, or because the quality of the facilities which are offered by the hotels are not of appreciable standards? The present study attempts to find answers to such questions.

The objectives of the study

The main objective of this study is to search for the causes of the low patronage or utilisation of hotels by tourists in the Central Region as a whole, and in the Cape Coast and Elmina area in particular.

The specific objectives are;

- To identify the number, the class of hotels, and the facilities offered by the hotels in the Cape Coast-Elmina area;
- To ascertain the state or quality of the facilities in various hotels;
- To establish the perception of guests on their hotel experiences vis-à-vis their expectations, as well as the guests' hotels of preference;
- To examine the most prevalent problems facing the hotels in the study area which impact negatively on patronage, and then recommend remedies.

Justification for the study

The accommodation sub-sector (most importantly hotels), as acknowledged by Fridgen (1991), Cooper et al (1993), Witt et al (1995) and Pearce (1989) constitutes a very important part of the tourist industry. It is indeed considered as the hub of tourism development (Cooper et al, 1993; Fridgen, 1991). Decent facilities and quality service among other hotel facilities are vital elements that are required for the sustenance of any accommodation sub-sector and of the entire tourism industry. Furthermore, as observed by Lundgren (1973), accommodation constitutes about 30-32% of the tourist budget, hence improving hotel facilities and services can help attract more guests and maximize returns from the tourism industry. The conduction of periodic marketing research such as this is important to help address some of the pertinent questions which may confront the sub-sector, and therefore impact negatively on it. The appraisal of the hotel industry can also help bring to the fore factors which guests consider when making their choice of hotels. The result of this study can provide information to hoteliers or investors as to the type of hotels and product their clientele (guests) generally prefer, and which, when provided can help attract more guests.

Literature and research on the hotel industry (more particularly on the needs and requirements of guests) in Ghana as a whole and on Cape Coast – Elmina specifically, is virtually non-existent. This study can be of importance for marketing purposes, since it can help address among other issues, those factors which influence choice of hotels. The result of the study may help bridge the gap between the demand and supply of hotels in the study area and in Ghana as a whole. Finally, the study will help boost hotel patronage,

increase profitability and as well help ensure the sustenance and promotion of the industry.

Limitations of the study

The main constraints limiting the study were limited finances of the researcher, poor record keeping on the part of some hotel administrators as well as uncooperative attitude on the part of some hotels. The researcher had to use his own resources and therefore had to operate within a limited budget framework. This was the more reason why the research was confined to the Cape Coast – Elmina Municipalities only.

Some of the hotels especially those in the low-class categories did not keep very good records. Others, despite the explanations offered by the researcher on the essence of the research apparently thought otherwise i.e. felt that it was probably for other reasons such as taxation. The result was that, the estimation of the survey population and hence the sample size was quite difficult. The researcher had to use indirect means including probing to establish or arrive at the survey population and the sample size respectively.

Delimitation

The researcher had to use his experience in the area of researcher through education among others to get most hotels to co-operate and take part in the survey despite the attempts by proprietors/tresses of a few disillusioned ones to pollute the rest. A good work had to be done, to assure most hotels that the research was not about taxation but an attempt to unravel the problems

which militate against utilization or patronage among others, for possible solution.

Organisation of the write-up

The thesis comprises seven chapters. Chapter One introduces the whole research work and includes the following: The background of the study, the problem statement, objectives of the study, the justification, the limitation and delimitation of the study. It also presents the organization of the chapters contained in the thesis.

Chapter two consists of the review of related literature; and is organized as follows:

- Hotel Development
- Hotel as a component of the tourist industry
- Hotel as an instrument of production
- Factors influencing patronage or the use of hotel
- research questions and finally
- The Conceptual framework issues

Chapter Three presents a profile of the study area. It highlights the physical, the socio-economic and demographic characteristics of the study area. It also elaborates on the main tourism resources and the tourism potentials of the Cape Coast–Elmina Municipalities.

Chapter four describes the methodology adopted for the study. It identifies the data types, the sources, and the various methods adopted to collect data. It also throws light on the methods employed to analyze data. Chapter Five presents the Socio-demographic characteristics of the

respondents and hotel patronage. Chapter six gives a discussion on hotel facilities, conditions and patronage. Finally, chapter seven provides the summary of findings, the conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter, the relevant literature is reviewed under the following sub-titles:

- Hotel development;
- Hotel accommodation as an instrument of production and a component of tourism;
- Factors influencing patronage of hotels and the use of hotel facilities by tourists;
- Research questions;
- Hotel development in Ghana and
- The Conceptual framework.

Hotel development worldwide

Three major factors have affected the development of the hotel industry throughout the world. These are transportation, social patterns and peoples' habits, and the economic climate of the area –that is the country, region or locality, in which the hotel is located (Cooper et al, 1993). Transportation according to Cooper et al (1993) is important because it takes tourists to their destinations. Hence the mode or type, and the availability of

transport within an area of operation of a hotel, influences the choice of that hotel (Cooper et al, 1993).

Between the sixteenth and the nineteenth centuries, the posting points on the main stagecoach routes in various parts of the world, for example, provided the locations for the growth of inns. These locations usually were at the terminal points of the routes. With the invention of locomotive engines, companies of railways built hotels at the railways terminals to offer competitive advantage over their rivals, and to house guests whose trains were late. Certain railways were also responsible to a large extent for the development of seaside resorts for example the Blackpool and Bournemouth resorts of the United Kingdom (Cooper et al, 1993). Airport authorities similarly provide accommodation to those passengers who have to break up their journey because of certain reasons.

The hotel industry has also been shaped partly by the social patterns and habits of people. Travel was indeed considered dangerous in the Middle Ages following the wars, which saw the collapse of the Roman Empire. The nobility traveled the most during this period, and they tended to stay en routes either with their fellow noblemen or in the monasteries. Some of the monasteries were later converted into inns. Some private houses then grew in reputation as good places to stay as travel became less dangerous. Furthermore, the passion for health associated with swimming in the sea and its development into some fashion of some sort, stimulated the growth of hotel capacity along the coast during the 18th century and beyond (Cooper et al, 1993). Similarly, the post-war phenomenon of mass and international tourism

has to a great extent strongly influenced hotel development worldwide (Fridgen, 1991).

Economic climates have also influenced hotel development. For example certain Acts of Parliament (The Limited Liability Act 1962) in the United Kingdom made floating of shares of hotels attract investment from companies and then from the wealth generated by Britain's industrial leadership; this consequently reduced the risk of investment in hotels dramatically. Again in United Kingdom, the development of Tourism Act in 1969 created the 'Hotel Development incentive scheme.' This encouraged the building of many new hotels in London between 1969 and 1976 to meet the ever-increasing demand for hotel accommodation in the capital city (Cooper et al, 1993). Furthermore, with the development of the air travel, long-distance and international travels became more common worldwide. This brought about increased demand for food and beverages and therefore the growth of the food industry (Armoo, 2000).

Demand patterns are also influenced by world events as shown for instance by the decrease in American tourists to the UK in the summer of 1986, following the Chernobyl disaster and the bombing of Libya (Cooper et al, 1993). Furthermore, the great depression that hit the United States of America from 1920-1933 nearly destroyed the hospitality industry of that country. During that period, the U.S. Government enacted the prohibition Amendment Law that made the sale of alcohol illegal. This resulted in very low patronage of clubs, thus making those clubs virtually non-functional. It was during that period of prohibition that the Cornell University started in

1922 as a result of one of the prohibited clubs converting to become a school – really the first University-based hotel school (Armoo, 2000).

The implication of the above is that, good and favourable economic climate may promote rapid investments such as standard hotels that may attract more tourists or guests. Conversely, poor economic conditions tend to discourage investments into the hotel industry. This may result in the construction of hotels of poor standards which may not meet the needs of many guests, and which may, therefore, register low patronage.

Hotel accommodation as a component of the tourism industry

Accommodation has been considered as the psychological base for the tourist or guest during his stay away from home (Cooper et al, 1993). According to Fridgen (1991), people seeking attractions need to have places to eat, sleep and purchase supplies.

Furthermore, it is held that, accommodation constitutes in terms of total expenditure, a significant proportion (about one third) of the tourist's budget (Lundgren 1973; Pearce 1987). Moreover the accommodation industry is believed to generate several linkages with the tourists sector, and with the rest of the economy in view of the variety of services it provides. It is therefore regarded as the most related tourism business constituting the centre or the hub around which all other elements of the industry revolved (Cooper et al, 1993). This scenario is demonstrated in figure 1 which shows the relationship between accommodation and the other tourism elements.

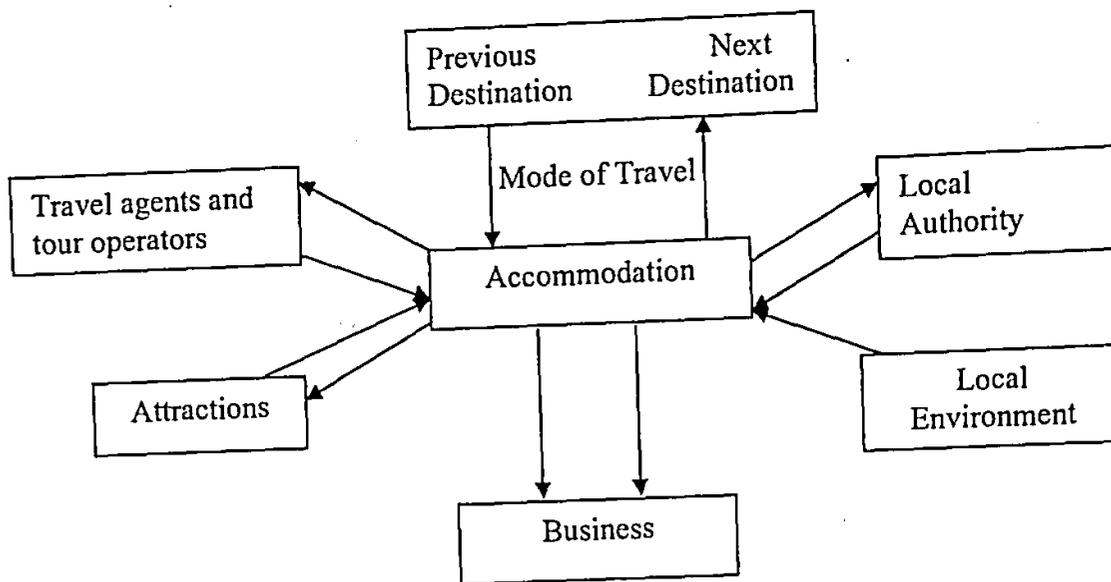


Figure 1: The role of accommodation in the tourist product

Source: Cooper et al (1993)

In Figure 1 Cooper et al (1993) observed that accommodation is the central point of the tourists' activities. The tourist arrives at his or her destination by means of some kind of transportation. Once at the destination, he or she looks for a suitable accommodation; after a day or two, he or she may decide to stay or leave for home or for the next destination. An accommodation facility is situated in a locality known as the Local Environment. The patronage of an accommodation facility depends to a large extent on cleanliness of the environment, the facilities available, and services provided among others. Accommodation units are usually constructed in clean and healthy environments. Local authorities on their part may create the enabling environment through the enactment of good policies for the development of suitable accommodation. The result is that large numbers of customers may be attracted to patronise these units (accommodation facilities) which may in turn provide revenue in the form of taxes to the local authority.

The accommodation facility is the place of lodge where the tourist takes decisions on all his or her business pursuits or activities.

The lodge then becomes the 'home base' of the tourist. These lodges are normally built in or around attraction sites; once provided good accommodation facilities attract more and more tourists. Finally tourists may work with or relate with travel agents and tour operators who recommend suitable accommodation to their clients. Accommodation owners or hoteliers on their part, pay fees to travel agents for the work done – i.e. introducing or winning guests for those hotels concerned.

Hotel as an instrument of production

According to Buttle (1986), a hotel is described as an establishment of a permanent nature having at least four bedrooms offering bed and breakfast on a short term contract and providing minimum standards. According to Ward (1991), a hotel is a 'building providing sleeping facilities in private rooms and catering facilities usually in a restaurant or commercial dining room for use by guests. Ward et al (1994) lending credence to Ward's earlier definition, stated that a hotel provides food and accommodation in return for payment of money. Trigg (1995), on his part, sees the industry in terms of services and facilities it offers. A hotel, he claims, may provide a bedroom, bathroom, suite with showers or Jacuzzi, television set, telephone, trousers press, and tea and coffee making facilities. The sub-sector has also undergone changes over the years. Whereas the United Kingdom is credited with the introduction of the "inn or ancient hotels, the United states of America is said to have led the way in the development of modern hotels (Hodgson, 1987).

The hotel product has both tangible and intangible characteristics (Levitt, 1981; Buttle, 1986; and Kotler et al, 1986). According to Dosewell and Gamble (1979) and Nightingale (1983) the tangible or physical products include food, beverages, accommodation and their associated service elements, whilst the intangibles are seen to include hotel image and atmosphere. The intangible hotel product, unlike the physical products from the manufacturing industry cannot be touched, tasted or stored and leaves no residue after consumption (Kotler et al 1986). According to Nightingale (1983), Buttle (1986) and Levitt (1981), the hotel guest's satisfaction or benefit is based on different combinations of the tangible and intangible proprieties of the products. Examples of these combinations of tangible and intangible aspects are the food served and the quality of food, the bed provided as against the comfort of the bed respectively.

The hotel sector accounts for the major part of commercial-serviced accommodation. The hotel industry is generally increasing in concentration. Modern hotels range from guesthouses or budget hotels to the five star hotels. There are a large number of hotels which are owned by individuals. A recent development however, is the emergence of consortium of independent hotels, most of which are graded three star or higher, in order to benefit from marketing economies of scale.

Holloway (1994, p.31) classifies hotels from super luxury clubs to very modest ones. Medlik (1994), gives a more refined categorization when he said that hotels can be divided into luxury resorts, commercial, residential and transit lodgings. Regional Tourist Boards throughout the world have classified hotels into groups of one to five crowns or stars depending on the

range of facilities and services the hotel offers (Davidson, 1993, p.171). The award of the specific grades is done with strict compliance to the laid down requirements of facilities and services owned; and approval is given by an accredited supervising tourist organization.

In the application of these systems in the Ghanaian accommodation sector, the Ghana Tourist Board has formulated some factors for the classification of hotels as shown in Table 2.

Table 2: Some factors for the classification of hotels

Factors	5 star	4 star	3 star	2 star	1 star	Supplementary/Budget accommodation
Accommodation	At least 100 rooms. All must be self-contained (private bath and toilet)	Same as 5 star	Same as 5 star	Minimum of 10 rooms. 40% shall be self-contained	Minimum of 10 rooms. May not be self-contained, but 1 toilet to 4 rooms	Minimum of 4 rooms facilities. Same as 1 star
Food	At least 2 restaurants	Same as 5 star	A full restaurant service	Same as 3 star	Breakfast and other meals on request	Same as 1 star
Post and telecommunication	IDD, telephone telex, fax, e-mail.	Same as 5 star	Same as 5 star	Direct dialing telephone at reception	Same as 2 star	Same as 1 star
Bedroom	Not less than 25 sqm (including) bath room space	Not less than 25 sqm	Not less than 20 sqm	Not less than 16 sqm	Same as 2 star	Same as 1 star

Table 2: Some factors for the classification of hotels (Continued)

Conveniences: music, radio, T.V., video, fridge	All are mandatory	Same as 5 star	Radio, T.V., music on request	Radio, music	Not mandatory	Not mandatory
Alternative power source	Stand by automatic switching electric generator	Same as 5 star	Same as 5 star	Same as star	Mandatory	Not mandatory
Personnel: Receptionist	Mandatory with relevant certificate same as 5 star	Same as 5 star	Same as 5 star	Must have "O" Level	Must have "O" Level	Same as 1 star
Cooks waiters barmen watchmen	Mandatory with relevant certificate	Same as 5 star	Same as 5 star	Mandatory	Mandatory	Mandatory

Source: Ghana Tourist Board (GTB), (1997)

According to the Ghana tourist Board, the classification of hotels into categories of budget to the 5-star, is based on clearly spelt out standards by the Board (GTB). By these measures, the most luxurious hotels are classified in the 5-star groups, while the least standard hotels or guest houses are categorized as the Budget group.

Different categories of guests patronize different accommodation units. Consumers continually assess the overall hotel product through the evaluation of the level of satisfaction derived during, or, at the end of their (customers') stay in the hotels of choice. Guests generally expect certain standards before they use a hotel. If the standards are met they become satisfied. On the other hand they become dissatisfied when the expected standards are not met (Kotler et al, 1986). The implication here is that the level of patronage of the hotels depends on the extent to which the hotels generally meet the needs and expectations of their clientele or guests.

Factors influencing patronage or choice of hotels

Attempts have been made by a number of researchers to find out those factors which influence guests in the choice of hotels. These (factors) include the location and accessibility of the facility, the type of hotel or facility on sale, the rates or the charges of the hotel, the service delivered by the hotels etc.

According to Pearce (1989), Cooper et al (1993), Knowles (1994), Lockwood et al as quoted by Teare and Olsen (1994), Medlik (1994) and Witt et al (1995), high quality products, affordable prices, suitable locations of facilities or very accessible hotels, the strong promotion of the facilities are the

friendly nature of the local people and the hotel staff(through 'participation', 'physical' evidence and the 'process') have positive influence on the choice of hotels. Participation according to Collier (1994) includes the norms of behaviour, mode of delegation of responsibilities and more generally the ability of the hotel staff to do business with guests without offending them. Physical evidence includes staff appearance, the interior and exterior layout of hotel. The process involves detailed operation procedures, training programmes and procedures for customer problem resolution. Poor quality products, high charges and poor locations however discourage guests from using hotel products. According to Pearce (1989) and others, the economic and social class of guests such as the age, income level, taste etc also favour or discriminate against the use of specific types of hotel by specific guests.

Influence of location or accessibility on choice of hotel

Location refers to the position and place on the earth's surface where an object (e.g. building or town etc.) is found (Small and Witherick, 1989). It could also be expressed in terms of the position of a place or activity in relationship to some service such as transportation network system (Gellman et al 1990; Camm and Irwin, 1979).

Accessibility is also seen as the ease with which a location could be reached from other locations; it includes proximity and the right to visit (Gillett, 1988; Small and Witherick, 1989). Location and accessibility are therefore inter-related and basic to the planning and choice of a facility. Smith (1997), Lundberg et al (1995) suggested that as a facility cannot easily be changed once established, the best access to the site and other places should be

the most important factors to be considered when making a choice. This assertion is also shared by Knowles (1994), and Boniface and Cooper (1994), who emphasized that accommodation normally, should be concentrated in centre of high demand. In their view, hotels sited in good locations tend to enjoy high patronage from guests. Poor accessibility does not motivate prospective guests to use the facilities in those areas. Mathieson and Wall (1982) have consequently noted that, the Town Bridge Hotel which is very well strategically located in the U.S. in relation to some major town centres, the Potomac river and also the Pentagon for example, makes it (that hotel) very easily accessible. As a result, the hotel (Town Bridge) attracts a lot of guests. Better location and easier accessibility according to Smith (1997); Lundberg et al (1995), help ensure greater profitability and continued survival of hotels and vice versa.

However, Cooper et al (1993), Witt et al (1995), indicate that the choice of a good location is not, an automatic assurance for profitability, unless it is done in relation to the typology of the tourists or clientele. A good location according to Smith (1997) enhances the delivery of diverse services by the hotels as they (the hotels) attract guests of diverse backgrounds and interests. A hotel located within town by their strategic location, could adjust to attract other types of clientele, far more than if the same facility were built or located far from town. Therefore, seasonality, which according to Archer (1978) as well as Mathieson and Wall (1982) is the cause of ruin in tourism, could be minimized when a hospitality facility such as a hotel is properly sited so as to attract different clientele at all times. The importance of location to the hotel development explains why Slater as found in Lundberg et

al (1995) indicated that, the three most important factors influencing hotel development is first location, second location and third location. Knowles (1994) also indicates that a good location is more important than even the price.

Price as a factor in hotel choice

The price of a commodity is considered as one of the most important factors which influence the quantity of products or services consumers demand. The price of any goods or services, according to the laws of demand, is the amount of money consumers are prepared to pay for that particular product or service. The price of a commodity or service is therefore arrived at by the interplay of the market forces of demand and supply. The demand for a product induces suppliers to put a certain quantity of that product on the market where the consumers and suppliers interact, resulting in the determination or the fixing of the price of the commodity or service. Generally, as the price of a product or service increases the quantity of the product demanded by consumers decreases, and vice versa *ceteris paribus* (Baumol and Blinder 1985; Stanlake 1971). Price is regarded as a critical factor in strategic management and is employed by most hotels for marketing purposes. Pinder cited in Williams and Shaw (1995), in a research on Amsterdam observed that guests' stay was shorter for hotels with higher accommodation costs. In other words when charges are higher the duration or period of stay in the accommodation is shorter and vice versa. The price or rate of an accommodation facility according to Medlik (1994) is influenced by other factors such as location, facilities offered, services rendered, image of

the facility and satisfaction derived from the use of the facility. However, according to Pinder quoted by Williams and Shaw (1995) and Witt et al (1995), the length of stay or patronage is not dependent on price or rate alone, but it also depends on certain socio-economic characteristics of guests.

The socio – economic status and preference of guests

The choice of a hotel is influenced by certain socio-economic characteristics and preferences of guests. According to Witt et al (1995) different types of tourists opt for different accommodation types. Business tourists for example go for business class accommodation often located in city and town centres. Burton (1995) is of the view that business tourists being the highest spenders are more likely to use hotels located at the seaside for conferences and seminars among others. Holiday-makers prefer luxury accommodation units mainly along beaches. The characteristics of guests such as age, social class, geographical origin according to Knowles (1994), Lewis and Williams as found in Williams and Shaw, (1995) influence patronage. Lewis and Williams and cited in Williams and Shaw (1995) noted that gender and age group of guests influence the choice of hotels, which in turn is dependent on the availability of facilities. Videos as claimed by Lewis and Williams and quoted by Williams and Shaw (1995), appeal to those under thirty-five group. Disco and dancing attract guests under thirty–five years whilst sports and fitness appeal to all age groups. Guests would therefore arrange themselves appropriately to use those hotels they (the guests) think are suitable, considering their (guests') status. Low participation or patronage of hotels as noted by Pinder cited in Williams and Shaw (1995), Witt et al (1995)

are also partly related to lower per capita and higher polarized incomes of guests. Pinder, quoted by Williams and Shaw (1995), also observed that foreign visitors' preferences contrasted sharply with those of the indigenous Dutch. Foreign guests according to King (1995), Lewis and Williams in Williams and Shaw (1995) use hotels more than the local guests. They explain further that the foreign tourists are over-represented, utilize the more luxurious and expensive hotels, and spend more compared to the local people. Studies in Africa also showed that indigenes are not leisure-minded; and therefore do not utilize hotels as much as foreign visitors –Europeans , Americans, etc normally do (Adejuwon, 1986; Migot-Adholla et al 1982; Peake, 1988). The demand for hotels by indigenes generally is very low or limited. This, as explained by Teye (1988), is due to the generally held notion among others that, hotels are places where people hide to engage in promiscuous activities, and are therefore not patronized by the local people. The length of stay by guests in hotels is influenced in part by the levels of income and the polarized nature of the incomes of guests. On the part of Smith et al (1999), few citizens of the developing countries patronize hotels. The reasons range from financial to cultural perceptions regarding the use of hotels. Generally, guests with higher per capita incomes are known to use higher graded hotels and also tend to stay longer than their lower paid counterparts, all things being equal. The converse is also true for those with lower per capita incomes who normally could only afford low-graded hotels, and also stay for a shorter period of time (Witt et al, 1995).

According to Kotler et al (1986), Peake (1998) and Lockwood et al in Teare and Olsen (1994), guests continually assess the overall hotel product

through the evaluation of the level of satisfaction derived during or at the end of their stay in the hotel of choice. Guests generally have their own expectations before the use of a hotel but then encounter real experiences after use of the facility. Consequently guests show greater satisfaction if their expectations are met whilst they (the guests) stay away from the use of the facility when their expectations are not met.

Today, hotel guests according to Chacko (1998:133) have become more sophisticated, experienced, and demanding because "they (guests) are better traveled than previous generations, and have clearer notions of the meaning of good service." Consequently, more customers are doing business with hotels that can satisfy their needs and expectations or provide them with the best of services.

The influence of hotel characteristics and facilities on choice

The characteristics of a hotel and the facilities available have great influence on the choice of that hotel as they (the characteristics and facilities) give an idea as to the nature and worth of the product or service offered (Pinder cited in Williams and Shaw, 1995 and Smith, 1997). Hotels, especially the smaller ones, which lack facilities such as private bathrooms, bars, swimming pools, telephones, radios and televisions, etc (which are becoming part of the standard expectations), find it difficult to compete with the larger ones which possess all or most of these facilities. The facilities a hotel possesses according to Medlik (1994), give the hotel a certain image, name or reputation. According to Medlik (1994), the more facilities a hotel possesses, the higher is its reputation, and the more appealing it appears to

guests. These among others, therefore help to enhance the patronage of hospitality units. Conversely, hotels with relatively poor facilities do not appeal to most guests and are therefore confronted with the problem of low patronage. Hospitality facilities are therefore encouraged to improve upon their facilities in order to look more attractive to guests. One of the measures adopted to help improve the quality of hotel and the facilities available, is through the conduction of periodic renovations. Renovations tend to give hotels new look thereby appearing more attractive to guests. A study in the USA according to Rushmore (1992) for instance, showed that some hotels were kept in business for many (eighty to ninety) years because management carried out periodic renovations. Holloway (1994) has indicated that if a resort lost its appeal, it suffered decline in fortunes. On the contrary, there is a positive change (for the better) registered in the increase in the number of guests and the fortunes of hotels if improvement in the facilities is ensured. Lewis and Williams quoted by Williams and Shaw (1995) on tourists' choice regarding market segment and specialization in Portugal observed that there was a shift in the use of very old hotels by guests for coastal resorts which were newer in all respects and also possessed more facilities than the older hotels. This as a sequel means that, hotels that for some reasons lack certain basic facilities would invariably lose their guests to those (hotels) with better facilities.

The impact of appeal of attractions on hotel choice

In the view of Jansen-Verbeke (1988) and Fridgen (1991), though attractions are most crucial elements in drawing tourists to a destination, an

attraction without the development of additional components such as viable accommodation with adequate and attractive facilities cannot function effectively i.e. attract as many tourists as possible.

According to Vorden (1981) and Whysall (1982) the maintenance of appealing attractions in and around a hotel tends to make that hotel more attractive to guests, all things being equal. The maintenance of appealing attractions in a locality has a positive influence on patronage of hotels within that locality. Conversely, a hotel located in a poor and unattractive area or environment would not appeal to a lot of guests, and would therefore register a reduction in the level of patronage. Pearce (1987) explained similarly, that, the provision of top accommodation in a mediocre attraction area or site for example is unlikely to prove viable. The location of hotels is also influenced by the type and nature of attractions. Different locations may have different environmental conditions, and therefore may appeal differently to different types of clientele. A hotel whose target group for example according to Cooper et al (1993) and Witt et al (1995) is eco-tourists, and located near the Kakum National Park in the Central Region of Ghana, would appeal or attract clientele more than if the same hotel or a similar one were located in Accra with the same clientele (eco-tourists) as the target group.

Influence of hotel service quality on choice

Quality is a formidable competitive weapon that enables the good to survive and the poor to die (Hutchins 1990). The British standard of quality (1987), defines the term as the totality of features and characteristics of a product or service that bears on its ability to satisfy a stated or implied need.

Juran (1974) describes quality as fitness for use or purpose judged by the user and not the manufacturer. Mc.Neal (1977), Levitt (1981), Lewis and Booms (1984), Berry et al (1985), Eiglier and Langeard (1987), Lockwood et al quoted by Teare and Olsen (1994), define service quality as a measure of how well the level of service delivered matches the customers' satisfaction or meet the needs and expectations of guests.

Lockwood et al cited in Teare and Olsen (1994) explain that hotels which render more quality services are known to attract more guests or enjoy higher patronage compared to those which offer poorer services. The reason being that those hotels (which offer better quality services) tend to satisfy the needs and expectations of customers. The converse is also known to be true.

In order to rate the service quality of hospitality industries as high, it is expected that those industries conform to, or meet the needs and expectations of guests on a consistent basis. It is however a complex and difficult task to manage quality in a hospitality industry. Hotel as a hospitality facility generally faces not only the problems of the provision of the facility, but also has to cope with the problems associated with the high level of interaction between guests and staff and also between guests and the facilities as a result of the delivery of service. Collier (1994) argued that service quality is so complex and inter-disciplinary that, it needs to be viewed from different perspectives. In this regard, The Institute for Sales and Marketing Management (1986), Atkinson (1988), Wilensky and Buttle (1988), Kuntson (1988), Oberoi and Hales (1990) Lockwood et al quoted by Teare and Olsen (1994), have indicated that the bedroom cleanliness, bedroom facilities, the comfort, the friendliness and professional service from staff; as well as safety

and security of hotels are the most important factors influencing consumer's (guest's) satisfaction or dissatisfaction of service delivered.

In the view of Hodgson (1987), high level of patronage by guests can be ensured if hotels could modify their products and services to meet the needs of their target group. Similarly, Olsen (1996), emphasizes that hotels that commit themselves to achieving a higher consumer satisfaction encounter a higher retention rate for both employees and guests. The reason is that when employees are satisfied, they tend to be motivated to work better or deliver better quality service which in turn helps in the attraction of more guests and vice versa.

According to Jones, (1988) and Gumesson (1992), quality, productivity and profitability are inextricably linked together; managing one affects the others. A higher standard product ensures greater patronage, higher productivity and consequently, increased profitability. Quality, according to Camison (1996), Bejou et al (1996), Buzzell and Gale (1987), is the cornerstone or the driving force for improving competitiveness, productivity, customer satisfaction and ultimately profitability. Higher standards or quality products attract and provide much more money. For example, the Jury hotel in Dublin, Ireland has some luxurious suites that are more spacious, more lavishly furnished, with in-room television set, telephone and even a Jacuzzi, though very expensive yet attracts a lot of guests and hence, a lot of revenue.

However, Crosby (1980), Hall (1990) and Gumesson (1992) have challenged and shown that no relationship exists between hotel charges and quality. They challenged the position of Camison (1996) and others which suggests a positive correlation between service quality and charge with the

slogan, 'quality is free.' Crosby and others indicated that if the right thing done the first time reworks, it becomes more attractive to a lot more people. Higher patronage therefore results in the increase in the revenue outlay. In applying the principles of economies of scale therefore, the unit cost needed to run the system reduces, thus making the product cheaper. Cost is saved and more profit made when everyone connected with the service delivery process does his or her job correctly every time. The issue of service quality should be considered very important because according to Chacko (1998:133), present day guests are doing business with those (hotels) which could satisfy their needs and expectations better as they (guests) have an improved notion of the meaning of good service, having become more experienced travelers. Many organizations as stated by Cannie and Caplin (1991) are however, not customer friendly or quality-minded in the delivery of services. These (organizations) according to them (Cannie and Caplin) are therefore losing their potential loyal customers as well as their competitive comparative advantage. To attract many guests, hospitality organizations according to Zeithaml et al (1988), need to embark on high profile marketing strategies to ensure the delivery of quality service. In order to achieve these objectives (including attracting more guests), service organizations such as hotels must provide the best of facilities and services.

Tourism businesses need to remember that customers are concerned about their satisfaction, value for money and quality service delivery (Fridgen, 1991:178). Also, many service organizations according to Silvestro et al (1989), by the development of internal mechanisms, are monitoring and

measuring various aspects of services delivered in order to achieve better performance (more quality service).

Choice of hotel as influenced by promotions and advertisement

Tourism has become a competitive trade during the last decade, with destinations providing information (both quality and quantity), on the major tourism markets so as to attract large numbers of tourists, and thereby maximize the benefits associated with tourism development (Amaquandoh and Ofori-Bah, 2000).

Tourists look for information on tourist destinations and facilities from a wide range of sources (Amaquandoh and Ofori-Bah, 2000). These sources of information may be the previous knowledge of the tourist, his or her past experience, from print media (newspaper, magazines, journals, pamphlets etc.). Others are the electronic media (television, radio, video, cinema etc), travel consultants (travel agents, tour operators), word of mouth (i.e. recommendation from peers, friends, relatives and opinion leaders), and finally through the staging of trade fairs. Marketing and travel literature traditionally indicates that word of mouth has been the main mode of tourism promotion by many destinations (Murray, 1991; Rao et al 1992). The word of mouth recommendation according to Fridgen (1991) is responsible for the flow of tourists to a destination at the incipient stage of development. The word of mouth has been the main channel of tourism promotion by many destinations as a result of the fact that it is of virtually the cheapest means of spreading information on destinations. The most effective, though regarded as the most expensive of the promotional activities, is the mass media (i.e. the

electronic and print media -television, radio, newspaper, magazines, etc.) and therefore not commonly used. Modern promotion techniques however demand that, destinations use the types of advertising media that have wider coverage, and also have the ability to stimulate and attract more potential tourists.

Promotion is considered critical to hotel patronage because it packages the hotel for offer or purchase. Witt and Moutinho (1989) define promotion as the mix of communication activities designed by tourist organizations to influence that target clientele on whom sales (of hotels) are dependent. Promotion according to William and Shaw (1995) is considered an advantage, and is of utmost importance to larger hotel-chains which have among others, large advertising budgets compared with the smaller hotels which lack the resources even to operate, let alone spend on promotion. The result of the above is that the larger hotel chains or groups invest in promotion and advertisement, and are able to reach out to more potential guests and therefore sell better. On the contrary, the smaller hotels which do not invest in promotion are less known and are therefore less used by the prospective guests. Promotional strategies do not end with purchase of a commodity or service. Consumer service and after-care service are vital elements of promotions and advertisements and are considered essential to ensuring increased patronage or repeat purchase.

The relationship between hotel type or image and patronage

The image of a hotel is the mental picture or idea a client or guest has about that hotel. The image of a place or a facility is a critical factor according to Mayo (1974), because it influences travel behaviour and choice

of a facility. The image is influenced by factors such as the attractiveness of the facility and the type of service delivered. Medlik (1994) indicates that, image is also influenced by the location, the name, reputation, and the atmosphere in and around the facility. The implication here is that a facility of a higher grade, with a better reputation, in a better location and atmosphere appeals the more to the guests and therefore is better utilized as compared to those that are of lower grade, with lower reputation, in a poorer location and atmosphere. Different types of hotel may generally have different balances of demand (tourists) as a result of the differences noticed in the image or the reputation of the hotels concerned. The type of accommodation facility or hotel gives that facility a certain characteristic image. Different types of tourists or guests are attracted to different types of hotel and stay over different periods reflecting in differences in the types of job created and income generated (Williams and Shaw, 1995). In the view of Pinder as found in Williams and Shaw (1995) the resource base of guests has a remarkable influence on the level of patronage. Guests with higher resource base use higher grade hotels and stay for longer periods as compared to those with lower income levels.

Hotel development in the Ghanaian context

The development of hotel accommodation facilities in Ghana could be linked to two factors, namely: ideological, and market factors (Akyeampong, 1996). The ideological factors are concerned with the level of the state and private sector involvement in hotel accommodation supply in the country. From Ghana's independence till the early 1980s, the general lack of interest in

in tourism development also reflected in general lack of interest shown by successive governments in the development of hotels. The result is that motivation on the part of investors to develop hotel facilities was virtually non-existent. Investments into the industry by private investors had been very low generally as a result of the low demand by especially the indigenes for the facilities.

A radical change however occurred in the mid 1980s when the Provisional National Defence Council (PNDC) government embraced the Structural Adjustment Programme under the free economic package from the World Bank and the International Monetary Fund. This resulted in the high inflow of multi-lateral aid and foreign investments into the country; this saw massive injection of capital into the tourism sector, and consequently, into the hotel industry. This marked a real take off for the hotel industry in the country. Some Ghanaians therefore converted their houses (non-purpose built), into guesthouses or hotels. New hotels of various categories or grades started springing up in various parts of the country with the Ambassador hotel in Accra as the first commercial hospitality (hotel) industry. The Ambassador hotel in Accra was put up by the Convention Peoples' Party government to host the dignitaries who attended the independence celebration of the new nation (Ghana). The initiative began the role of government in the development of the hotel industry in the country. Several other hotels such as the Eastern Regional Development Corporation (EREDEC) in Koforidua, City Hotel (Kumasi), Atlantic Hotel (Takoradi), Meridian Hotel (Tema), Volta Hotel (Akosombo) and Continental Hotel (Accra) were later constructed by the Government of Ghana. In addition to these hotels, Catering Rest Houses

were also constructed in the various regional capitals. These accommodation types were mainly used by foreign and top civil and public officers on official assignments.

All these state-owned accommodation types could not however, stand the test of time. The reasons for the failure included the rampant "Coups" or Military take-overs that according to Teye (1988), are inimical to tourism development. Teye (1988) has also observed that military governments have had negative effects on tourism development. The number of tourists has become too low to keep the hotels in business during the military regimes. Other reasons advanced by Teye (1988) for this state of affairs are, massive corruption ranging from embezzlement to over- and under- invoicing, the lack of routine maintenance leading to the collapse of structures and equipment, as well as the general perception of the people that hotels are places for promiscuous activities. As a result, many people especially the indigenes refuse to patronize them (hotels).

The evolution of hotels in the Central Region is similar to that of the nation. There was a low motivation for investment by both the public and the private sectors until the mid 1980s. The region was not economically buoyant and therefore did not attract any significant level of business travelers. The region before the mid- 1980s could boast of only the state Catering Rest House in Cape Coast, the Elmina Motel and some few lower graded private units that had been converted to hotels. Hotel capacity has since the mid 1980s expanded rapidly. This achievement followed the launching and implementation of regional tourism development programmes that helped to bring about qualitative and quantitative improvements in the hotels in the

Cape Coast-Elmina Districts. Furthermore, the renovation of the three world-designated heritage sites – the Cape Coast, and Elmina castles and fort St. Jago (Elmina), the development of the Kakum National Park especially, the canopy walkway has also helped to stimulate an overwhelming increase in tourist arrivals in Central Region. Having regard to these developments, it was therefore expected that patronage of the hotels would increase. However, in spite of all those developments in the region as well as the remarkable improvements in the hotel industry in the study area, patronage has remained very low.

Research questions

In an attempt to find answers to address the causes of the low patronage or utilization of the hotels in the study area certain questions are asked which include the following:

- What types of facilities are found in the various categories of hotels in the study area?
- What is the state/quality of the facilities in the various hotels and how does this influence patronage?
- To what extent is patronage of the hotels influenced by service delivery?
- What the perceptions are of guests i.e. their expectations and experiences *vis-a-vis* patronage, as well as their hotel preferences?
- What are the most prevalent problems facing the hotels in the study area which militate against patronage?

- What remedial measures could be taken to ensure that there is a remarkable improvement in the patronage of the hotels in the Cape Coast-Elmina municipalities?

The conceptual framework issues

The earlier models

The early approaches to the study of decision-making according to Mathieson and Wall (1982) were based on the concept of the economic man. The concept assumes that man has a perfect knowledge of the market which enables him to effect rationale economic decision. The choice of a hotel by guests by implication therefore means that guests would arrange themselves in space and time to make choices within the constraints of the available amounts of time and money. In this regard, it is assumed that guests by the possession of perfect knowledge utilize the available resources of time and space most judiciously to arrive at an optimum level of choice.

However the choice of a tourist product by nature according to Kotler et al (1986), involves some elements of uncertainty. For instance, environmental and local conditions of the destination or facility may not reflect those envisaged originally. The depth of knowledge of guests or customers about a facility may be limited. Guests may also be unable to make judicious use of available time and space to enable them effect an optimum choice. The quality of services may also be different from what may be expected. Guests may not be satisfied with their experiences with hotel staff as well as with other guests. All these conditions indicate how varied envisaged

situations may differ from the realities and may therefore influence ones choice or decision-making process.

The deficiencies identified with this economic-man approach to decision-making gave rise to its replacement by the suggestion of the behavioural model. This concept indicates that tourists by acting rationally, but on the basis of limited information seek satisfactory rather than optimal experiences. Guests tend to behave differently on similar issues at different times as a result of circumstances which confront them, and which are normally considered complex in nature. Behavioural decision-making models are more capable in explaining how people reach decisions and act upon them. A behavioural decision-making framework (the consumer behaviour theory) attempts to identify, explain and illustrate those factors that influence people to behave in a particular manner, i.e. effecting a decision or making a choice.

There have been three phases related to the consumer behaviour theory. These according to Copper (1993) are:

- The early empiricist phase that covered the years between 1930 and 1940s. It was dominated by empirical commercial research as industry attempted to uncover how distribution, advertising and promotion impacted on decision-making;
- The motivation research phase of the 1950s that placed a greater emphasis on in-depth interviews of people, focus groups and thematic perception tests etc with a great deal of activity directed at uncovering 'real' motives for action perceived to lie deep in the consumer's mind;

- There came the formative phase from the 1960s which provided the first general consumer behaviour literature given by Engel, et al (1973), as well as other influential books such as those by Howard and Sheth (1969). The formative phase of this behavioural model has been proved to be useful as a tool used in the organization of unorganized information into plausible psychological, social, economic and behavioural variables. These grand consumer behaviour models have been subsequently utilized or transformed by various authors in the tourism choice process.

The models as pointed by Cooper et al (1993) share several things in common.

- They all regard consumer behaviour as a decision-making process and considered it an integral part of the model;
- They provide a comprehensive model focusing on the behaviour of the individual consumer;
- They share the belief that behaviour is rational and hence can in principle be explained;
- They view consumer-buying behaviour as purposeful. The consumer is seen as a seeker of both information stored internally within oneself and that is available in the external environment. It is acknowledged that the search for and evaluation of information constitutes an important or a key activity in the whole decision-making process; and finally
- All the models stress the issue of a feedback from activity, implying that the outcome from a previous action or purchase may

have influence on future action or purchases. This means that the consumer would return if satisfied with his or her experience. Conversely he would not return if dissatisfied with the encounter (s).

The behavioural decision- making models

A perusal of the literature in connection with this study brought to light a number of behavioural frameworks. These include Mayo and Jarvis' (1981), Pred's (1972) Mathieson and Walls' (1982) and the Yield Management concept. These models though are very important and useful have been found to have their various forms of limitations as far as this study goes. Mayo and Jarvis's have been identified to be limited for use in this study in explaining the choice of accommodation for the business class. The reason is that the choice of a facility for a business class is beyond the control of the individual. He does not make the choice personally. Rather, the control of the choice is in the hands of the group he or she represents. Mathieson and Wall (1982), on the five-phase decision-making process fail to demonstrate that, money and time are also two important factors which facilitate or stimulate the desire of consumers to travel or choose a facility. The consumer may be "money rich" but 'time poor'. On the other hand, he may be time-rich" but "money poor". The model however failed to factor in appropriately these two factors-money and time.

The model is also found to omit important aspects of memory (i.e. how well the consumer can store for recall information on products), personality (which relates to the social status of the consumer, the age, gender, academic

background etc.), and information processing which constitute the basis of the traditional behavioural models.

Pred's (1972) behaviour matrix on decision making has argued that the outcome of decision-making is a function of the quantity and quality of information, as well as the ability of the individual to access and manage the information available. This model is recognized to have its limitations in view of the fact that the ability of people to take decisions on choices, is done within certain limits of bounded rationality.

The yield management concept, a technique or concept borrowed from the airline industry in its application in the hotel industry, focuses management decision-making on the maximization of returns from the central product – hotel accommodation. The concept assumes that all the customers are price conscious and therefore aware of the existence of price variations. It also assumes that customers are price-sensitive and that their buying habits respond accordingly to the increases or decreases in price (Jerome and Gary, 1995). It has been recognized however that different customer classes under the concept have different degrees of price consciousness and sensitivity. The yield management as a tool therefore does not apply all-year round. It is essentially and usually employed in the slack periods only to help ensure the maximization of returns. It is therefore considered limited in use. Furthermore, price is not the only limiting factor to consumers' patronage of a facility. There are therefore real constraints that limit the use of this tool (the yield management concept).

The modified Mayo and Jarvis' (1981) Model

A modification of Mayo and Jarvis's model (1981) indicated in figure 2 on decision-making, given along the simple consumer behaviour theory was adopted for the study. The modification of Mayo and Jarvis's model along the simple consumer theory equation makes it (the model) more universally applicable, and therefore possible to explain the choice of facility by all categories of tourists including the business class; something the original model could not do.

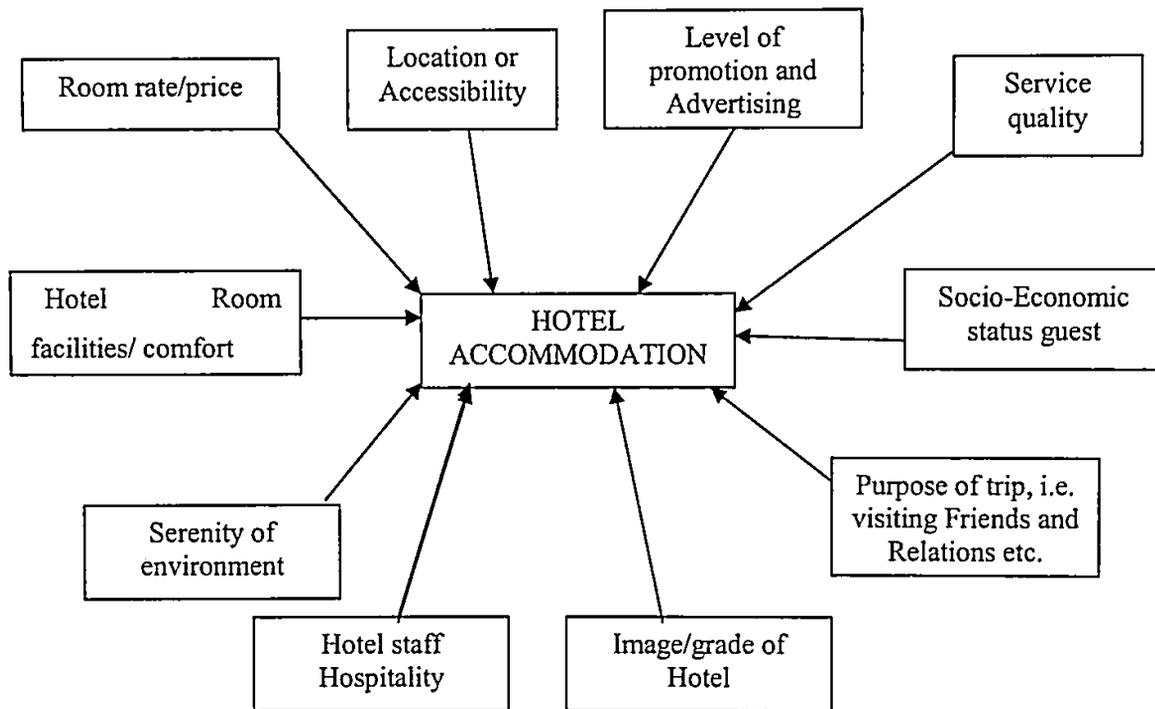


Figure 2: The modified version of the Mayo and Jarvis's Model

Source: Mayo and Jarvis (1981)

Figure 2 indicates the researcher's modified version of the Mayo and Jarvis's model. This model, modified along the consumer behaviour equation indicates that the choice of a hotel accommodation facility is the central activity which involves decision making on the part of the guest who exercises

his or her ability to make a choice (of a particular hotel) from a host of alternatives. This decision-making process goes through a complex process and is regarded as dependent on a combination of or a number of factors (as shown in fig. 2) generally considered by a guest.

The use of a hospitality facility is a purposefully, planned and motivated behaviour. The central character is the traveler, tourist or guest who is confronted with the problem of making a choice between facilities (hotels) for use. The guest makes his or her choice by considering an array of factors as indicated in figure 2. These factors may include hotel charges or rates, hotel staff hospitality, hotel image, nearness to attraction centres, grade of hotel, and hotel location or accessibility. Others are promotion and advertising status of hotel, hotel service quality, availability of recreational facilities and the socio-economic status of guest. The rest are the purpose of trip, the preference of guest, other products offered by the hotel –transport, forex bureau etc, hotel room facilities and finally the serenity of the hotel environment. Some of the factors may be internal of the guest whilst others are external. The factors may also be classified as being one or a number of the following; psychological, social, economic, cultural and environmental, in nature. The model explains that the choice of a hotel facility by guest may be influenced by a combination of a number of factors (shown in Figure 2) which interact in a complex manner to shape the decision-making process or behaviour of that person (guest). The consumer theory therefore indicates that a consumer would choose a product or service (as in the case of a hotel), considering those factors which will help him or her maximize his or her satisfaction at the least possible cost. This by implication means that a guest would arrange himself or

herself to choose a particular hotel he or she prefers most at a manageable cost or reasonable cost, depending on his or her internal as well as external circumstances.

CHAPTER THREE

THE STUDY AREA

Introduction

This chapter provides the geographical location, the socio-economic as well as demographic characteristics of the Cape Coast and Elmina Districts. It also highlights the tourism resources, the level of tourism development more particularly, hotel accommodation development in the two districts of Cape Coast and Elmina. It finally presents the tourism potential of the study area.

Central region -profile

The Central Region is located between longitude 0°25' East and 2°15' West and latitude 5°0' North and 6°14' North (Fig. 3). It stretches over an area of approximately 15700 km² about 6.6% of Ghana's total land surface. It is bounded by the Ashanti Region in the North and in the South by the Atlantic Ocean; to the West is the Western Region and to the east are found the Greater Accra and Eastern Regions. It is the third smallest region after the Greater Accra and Upper East regions.

The Central Region is divided into 12 administrative districts comprising 26 towns and 85 area councils, with Cape Coast serving as the regional capital with Elmina as the district capital of the second most important district, Komenda-Edina-Eguafo-Abrem. Agriculture still remains

the major economic activity in the region with about 64% of the population engaged in fishing and farming (Ghana Population Census, 1984).

Just 44% of the people have access to pipe-borne water. Environmental sanitation is a problem in most parts of the region (in both towns and villages). Many areas lack proper drainage facilities, and designated waste disposal points. There are 8 government and 4 private hospitals namely, the University of Cape Coast hospital and the three Catholic hospitals at Apam, Assin Fosu and Asikuma. The most prevalent disease reported at the hospitals is water-related diseases such as malaria, typhoid fever, and diarrhoea.

Tourism in the Central Region

The Central Region has over the last decade developed to become the centre of tourism development in Ghana. Tourism, since the late 1980s has according to Akyeampong (1996; 1995), emerged as a very strong factor in the socio-economic development of the region. This has become possible because the region is amongst the few in the country that have a wide diversity of tourism resources –natural, historic, educational and festivals of international dimension as depicted in Table 3.

The Pre-feasibility studies by TODSCER (1989:24) and quoted by Akyeampong (1996) on tourism Development for the Central Region indicate that, “the region’s product mix of beach wildlife and historic tourism provided the Central Region with a potentially wide and varied market segment which would ensure an all-year round traffic, thus avoiding the problems of seasonality which characterize tourism in Ghana’s competitor countries such as Gambia, Sierra Leone, Senegal, Togo and La C’ote d’ Ivoire.

Efforts have been made by the Central Regional Coordinating Council, in collaboration with institutions such as The Central Regional Development Commission (CEDECOM), Ghana Heritage and Conservation Trust (G.H.C.T) to develop or turn the Central Region into a leading tourist destination. Consequently, several of the region’s attractions have been developed (Table 3). In addition, hospitality units such as hotel lodges have been constructed by private entrepreneurs to help accommodate those tourists who pay visits to the region. This has been done, presumably, in line with the claim by Jansen-Verbeke (1988) and Fridgen (1991) that, though attractions are the most crucial element in drawing tourists to a destination, an attraction without the

development of additional components such as viable accommodation with adequate and attractive facilities cannot function effectively i.e. attract as many tourists as possible.

Table 3 shows a wide range of tourism facilities found in the region.

Table 3: Selected key tourism attractions in the Central Region

HISTORIC SITES	<p>Carolusburg Castle (Cape Coast) St. George Castle (Elmina) and St. Jago (Elmina). The three have been designated World Heritage monuments.</p> <p>Several forts at Komenda, Moree, Anomabo, Apam, Abandzi, and Senya Breku</p> <p>Historic towns such as Komenda, Dunkwa-on-Offin, Asebu, Anomabo, Saltpond, Kromantse, Abandzi, Mankesim, and Winneba.</p> <p>Refurbished historic buildings such as the Heritage House, the Cape Coast Castle in Cape Coast and St. George Castle, St. Jago in Elmina.</p> <p>Slave Route/Market project Assin Manso.</p> <p>Old European cemeteries at Elmina, Cape Coast and Winneba.</p>
CULTURAL HERITAGE	<p>Festivals including "Bakatue" (Elmina), Aboakyer, (Winneba), 'Fetu Afahye' (Cape Coast), Odambea, (Saltpond) Apida' (Senya Bereku) and Akwambo (Gomoa areas) Posuban. (Traditional Military Shrines) at Elmina Cape Coast Mankesim, Jukwa, Enyan Denkyira and Anomabo. Religious shrine in almost every village</p>

**Table 3: Selected key tourism attractions in the Central Region
(Continued)**

NATURAL/	Assin Attandanso Resource Reserve.
ENVIRONMENTAL	The Kakum National Park (with canopy walkway)
ATTRACTION	Spring water of Mfuom near Jukwa
	Rivers; River Pra and River Kakum
	Birds sanctuary and Crocodile Pond at Hans Cottage
	Botel
	Pristine Beaches at Brenu Akyinim, Gomoa Feteh, Mankoadze, Saltpond, Senya Breku and Briwa.
EDUCATIONAL	University of Education, Winneba (UEW), University of Cape Coast (U.C.C).
	Ghana's oldest boys' and female Secondary Schools (Mfantsipim) and Wesley Girls respectively, and other top class schools.
INTERNATIONAL	Pan African Festival of Arts and Culture (PANAFEST) is held every two years at Cape Coast/Elmina.

Source: Armoo, 2000 (adapted)

Table 3 indicates the diversity of tourism attractions in various destinations in the region; the attractions are classified into five (5) main categories. These are historic sites, Cultural heritage, Natural, Educational, and finally International Festival. The table also shows that most of these attractions are concentrated in the two towns of Cape Coast and Elmina. These attractions serve as pull factors for the attraction of tourists into the region as a whole, and in the Cape Coast –Elmina area in particular.

Accommodation development in the region

Throughout the world, accommodation facilities especially hotels have been identified as one of the most viable and tangible manifestations of tourism (Pearce, 1987:83). Akyeampong (1996) has observed that, there is a positive relationship between tourism development and construction of hotels and resorts.

The Central Region before the mid-1980's had a few hotels. The region was not economically buoyant and did not attract any significant number of business travelers. For lack of quality hotel facilities there was the tendency for guests to stay overnight in nearby cities such as Takoradi, Kumasi and Accra. However the number of hotels in the region has since the mid- 1980s increased rapidly. The number of licensed hotels has increased steadily over the years (Table 4) following the implementation of the Central Region Tourism Development Plan (Akyeampong, 1996).

Table 4: Number of hotels in the Central Region (1989-2002)

Year	Hotels	Rooms	Year	Hotels	Rooms
1989	12	287	1997	35	513
1990	15	312	1998	51	726
1991	19	117	1999	55	821
1992	25	477	2000	72	1108
1993	39	517	2001	85	1458
1994	38	542	2002	87	1440
1995	43	618			
1996	43*	596*			

Source: Ghana Tourist Board (2003).

The region in 1989 had 12 hotel units with a total of 287 rooms. The number of hotel units and rooms increased to 39 and 517 respectively in 1993 and these increased further to 87 hotels and 1440 rooms (Table 4) in 2002. Several new hotels had been under construction, and many others either expanded, rehabilitated or refurbished before the year 2000. These included also non-purpose built houses, which later became converted into use as hotel facilities in the late 1980s.

Tourism and hotels in Cape Coast and Elmina

The Cape Coast – Elmina towns constitute collectively the study area for this research. The two towns jointly have a concentration of resources – attractions, lodging, catering and transportation facilities in abundance which have enabled them to serve as the centre of tourism development in the region.

Profile of Cape Coast

Cape Coast as we know today is translated or derived from the Portuguese phrase 'Cabo Corso', for short cape referring to the African settlement and market that existed here, just inland.

Cape Coast was the capital town and the seat of the Governor of the Gold Coast Colony until 1877. It is currently the capital of the Central Region. The development of the Cape Coast town that began along the coast was attributed to the fact that the town was a major traveling centre and also a surf port. Cape Coast served as a major seaport for Ghana and a terminal for the trade routes to and from the hinterlands until 1962 when the Tema harbour was constructed. In other words, Cape Coast declined in importance following the construction of the Tema harbour.

Cape Coast has for a long time served, and continues to serve as the centre of learning in Ghana. The early schools in the country began in the Cape Coast Castle. Located in the municipality also, are the first boys and girls secondary schools of Mfantshipim and Wesley Girls respectively. Today there are several basic, secondary, vocational, and technical schools found in the town. There are also a teachers' training college, a nurses' training college, a polytechnic, and a university. Cape Coast is usually referred to as the cradle or citadel of education in Ghana as a result of its lead in education.

The Cape Coast Castle (Figure 4) was originally built as a fort or lodge with timber in 1654 by the Swedish. It was later transformed into a solid stone building and then called the Carolusburg Castle in honour of Charles X of Sweden in 1663. It is one of over 30 military structures standing along Ghana's coast. The castle has gone through extensive alteration, demolition, construction and addition over the following 300 years and has thus been used for a variety of purposes including a trading post, a dungeon, a churchyard, the seat of government or administrative office, school centre, a post office and prison. The castle was designated as a World Heritage Monument by (UNESCO) in 1979.

Cape Coast (with the castle more particularly and other attractions) has become a major tourist attraction centre. This is clearly shown by the large number of visits to the castle on yearly basis (Table 5). The castle is of great importance to African-Americans especially, who regard it (the castle) as a place for the retracing of their history and ancestry.

'Fetu Afahye' is the traditional festival of the people of Cape Coast and is held annually, usually during the first week of September. The

celebration of the festival serves as a platform and opportunity that bring together local citizens and those living outside the locality (elsewhere in Ghana and abroad), to plan for the overall development of the area. The 'Fetu Afahye' is one of the most popular and important festivals in Ghana and therefore attracts a large number of tourists (including international guests).

Also held in Cape Coast biennially is the Pan African Festival of Arts and Culture (PANAFEST). The holding of this festival (of International character) in a way, contributes to the tourism development in the Cape Coast town and the Central Region as a whole. The Festival brings to the region as a whole and to Cape Coast in particular, large numbers of tourists especially foreigners. A substantial amount of revenue (more than the ordinary) as a result, is attracted to the Cape Coast-Elmina area during the period.

The main traditional economic activities of the people are fishing and farming as about 65% of the inhabitants are engaged in these two activities. A small percentage of the people are however employed in the government departments and institutions in the town. Currently, Tourism is about the leading economic sector in terms of the level of revenue it generates for the Cape Coast municipality.

Profile of Elmina

Elmina is usually described as a historic town. It is the first town in Ghana to have come into contact with Europeans some 700-years ago. It is located along the coast of the Central Region of Ghana. It is the headquarters of the Komenda-Edina-Eguafo-Abrem (KEEA) District and the seat of the

Edina (or Elmina) traditional area. The Edina state comprises Elmina town and 26 other settlements, covering an area of about 660 square kilometres.

The Portuguese landed in Elmina in January 1482. On recognizing the lucrative gold trade in which the indigenes were engaged in, they (the Portuguese) acquired a land and built a castle (Figure 5) in 1482, and named it San Jorge de Mina (St. George the mine). The Dutch then conquered Elmina in 1637 with the assistance of local people. At the end of the 17th Century trade in slaves was introduced. The Dutch sold the castle to the British in 1872. In the late 1970s, the castle was designated a World Heritage Monument by UNESCO. The castle has served various purposes. It was initially a trading post; it then became a naval refuelling station. It has been used also as a slave dungeon, a British colonial administration centre, a police training depot, a prison, a secondary school, a District Administration Headquarters and is now a tourist attraction.

Elmina has become a sub-regional centre of unlimited economic importance, serving the needs of its immediate surroundings. Elmina has traditionally, been a fishing community by virtue of its proximity to the Brenya River and the Atlantic Ocean. Its fishing harbour is an important fishing landing site which ranks second only to the Tema Fishing Harbour in respect of the total annual catch (Ministry of Tourism, 1996).

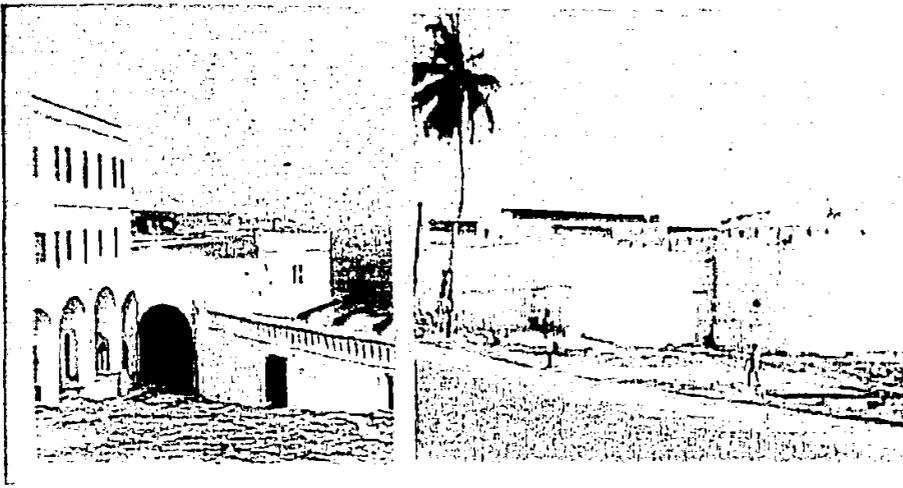


Figure 4: The Cape Coast Castle

It is a UNESCO designated world heritage monument which serves as one of the pull factors for attracting tourists into the region and Cape Coast in particular.

Source: Nature's Tours/ Museums and Monuments Board 2000 publication

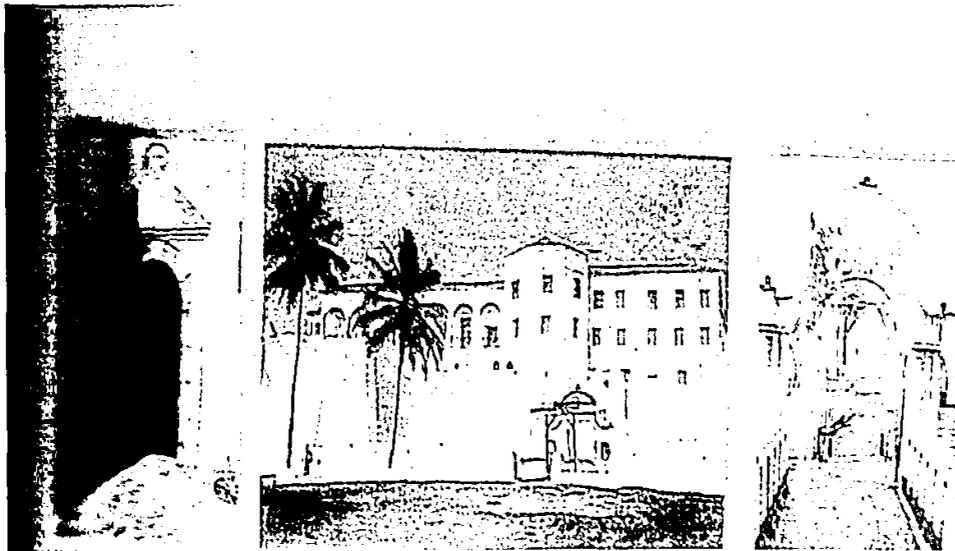


Figure 5: The Elmina Castle

It is also a UNESCO designated world heritage monument serving as one of the most important tourist attractions in the Central Region.

Source: Nature's Tours/ Museums and Monuments Board 2000 publication

Apart from the Castle, Elmina has other historic structures that include, the first Catholic Church building, the Dutch cemetery among others, which are currently under rehabilitation through the efforts of the Save Elmina Association an NGO. Tourism, fishing and salt winning are the main economic activities. About seventy-five percent of the inhabitants of Elmina depend directly and indirectly on the fishing industry.

The "Bakatue" Festival (celebrated somewhere in mid July) and The "Elmina Bronya" Festival (held on the first Thursday of every January) are very important occasions for the people of Elmina. The festivals attract both local and international tourists. The festivals bring together the sons and daughters of Elmina to plan the overall development of the town.

Tourism potentials of Cape Coast and Elmina

The two towns are endowed with a number of attractions, many of which are under-developed. The castles (of both Cape Coast and Elmina) are designated World Heritage Monuments. Both castles played significant roles in the Trans-Atlantic Slave trade when they served as dungeons and 'storage places' for the slaves en route to the Americas. The Cape Coast and Elmina castles have become places of pilgrimage and the bases for ethno-cultural tourism (particularly, for Africans in the Diaspora especially African-Americans). The two towns attract about 100, 000 tourists annually (of which over 50,000 are foreign tourists). The tourism significance of the two towns is clearly demonstrated by the large number of people who visit the castles (Table 5).

Table 5: Visitations to Cape Coast and Elmina Castle (1990-2003)

Year	Number of Visitors		Year	Number of Visitors	
	Cape Coast	Elmina		Cape Coast	Elmina
1990	7411	7977	1998	36613	59098
1991	7426	12590	1999	41406	81586
1992	813	17688	2000	34871	101322
1993	13472	17063	2001	27744	84461
1994	19439	24.713	2002	39341	44658
1995	28736	28.402	2003	31583	39759
1996	29770	22182			
1997	32544	34374			

Source: Ghana Museums and Monuments Board (2003)

The culture of the people of the two towns constitutes tourism in itself. Cape Coast and Elmina both have rich culture as demonstrated in the lifestyle of the people. The traditional people of the two towns have their unique way of dressing, the way of acting and their style of speaking. The activities of fishermen in the mending and hauling of nets and catches ashore also serve as attractions. The two castles in the two towns are strategically located or placed, and enable easy access to and from various communities. Cape Coast and Elmina have gained recognition internationally. This has been so first, due to the presence of the Cape Coast and Elmina castles (as World Heritage Monuments) which attract a lot of tourists especially African-Americans. Secondly, Cape coast and Elmina serve as centres for the organization and hosting of the biennial Festival (PANAFEST). Large numbers of tourists arrive in the two towns during the festival period. Available statistics from

Ghana Museums and Monuments Board on visits to the castle of Cape Coast and Elmina indicate, that, visits in the months of PANAFEST, August – September constitute about 25-32% of the year's total visits. In 1995 for example visits to the Cape Coast and Elmina castles were 8646 (30% of year's total) and 7,516 (26.14%) respectively. The 1997 statistics showed a similar trend during the PANAFEST period, with the Cape Coast castle recording 10,366 people (31.8%) and Elmina having 9861 visitors (28.7%).

Hotel accommodation in Cape Coast and Elmina

The promotion of tourism as the lead sector in the economic development of the Central Region since the mid-1980s has brought about expansion and improvements in tourism facilities such as hotels. This has been done to help take care of the increasing number of tourists into the two towns and the region as a whole. In 1994 there were 8 hotels in Cape Coast and three in Elmina. In 1998 however, there were sixteen in Cape Coast and 6 in Elmina (Armoo, 2000). The provisional compiled data on the hotels by the Ghana Tourist Board (Central Regional Directorate) in the year 2001 indicated that, there were 27 and 9 hotels of various categories in Cape Coast and Elmina respectively as depicted by table 6.

The concentration of major tourism resources in the two towns of Cape Coast and Elmina, coupled with the proximity of the two towns to most tourism resources in the region probably account for the high prevalence of hotels in the two areas.

Table 6: Hotels in Cape Coast and Elmina 2001

Classification of Hotels	District		Total
	Cape Coast	Elmina	
Budget	10	4	14
1-star	11	-	11
2-star	5	3	8
3-star	1	2	3
Total	27	9	36

Source: GTB, Central Region, (2000/01)

The hotels as shown in table 6 are in four grades or categories – Budget, 1-star, 2-star and 3-star. Most of the hotels are located in Cape Coast. However the two largest and important hotels, Elmina Beach and Coconut Groove are found in Elmina. Of all the 36 hotels in the two towns, only 3 (less than 10%) are in the top grade category, generally preferred by most international tourists (Akyeampong, 1996). One of the top grade hotels is in Cape Coast, and the other two are in Elmina. The region's hotel industry during the mid-1990s was considered virtually a cottage one dominated by small, family-run or 'budget' units. The number of low-graded hotel units was however found to be on a decline (Akyeampong, 1996; GTB, 2001). It is recognised that the regional industry continues to attract interest among investors for the construction of higher quality purpose-built stock, whilst a number of existing stocks (non-purpose built ones), get rehabilitated or renovated. These developments have come about in the attempt or bid by the region to attract more tourists and cater for their increasing needs. It is therefore essentially critical to find out whether or not the facilities so

provided, meet the needs and requirements of guests so as to help attract more (guests), and thereby help bring about increased patronage.

CHAPTER FOUR

METHODOLOGY

Introduction

This chapter describes the various methods employed in the study. It first presents a brief outline of the study area (Cape Coast-Elmina area). It also describes the data and the methods of data collection, outlining the procedures used in the sampling of the hotels and guests. The chapter also describes the survey instruments used for data collection. In addition, it also spells out some of the problems encountered in the data collection exercise and the strategies adopted to avert those problems. The final section of the chapter provides the various tools used in the analysis of the survey data, followed by a summary.

Research area

Cape Coast and Elmina Municipalities of the Central Region of Ghana constitute the study area (Figs 4 & 5). This area was chosen because it is located in a region (The Central Region) that has well-developed and variety of attractions (Table 3) which serve as pull factors for attracting guests into the region. Furthermore, The Central Region generally, and the Cape Coast-Elmina area more particularly, according to Akyeampong (1996), has tourist assets for a viable tourism development. The Cape Coast-Elmina area was selected not only for its Central location to all the tourist attractions in the

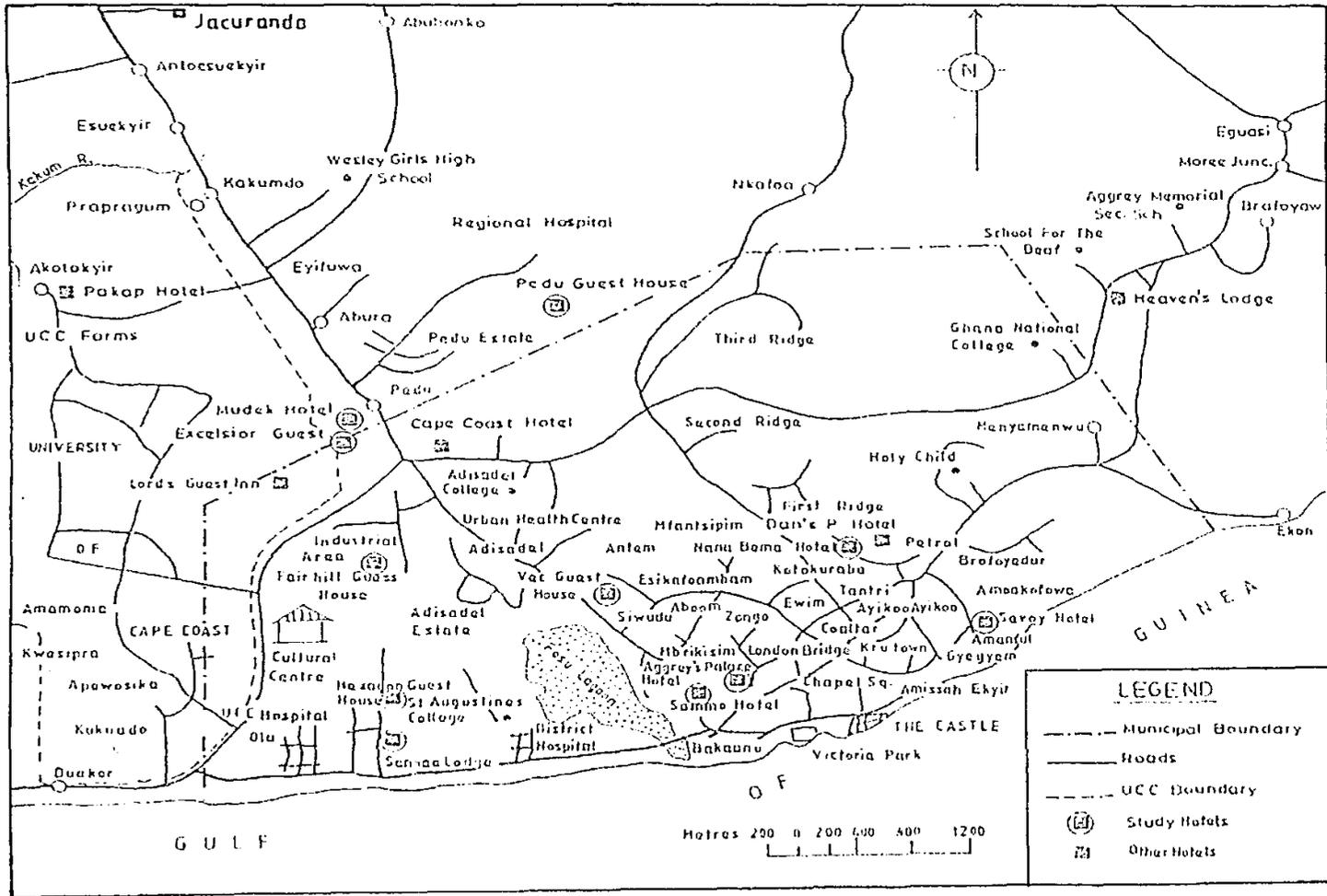


Figure. 6: Map of Cape Coast showing hotels in the area.

Source: Drawn from GTB 2002 records on hotels in the municipality

region, but also because the area is considered as one of the main centres of tourism development in the country.

Cape Coast-Elmina is endowed with the largest number of hotels and other hospitality facilities within the region. In addition, the hotels in the study area, by their diversity, possess the characteristics of all or most hotels in the region. The table 7 presents a list of the hotels in the study area in their respective categories.

Table 7: Hotels in the Cape Coast-Elmina study area in their respective grades

Category	Hotel	
	Cape Coast	Elmina
Group one	Aggrey Palace Hotel	Nyansapow hotel
(Budget)	Jacuranda “	Holala “
	Central hotel “	One African
	Amkred “	Production
	Haizel “	hotel
	Excelsior guesthouse	So Nice “
	Mudek hotel	
	Sarrahlotte	
	guesthouse	
	Sammo “	

Table 7: Hotels in the Cape Coast-Elmina study area in their respective grades (Continued)

Group two (1-star)	Hans Botel	
	Hexagon	
	Dans paradise hotel	
	Marnico guesthouse	
	Savoy hotel	
	Vec guest house	
	Pedu guest house	
	Lord's guest house	
	Pakap hotel	
	Jangles “	
	Nokaans “	
Mighty victory “		
Group three (2 star)	Nana Bema lodge	Bridge House hotel
	Fair hill guesthouse	Harmony “
	Heavens hotel	Oyster Bay “
	Jubilee “	
	Cape Coast “	
Group four (3-star)	Sanaa lodge	Elmina Beach Resort
		Coconut groove

Source: Field Survey 2002; Provisional list from Ghana Tourist Board Central Region (2001).

The available records as at August 2001 indicated that there were altogether 36 hotels in the Cape Coast-Elmina Districts in categories as follows; Budget (14) one-star (11),two-stars (8) and finally three-stars (3).

Pilot survey

Rationale

As part of this research, a pilot survey was conducted during the first two weeks of the month of July 2001. The objectives of that exercise included;

- To find out if the method for collecting data would be the most appropriate;
- To find out all the possible problems that may be associated with the data collection exercise and therefore take steps to prevent them;

The pilot survey was conducted in two hotels selected from each of the 4 categories of hotels. In each hotel three guests were selected randomly and given questionnaires to complete.

As part of the pre-survey activities, trips were also undertaken to all the hotels in the study area to adequately inform and educate them on the importance of the study, and the need for them (the hotels) to participate.

Observations and modification of strategy

The conduction of the pilot survey revealed deficiencies in the original methodology and thus called for some changes.

- It came to light that the interview method was inappropriate for guests because some (guests) were not as co-operative as had been anticipated. Other guests also complained about lack of time. There

were those who showed no interest at all in the interview. The self-administered questionnaire method was found to be the most appropriate data collection method and therefore used for the survey.

- Provision was made for extra questionnaires to be made available for the replacement of instruments that were not returned by guests for various reasons. This was done in order to obtain the required sample size needed for the research.
- The interview schedules (for both guests and hoteliers) were changed into self-administered questionnaire to make it possible for the respondents to complete the survey instruments at their own convenience i.e. during their free time and also at their own free will.
- The use of the interview schedules as self-administered questionnaires made the researcher the save trouble of recruiting and using research assistants for the survey thus helping to save some cost.
- The pilot survey conducted brought to light the need to convert some of the open-ended questions to close-ended ones to make the questionnaires easier to fill and therefore encourage respondents to work on them.

The main survey

This section discusses the population, the sample and the techniques used in the sampling of the respondents (hotel guests and the hoteliers).

The population of hotel guests

The survey population comprises all the guests who used the hotels in the Cape Coast-Elmina area (which participated in the survey) from July to August 2002. The size of the population was estimated at about 1400. With a built in error margin of 5 %, the estimated population figure was given as one from 1330 to 1470 i.e. the lower and upper threshold values respectively. The figure was arrived at from the check-in records on guests who used those hotels which participated in the survey for the months of July/August over the previous years.

Sampling

The issue of sampling in this study concerns the size of sample used in the survey, and the methods used in arriving at the samples i.e. the hotel guests on one hand and the hoteliers or their representatives on the other.

Sample size

As a result of financial constraints, a tenth of the guests' population (i.e. 1330 – 1470) was taken as the sample size by the researcher. The sample size arrived at was 133 (the minimum) and 147 (the maximum).

Sampling of hotels

A list of hotels in their respective grades from budget to three stars in the Cape Coast-Elmina area was obtained from the Central Regional Tourist Board (Table 7). The multi-staged sampling technique was used to sample the hotels. Hotels were first put into categories or strata. For each stratum or

category of hotels about 50% were selected by the lottery method. A back-up list was made to replace those hotels which fell within the sample but could not for some reasons take part in the survey.

Sampling of guests

For each sampled hotel in every category, guests were randomly selected for the study. Every third guest who checked in a selected hotel was sampled and given an instrument (questionnaire) to complete. Guests who did not complete their questionnaires had their instruments collected and re-distributed through the same described procedure. Guests were sampled by a plan as shown in Table 8.

Table 8: Guests sampling plan adopted

Hotel category	Total no of Rooms	Proportion of sample size by relative room number	Number of guests proposed to interview	Number of Guests interviewed
Budget	142	0.22	29-33	29
1-star	152	0.23	31-34	31
2-star	148	0.23	31-34	31
3-star	196	0.32	43-47	44
Total	638	1.00	134-148	135

Source: Field Survey July/August, 2002

The number of guests interviewed for each category of hotels was arrived at from the product of the estimated sample size (133-147) and the

ratio of the hotel category's relative room number (expressed as a ratio of the number of hotel rooms in that category over the total number of rooms contributed by all the hotels in all the categories).

Sampling of hoteliers

The purposive sampling procedure was used to sample the hoteliers. For every hotel where guests were interviewed, the hotelier or the representative was automatically selected.

Data collection

Two sets of data were collected, one set from hoteliers and the other from hotel guests. Both sets of data were collected using questionnaires.

In each of the selected hotels, a sampled guest was given a guest instrument to complete on checking-in. The guest was to fill the instrument at his or her own convenience following briefing by the hotel's front desk officials. The housekeeping department of each hotel checked each day for completed questionnaires, returning completed instruments to the hotel's front desk for collection by the researcher. Where a guest checked out without completing the questionnaire the instrument was collected and passed on to another guest duly sampled. The researcher monitored the number of instruments filled and returned by hotels on category basis whilst ensuring that each category contributed its due quota to the sample size.

In the case of the hoteliers, an instrument was given to the hotelier or the representative by the researcher. Eighteen hotels or hoteliers were in all

covered. The researcher checked periodically for completed questionnaires till all the eighteen (18) hoteliers of the (18) hotels returned their instruments.

Data collection instruments

Two sets of data collection instruments (questionnaires) originally developed as interviewed schedules were used to elicit information from guests on one hand, and hoteliers on the other. Both sets of instruments were in modules. The set for hoteliers covered issues relating to ownership and management, hotel facilities and characteristics, hotel patronage as well as hoteliers' perception on issues, including those relating to problems militating against the (hotel) industry.

The instrument for hotel guests gathered information on hotel characteristics, and facilities, tourists' or guests perceptions on the hotels, socio-economic and demographic characteristics of guests, as well factors which influence guests on choice of hotels.

Type and sources of data

Data collected were mainly primary in nature. Primary data involved survey information collected from guest and hotelier respondents on issues related to hotel use. The researcher also made a number of observations to confirm or disprove some expected conditions or facilities in the selected or sampled hotels. Interviews were also granted hotel staff to elicit information on issues including job satisfaction.

Data obtained from secondary sources included already or semi-processed information/data on hotels in their categories and their respective

number of rooms in the Cape Coast – Elmina area from the Ghana Tourist Board (GTB). Some other important pieces of information including historical antecedents of hotel development, and the problems confronting the hotels were gathered from institutions as such as The Ghana Heritage and Conservation Trust (GHCT), The Central Regional Development Commission (CEDECOM), The Hoteliers Association in the Central Region and The Ghana Museums and Monuments Board. References were also made to published works from pamphlets and journals as well as sought from books on issues related to hotel utilisation.

The field work

This was conducted over a six-week period, from the middle of July to end of August 2002. Eighteen hotels were covered in the survey and a total of 135 guest respondents were covered. Table 9 presents an inventory of hotels in their categories which participated in the survey. It presents the number of guests who were sampled from any hotel category or grade.

Table 9: Hotels by category which participated in survey and the number of interviewed guests

Hotel category/grade	Hotels	Number of interviewed guests	Total
Budget	Sammo guest house	8	29
	Holala Palace hotel	4	
	Mudek	6	
	Excelsior guest House	5	
	So Nice	3	
		3	
One-star	Nokaans	2	31
	Hexagon	3	
	Mighty Victory	5	
	Pedu guest house	4	
	Hans Botel	4	
	Savoy	10	
	Vec guest house	3	
Two-star	Nana Bema	13	31
	Fair Hill	9	
	Cape Coast	9	
Three-star	Elmina Beach Resort	26	44
	Sanaa lodge	18	
Total			135

Source: Field Survey July/August, 2002

The table finally shows the total number of guests each of the categories of hotels contributed to the survey.

Data analysis

The data collected were coded and computerized using the SPSS and Definite software packages. Both descriptive and inferential statistics were employed. A description was given for frequencies and percentages calculated for socio-demographic features of respondents as well as for variables that relate to hotel characteristics, patronage, hotel problems and their remedies. The main statistical tool employed in the study was the Multi-Criteria Analysis (MCA) – a second stage inferential analysis. The MCA is a simple computerized process designed to analyse complex problems making it possible for a decision-maker to incorporate both objective and subjective factors in evaluating alternatives and arriving at a decision i.e. choosing the best alternative from a host of alternatives, basing the choice on a range of factors, simultaneously. It is inherently under-pinned by three fundamental calculations namely, the scaling of the elements, building of the pair-wise comparison matrix, and lastly the derivation of eigen values.

Summary

The methods employed to collect data for both the pilot and the main surveys have been reviewed in this chapter. It also indicated some of the problems encountered in the data collection exercise and spelt out strategies adopted to circumvent the problems. Significant among the issues discussed were the sampling methods used in the selection of hotels and the guests.

Description is also given of the type of survey instruments employed in the study. This chapter is concluded with the provision of the various tools used in the analysis of the survey data. The next chapter however discusses the socio-demographic characteristics of respondents and hotel patronage.

CHAPTER FIVE
SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS
AND HOTEL PATRONAGE

Introduction

This chapter presents and discusses the socio-demographic characteristics of guest respondents. It gives an account of one hundred and thirty-five (135) guests (76 foreign and 59 domestic) interviewed, and who, constitute the main focus of the study. There is also a discussion on how certain socio-demographic characteristics of guests influence the use of hotels in the study area. The presentation is done with the use of tables, graphs and charts.

Socio-demographic characteristics of the guest respondents

The socio-demographic characteristics of guest respondents by type i.e. foreign and domestic are shown in table 10. The section discusses these characteristics of guests, and indicates how some of these characteristics influence the use and the choice of hotel facilities in the study area.

Table 10: Socio-demographic characteristics of respondents by type

Characteristics	Foreign		Domestic		Total	
	F	%	F	%	F	%
I. Gender						
Male	44	57.9	44	74.6	88	65.2
Female	31	40.8	15	25.4	46	34.1
Not reported	1	1.3	0	0	1	0.7
Total	76	100.0	59	100.0	135	100.0
II. Educational background						
Secondary / Technical	5	6.6	2	3.4	2	1.5
Post secondary	6	7.9	2	3.4	7	5.2
Tertiary (Poly)	63	82.9	21	35.6	27	20.0
Tertiary (Univ)	2	2.6	29	49.2	92	68.1
Not reported	0	0	5	8.5	7	5.2
Total	76	100.0	59	100.0	135	100.0
III. Marital status						
Single	39	51.3	9	15.3	48	35.6
Married	31	40.8	46	78.0	77	57.0
Divorced	4	5.3	1	1.7	5	3.7
Separated	1	1.3	1	1.7	2	1.5
Widowed	1	1.3	1	1.7	2	1.5
Not reported	0	0	1	1.7	1	0.7
Total	76	100.0	59	100.0	135	100.0

Source: Field Survey, 2002

Guests' distribution by type

Table 10 shows that 76 out of 135 (representing about 56% of the) guests were foreigners, whilst the remaining 59 (about 44%) were local guests or indigenes.

The foreign guests were more than their domestic counterparts. This finding confirms the observation of Pinder quoted by Williams and Shaw (1995), King (1995), Lewis and Williams as noted in Williams and Shaw (1995) that visitors or foreigners use hotels more than the domestic guests. In addition, Smith et al (1999) attribute low patronage of hotels by indigenes to the poor financial position of the local people. The trend also falls in line with the observation by Migot-Adholla (1982), Peake (1988) and Akyeampong (1996) that, Africans (and Ghanaians for that matter), are not leisure-minded and do not use hotels as often as their foreign counterparts do. The finding however, contrasts that arrived by Armoo (2000) who encountered more domestic guests than foreigners as he conducted his survey during the lean period for visits by guests as compared to the current study which was conducted during the peak period for visits.

Guests' distribution by gender

Out of the 79 foreigners interviewed, 44 (57.9%) were men and 31 (40.8%) women. One (1.3%) other guest did not state his or her gender. There were 44 (74.6%) men and 12 (25.4%) women in the domestic group.

For both categories of guests (foreign and domestic), males were in the majority. However, there were more males than females for domestic guests than for foreigners. The issue of males using hotels more than females is in

line with the findings of Armoo (2000). Unlike their foreign counterparts, the domestic guests who patronised the hotels were mostly the itinerant public servants on official duties from various government departments having standing arrangements with those hotels. The over-whelming majority of these officials (the top personnel) were males; this explains the presence of more men to fewer women in the case of the domestic guests.

Furthermore, whereas Smith et al (1999) attribute low patronage of hotels by indigenes to the poor financial position of the local people, Teye (1988) assigns it (low patronage of the hotels) to the cultural perceptions held by the people that hotels are places people hide and engage in promiscuous activities. This may most probably, partly explain why the local people especially women (who are regarded less promiscuous than men), did not use hotels as much as men did.

Guests' educational background

The educational background of the foreign guests showed that 5 (6.6%) had post secondary, 6(7.9%) had polytechnic training and 63 (82.9%) were University degree holders. Only 2 persons (2.6%) however, did not report on the academic background. For the domestic guests interviewed, 2 (3.4%) had secondary or technical education background, 2 (3.4%) had trained in post-secondary institutions such as Nursing College, 21 (35.6%) were polytechnic graduates and 29 (49.2%) had University degrees. Five (8.5%) did not state their academic background. Thus the overwhelming majority of all the guests (119 representing 88.1%) had tertiary or higher education. This finding is similar to that arrived at by Armoo (2000) in a study of the

hospitality industry in the Cape Coast-Elmina area that, the over-whelming majority of the guests encountered had higher education.

Marital status of guests

Thirty-nine (51.3%) of the 76 foreign guests interviewed were single, and 31 (40.8%) married. Four (5.3%) were divorced, 1 (1.3%) was separated from the spouse and 1 (1.3%) were widowed. In the case of the local guests, 9 (15.3%) were single, 46 (78.0%) married, 1(1.7%) each was divorced, separated and widowed. One (1.7%) guest did not report his or her marital status. Whereas the majority of the foreigners were single, the majority of the local guests were married.

The income distribution of guests interviewed is presented in Table 11.

Table 11: Income distribution of respondents

Characteristics	Foreign		Domestic		Total	
	F	%	F	%	F	%
I. Incomes Foreign (\$)						
Domestic (x 10 ³ cedis)						
Up to 10,000	12	15.8	11	18.5	23	17.0
10,001 – 20,000	4	5.3	5	8.5	9	6.9
20,001 – 30,000	7	9.2	7	11.9	14	10.4
30,001 – 40,000	3	3.9	2	3.4	5	3.7
40,001 – 50,000	4	5.3	2	3.4	6	4.4
50,001 and above	7	9.2	3	5.1	10	7.4
Not reported	39	51.3	29	49.1	68	50.2
Total	76	100.0	59	100.0	135	100.0

Table 11: Income distribution of respondents (continued)

Characteristics	Foreign		Domestic		Total	
	F	%	F	%	F	%
II. Income level						
Low	21	27.6	22	37.3	43	31.9
Moderate	32	42.1	30	50.8	62	45.9
High	17	22.4	5	8.5	22	16.3
Not reported	6	7.9	2	3.4	8	5.9
Total	76	100.0	59	100.0	135	100.0

Source: Field Survey, 2002

Annual income of guests

Table 11 gives the income of guests. For the domestic category, 11 (18.5%) earned up to 10 million cedis annually, 5 (8.5%) had more than 10 million up to 20 million cedis, 7 (11.9%) had more than 20 million to 30 million. Two each (3.4%) received more than 30 million to 40 million and then more than 40 million up to 50 million cedis. As many as 29 people (about 50%) of the domestic guests however failed to state their annual incomes.

In the case of the foreigners, 12 (15.8%) earned up to 10,000 dollars annually, 4 (5.3%) earned 10,001 to 20,000 dollars and 7(9.2%) obtained 20001 to 30,000 dollars. Three (3.9%) had 30001 to 40,000 per annum, with 4 (5.3%) earning 40001 to 50,000 dollars a year. As many as 39 guests (51%) however, did not state their salaries. For each category of guests (foreign and domestic), the majority (about half of the sample size, did not report or disclose their real annual incomes. This is a clear demonstration of the reluctance of people generally in declaring their real incomes for a number of confidential reasons including taxation purposes.

Income levels of guests

The guests (both foreign and domestic) generally, did not really disclose their annual incomes, but rather stated more readily the level of their salaries i.e. whether high, moderate or low. Twenty-one representing 27.6% of foreign guests received low incomes, 32 (42.1%) had moderate income levels, and 17 (22.4%) had high incomes. Six (7.9%) guests however did not state their income levels. In the case of the domestic guests, 22 (37.3%) had low incomes, 30 (50.8%) had moderate levels and finally 5 (8.5%) had high income levels. Only 2 people (5.4%) did not state their income levels. The data clearly shows that the majority of both categories of domestic and foreign guests had moderate annual income levels. This among others suggests that, the researcher worked on a sample, quite representative of the population.

Table 12 on its part presents the occupational distribution of guests encountered by the researcher.

Table 12: Occupational distribution of respondents

Occupational Characteristics	Total	
	F	%
Teacher / Educationist	25	18.5
Businessman	31	23.0
Public servant	42	31.1
Security person	2	1.5
Consultant	3	2.2
Accountant/ Banker	2	1.5
Medical Practitioner	4	3.0
Engineer	7	5.1
Administrator/Manager	10	7.4
Not reported	7	5.1
Lawyer	2	1.5
Total	135	100.0

Source: Field Survey, 2002

Occupation of guests

The job titles and occupations of the respondents (Table 12) shows that there were 25 (18.5%) teachers or educationists, 31 (23.0%) businessmen, 42 (31.1%) public servants, 2 (1.5%) security men and 3 (2.2%) consultants. Others were 2 (1.5%) accountants or bankers, 2(1.5%) lawyers, 4 (3.0%) medical practitioners, 7(5.1%) engineers and 10(7.4%) managers or administrators. Seven (5.1%) of the guests however, did not report on their occupations. The data on guests' occupation shows that, people of diverse professions were interviewed during the survey. The findings confirm those of Armoo (2000). The encountering of a broad distribution of professions also suggests that the sample worked on was even and therefore a good representation of the population. It also indicates that hotels in Cape Coast and Elmina area attract all manner of professionals. The survey also showed that one of the largest group of professionals, amongst the lot were businessmen. This is in support of the findings of Akyeampong (1996) that indicated among others that, a chunk of the professionals who used hotels in the country, are businessmen.

Age distribution of guests

The study also examined the age distribution of guests by type (foreign and domestic) and the result is represented by the group bar graph in Figure 8

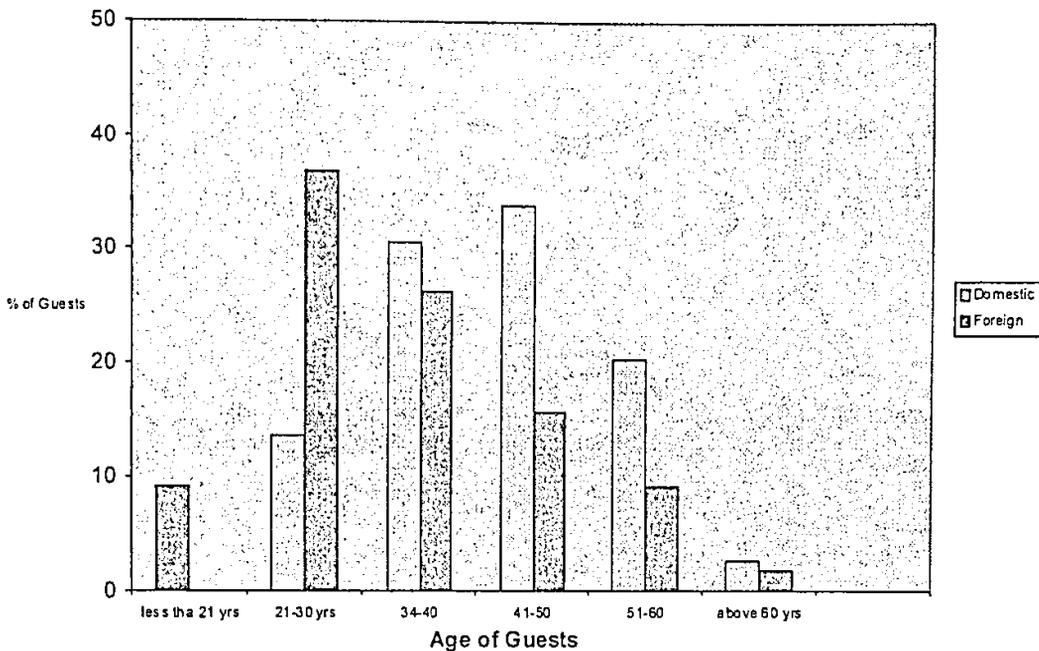


Figure 8: Age distribution of guests by type (foreign/domestic)

Source: Field Survey, 2002.

The section of the data on the ages of the guests shows that 7 (9.2%) of the foreigners were less than 21 years, 28 (36.8%) were aged 21 to 30 years and 20 (26.3%) were 31 to 40 years. Twelve (15.8%) aged 41 to 50 years, 7 (9.2%) were 51 to 60 years old, and the remaining 2 (2.6%) were more than 60 years. For the domestic guest however, 8 (13.6%) were 21 to 30 years old, 18 (30.5%) were 31 to 40 years, 20 (33.9%) aged 41 to 50 years, 12 (20.3%) registered ages from 51 to 60 years and finally only one (1.7%) was above 60 years.

The majority of the international guests were younger (i.e. 21-30 years), whilst the majority of the domestic guests were older (i.e. 41-50 years).

In other words, of the two groups of guests, the foreigners were comparatively more youthful. More than 72% of foreign guests were 40 years or younger, whereas only 44.1% of the domestic counterparts fell in the same age category as the foreigners.

Origin of guests

The survey in addition considered the region of source of the foreign guests as well as the ethnicity of the domestic guests as shown in figures 9 and 10 respectively.

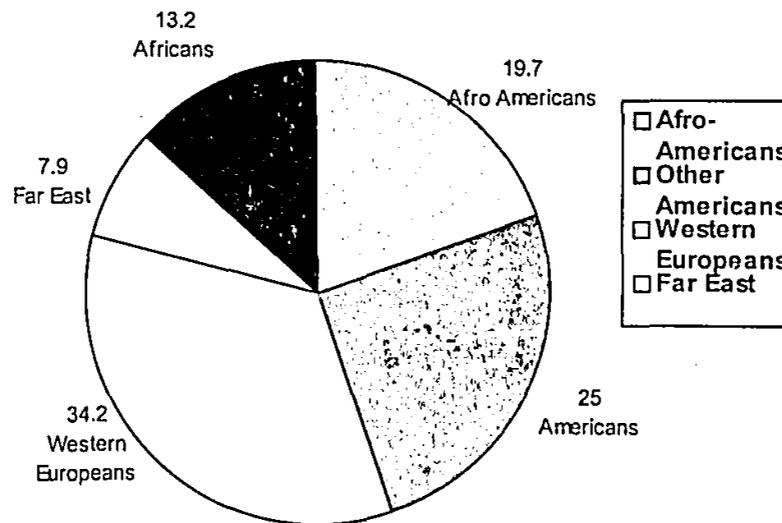


Figure 9: Origin/region of source of foreign guests

Source: Field Survey, 2002.

Figure 9 presents the origin of the foreign guests.

Fifteen (19.7%) guests were Afro-Americans, 19 (25%) were other Americans, 26 (34.2%) were Western Europeans, 6 (7.9%) were from the Far East, and finally 10 (13.2%) were Africans. The overwhelming majority of

the guests (about 79%) who use the hotels in Cape Coast and Elmina are Americans (44.7%) and Western Europeans (34.2%). The distribution of the foreign guests confirms findings of Armoo (2000) who indicated that Europeans and Americans mostly dominated the use of hotel facilities in his study on service quality of the hospitality industry in Ghana.

Ethnic backgrounds of domestic guests: The ethnic backgrounds of the domestic guests are shown in Figure 10.

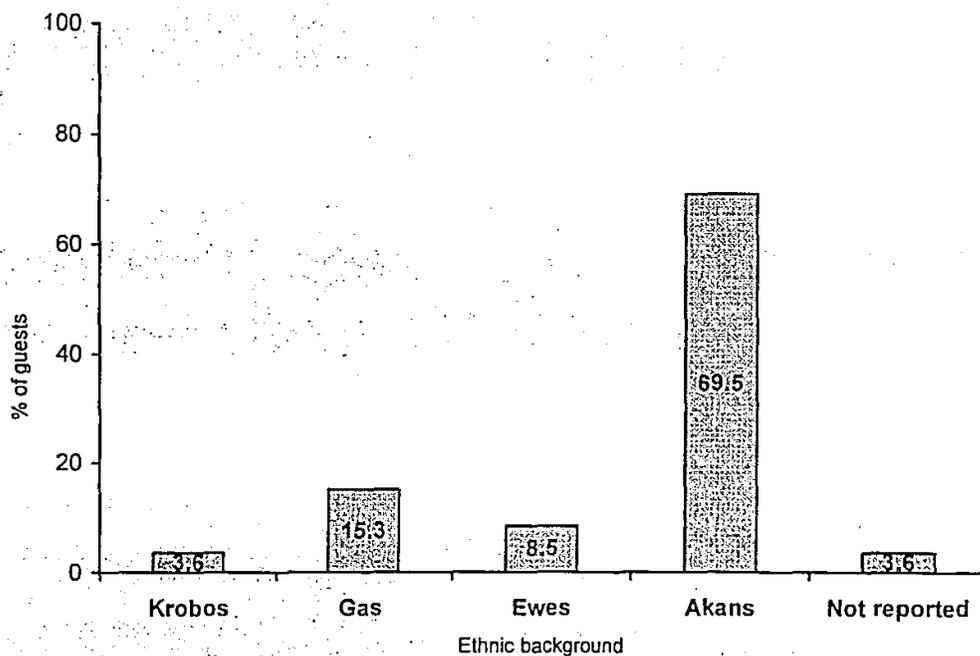


Figure 10: Ethnic backgrounds of domestic guests

Source: Field Survey, 2002

Out of the 59 respondents met in the field, 41 (69.5%) were Akans, 5(8.5%) Ewes, 9 (15.3%), Krobos and 2 (3.6%) Gas. Two guests (3.6%) however did not report their ethnicities. The picture indicates that the hotels be dominated by the local people (the Akans) constituting the overwhelming majority of nearly 70%.

Purpose of visit by guests

Figure 11 presents the purpose of visit by both categories of guests – domestic and foreign who lodged in various hotels. Different guests had different purposes for visiting and therefore lodged in various hotels.

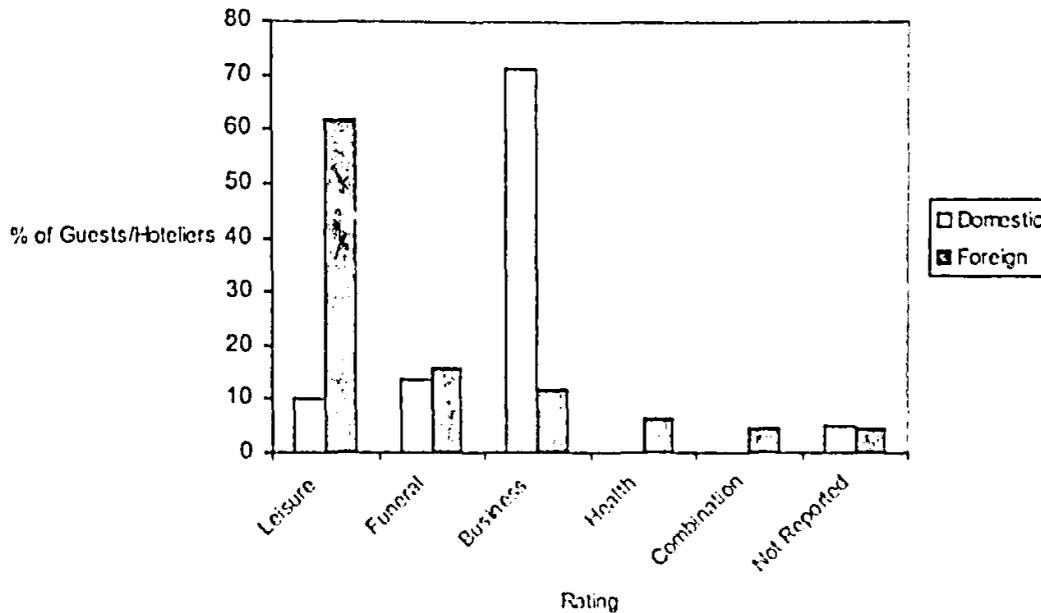


Figure 11: Purpose of visit by guests (foreign/domestic)

Source: Field survey, 2002

Six (10.2%) of the domestic guests used their hotels because they were on visit mainly for the purposes of leisure, 8 (13.6%) for funerals, with the majority 42 (71.2%) in lodges to attend to businesses - seminars, workshops, conferences etc. Three (5.0%) guests did not however state the purpose of their visits.

The foreign guests also used the hotels for various reasons. Forty-seven (61.8%) came for leisure, 12 (15.8%) for business (i.e. seminars, conferences; workshops etc), 9 (11.8%) for health purposes and 5 (6.6%) for the purposes of either attending businesses and having leisure or attending to

their health and having fun. Three (4.8%) guests however, did not indicate the reason for their visit.

Figure 11 clearly shows that the overwhelming majority of the domestic guests (over 70%) who lodged in the hotels were on official business (i.e. for conferences, workshops, seminars, trips etc); their hotel bills were subsequently paid by the institutions they represented. They normally used the higher grade hotels such as the Coconut Grove, Elmina Beach Resort and the Sanaa Lodge hotel. The local guests who used the hotels for reasons other than business, and who paid their own bills used the lower grade hotels such as the Budgets and The One-Star hotels. This finding supports those by Adejuwon, 1988; Peake (1988), Akyeampong (1996) and Armoo (2000). The relative limited income levels of local guests may partly explain why local guests are less leisure-minded and use lower grade hotel. According to Adejuwon (1988) and Akyeampong (1996), Africans (including the local Ghanaian guests), do not have enough money to patronize hotels as foreigners do. As a consequence, domestic tourism is less developed.

Whereas the majority of local guests used hotels for business, the majority of the foreigners came for leisure. The foreign guests who were better resourced patronized the hotels the more, and also used the bigger hotels – the two-star and the three-star hotels. This observation confirms the findings by Pinder as found in Williams and Shaw (1995), and Witt et al (1995) that state that, lower per capita and polarized incomes are some of the causes of lower patronage of hotels by local guests. In other words, the lower income or per capita of local guests compel them (the local guests) to use the cheaper hotels.

Main information source for choice of hotels by guests

The method of spread of information on any product or service among others shows the extent to which that product or service is popular or otherwise with potential users thus reflecting in the level of use of that product or service.

Table 13 shows the guests' main sources of information upon which they (guests) depended for the choice of hotels in Cape Coast and Elmina areas.

Table 13: Main Information Sources used by Guests on Hotel Choice

Information Source	Number of respondents	%
The Internet	15	11.1
Travel consultants (Tour operators & travelling agencies)	25	18.5
Guest's institution/organization	17	12.6
Personal/past experience of guest	10	7.4
Word of mouth	55	40.7
Print and electronic media	13	9.6
Total	135	100.0

Source: Field Survey, 2002

There were altogether six sources of information on the hotels popular with the guests. These were the word of mouth, travel consultants (tour operators and travelling agents), institutional choice, personal or past experience of guests, print and electronic media and finally the internet.

The relative choices or sources of information on the hotels by guests as indicated in table 13 are distributed as follows: word of mouth

(recommendation from friends, peers and relatives) 40.7%, travel consultants (tour operators and travel agents) 18.5%, guests' institution or organization 12.6%, the internet 11.1%, print and electronic media 9.6% and finally past or personal experience of guest 7.4%.

It was observed that word of mouth recommendation was the most favoured source, followed by travel and consultants, then guests' institutions, the internet, print and electronic media with personal or past experience of guest as the last and the least source. The word-of-mouth as the leading source of information on the choice of hotels is considered consistent with the findings in marketing literature (Murray, 1991; Rao, et al 1992) and is also confirmed and supported by Amaquandoh and Ofori-Bah Junior (2000). The use of word of mouth as the most common information source though, regarded as slower and inadequate in achieving the spread of information is regarded as the most reliable, timeless, and costly. On the other hand, sources such as the internet, the print and electronic media, which are regarded as the most effective in the spread of information, were only sparingly used by the highest grade hotels for reasons including their high cost, and which therefore makes them unaffordable by the lower grade hotels.

CHAPTER SIX

HOTEL FACILITIES, CONDITIONS, AND PATRONAGE

Introduction

This chapter describes the categories or classes of hotels, facilities, and the conditions of hotels in the study area. It also discusses further issues related to factors influencing the patronage of hotels by guests in the Cape Coast – Elmina area. The chapter also highlights some of the problems identified with the hotels which militate against their development. It concludes with suggestions as to some of the possible remedial steps that can be taken to solve the problems confronting the hotels. The data were obtained from sampled guests (who used a total of eighteen hotels of various grades) as well as from the hoteliers or representatives of those hotels. Fourteen of the hotels were in Cape Coast and the rest (4) in Elmina.

Classes of hotels in the study area

The study also looked at the various classes and categories of hotels found in the study area. These are shown in Table 14.

Table 14: Hotels and their grades in the study area

	Hotel Category							
	Budget		One-Star		Two-Star		Three-Star	
	Number	%	Number	%	Number	%	Number	%
Cape Coast	10	71.4	11	100.0	5	62.5	1	33.3
Elmina	4	28.6	-	-	3*	37	2	66.7
Total	14	100.0	11	100.0	8	100.0	3	100.0

Source: Field Survey, 2002

NB: *One hotel (Harmony) of the second class category had at the time of the survey temporarily suspended its activities.

Table 14 shows the hotels which were found in the Cape Coast – Elmina area in their respective grades at the time of the survey. Of the 36 hotels identified, 27 (75%) were in Cape Coast and the remainder 9 (25%) in Elmina. Whereas Cape Coast had all the four grades of hotels, Elmina has all except the grade one type.

Ten out of 14 (71.4%) budget hotels were in Cape Coast. The remaining four were in Elmina. Most of these hotels especially the lower category ones were found in either dirty, noisy, sordid-looking environments or in densely populated areas. The highest grade hotels in the study area were the 3-star hotels. These were 3 in number, 1 (33.3%) in Cape Coast and the other 2 (66.7%) in Elmina. Only the 3-star hotels (constituting only 8.3% of the total stock) are considered of international standards, and therefore regarded suitable for use by international guests as well as by group tourists. The hotels in the study area continue to enjoy more qualitative improvement with time. This is demonstrated by the fact that, of the 36 hotels in the study

area, 76% of the stock were registered as budgets as found by Akyeampong (1996). This current survey however revealed that 14 (less than 40% of the total stock of hotels in the study area) were in the Budget category. In spite of the improvements, it is generally acknowledged that hotel grade or quality in the study area is still poor.

Hotel facilities and conditions

The survey demanded that guests gave their perceptions regarding facilities and conditions of various hotels of use. The hotel facilities and conditions were given various ratings by guests. The description of the ratings had been made in three parts as follows; the hotel exterior, the interior and the hotel security. Issues which constituted the hotel exterior were the hotel location, surroundings or hotel environment, noise level and parking space. Room size, room cleanliness, reception décor and finally toilet and bathroom cleanliness constituted issues discussed for hotel interior. Finally, the state of the hotel fence wall, type of security personnel, fire fighting equipment and the state of special exit or escape route(s) were sub-themes discussed under the safety and security of the hotels.

Table 15 clearly shows the guests' ratings of the facilities and conditions of hotels in the study area.

Table 15: Rating of hotel facilities and conditions

	Exterior								Interior								Security								
	Hotel Location		Noise Level		Assessment of Hotel Surroundings (environment)		Parking Space		Room Size		Room cleanliness		Reception decor		Toilet, bathroom cleanliness		Fence wall		Security Personnel		Fire equipment		Special Exit / escape facilities		
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Guests' responses																									
N.A (None)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23	17.0	25	18.5	15	11.1	21	15.6	
Very poor	28	20.7	30	22.2	25	18.6	24	17.8	9	6.7	10	7.4	25	18.5	10	7.4	-	-	-	-	11	8.1	23	17.0	
Poor	21	15.5	30	22.2	28	20.7	28	20.7	26	19.3	24	17.8	26	19.3	19	14.1	15	11.1	13	9.6	17	12.6	20	14.8	
Fair/satisfactory	39	28.9	31	23.0	32	23.7	32	23.7	32	23.7	31	23.0	39	28.8	40	29.6	28	20.7	29	21.5	37	27.4	20	14.8	
Good	18	13.3	30	22.2	26	19.3	34	25.2	28	20.7	36	26.7	24	17.8	31	23.0	29	21.5	30	22.2	28	20.7	29	20.7	
Very good	29	21.5	14	10.4	23	17.0	14	10.4	35	25.9	33	24.4	19	14.1	35	25.9	34	25.2	28	20.7	17	12.6	22	16.3	
Not reported	-	-	-	-	1	0.7	3	2.2	5	3.7	1	0.7	2	1.5	5	3.7	6	4.4	10	7.4	10	7.4	1	0.7	
Total	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0	

Source: Field Survey, 2002

Exterior

Table 15 presents guest respondents' ratings of the location of the hotels covered in the survey. Of the 135 guests interviewed, 49 (36.2%) gave the locations as very poor, 46 (34%) put them at poor and 40 (30%) said they were fair or satisfactory. Some of the hotels especially the lower category ones met were in either densely populated areas or were in sordid-looking environments which were sordid-looking or improperly-planned. On the whole, more guests were not satisfied with the location of the hotels.

Sixty (44.4%) of the guests rated the noise level in the hotels as poor, 44(32.6) as good and 31(23%) as fair. This means that more guests considered the hotels to be noisy. This was undesirable because hotels are normally considered as cool and calm places where people take refuge among others, to have some solitude and quietness.

On the issue of the rating of the spaces available for parking of cars in the various hotels, the following were given by the guests. As high as 53(39%) guests rated parking space as poor, 48(35.7%) assessed it as good and 31(22.9%) rated it as only fair, with the remaining 3(2.3%) not giving any rating. This indicates that quite a good number of hotels generally lacked enough parking spaces for use by cars. Such hotels would have lost some potential guests who had cars and had come to those hotels to lodge.

The discussions show that guests were generally not satisfied with the exterior conditions of the hotels in the study area. This confirms one of the findings UCC-CEDECOM-UMES (1999) in a study on the hospitality industry in the Cape Coast-Elmina area which indicated that, most of the

hotels were in poor locations – with poor roads, some with insanitary compounds, and in noisy areas, among others.

Interior conditions

The ratings by guests of the interior conditions of the hotels are also shown in Table 15. The ratings were done for the size of hotel room, room cleanliness, reception décor, as well as for toilet and bathroom cleanliness.

Thirty-five (26%) rated room size as poor and very poor, 35 (25.9%) as very good, 28 (20.7%) as good and 32 (23.7%) as only fair. Five (3.7%) guests however did not give any rating. In the case of room cleanliness, 34 out of 135 representing 25.2% of guests indicated poor or worse condition, 69 (51.1%) gave it as good or better and 31 (23%), rating it as only fair. Generally those who indicated very poor or poor conditions were noted to have mainly used the lower class (usually budget) hotels. With respect to reception décor, 51(37.9%) guests considered it as poor, 43(31.9%) put it as good, 39(28.8%) rating it as only fair, as the remaining 2 (1.5%) did not give any rating.

Whereas only 29(21.5%) guests saw toilets and bathrooms of the hotels poor or worse, 66(45.2%) of them put it at good or better, with 40(29.6%) putting them as only fair or satisfactory. Five (3.5%) guests however gave no rating. The internal conditions of the hotels were generally considered as fairly good as indicated by most guests.

Security

Discussions on issues related to the security of the hotels are also given in sub-themes as clearly shown in Table 15. These sub-themes are security personnel, fire fighting equipment, and finally special exit or escape routes. The majority of the guests generally expressed satisfaction with all issues related to security except that which relates to exit or escape routes. Those who were not satisfied with security mainly were identified with the low class hotels most of which lacked facilities such as special exit or escape routes, fence wall and fire extinguishers. In cases where these facilities were present, they were in poor conditions. It was observed for instance, that, guests with cars preferred to lodge in the higher class hotels where the overall security condition is regarded satisfactory. Whereas the higher category hotels employed the services of fairly well trained security personnel from private security enterprises, the low class hotels (the budgets and some one star hotels), employed unskilled and untrained watchmen as security persons.

On the whole however, the security of the hotels was rated as satisfactory. It was very good in the higher class hotels but at best only fair or satisfactory, in the case of the lower class ones.

Rating of room facilities and services

The guests were also made to rate the facilities and services identified with the various hotels. The ratings were done for (a) hotel room comfort (b) room entertainment (c) telephone facility (d) the cooling facilities (i.e. fans and air-conditioners) (e) in-room-quietness. The rest were (f) food quality (g) room services (h) recreational facilities and (i) utility services, i.e. water and electricity.

The hotel room or bedroom comfort

Figure 12 indicates the guests' assessment of the hotel rooms or bedroom comfort.

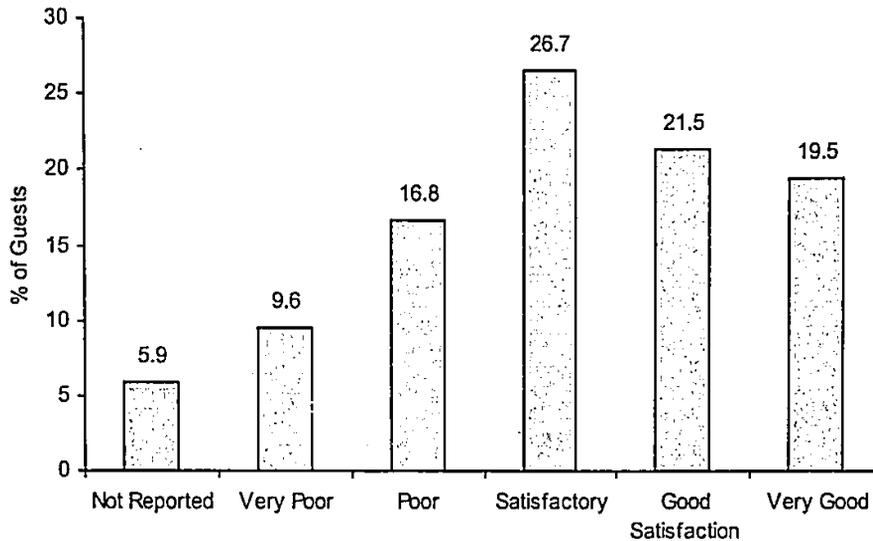


Figure 12: Guests' rating of bedroom comfort

Source: Field Survey, 2002

Out of 135 guests interviewed, 36 (26.4%) found the hotel bedroom comfort as undesirable (Figure 12). Eight persons (7.4% of guests) however did not give any rating, whilst the remaining 91 (66.2%) of guests were satisfied with the bedroom comfort. Of the 91 guests who indicated their satisfaction with the bedroom comfort, 36(26.7%) rated it as satisfactory, 29 (21.5%) saw it as good and 26 (18.0%), very good. The foregoing gives the indication that the majority of the guests were on the whole comfortable with bedroom conditions. The poor and very poor conditions were noticed for guests who used the lower class hotels. The rooms of some of these hotels were found to be dirty. Most of these low class hotels used torn and dirty

beddings or sheets, lacked some basic facilities and therefore showed signs of distress financially, materially etc.

In- room entertainment facilities

This refers to the provision of facilities such as television sets, varied television channels or stations, Cassette Tape recorders and Compact Discs for music, Video or Disc video operating systems etc, for the entertainment of guests in their rooms. The ratings of guests are shown in Figure 13.

Key

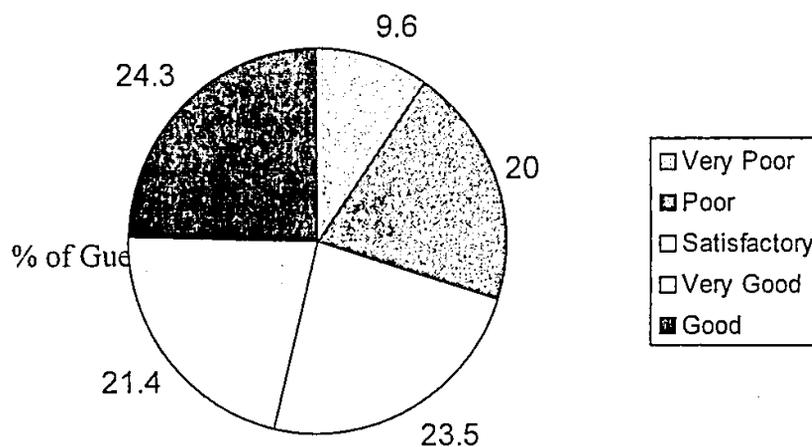


Figure: 13: Guests' ratings of in-room facilities

Source: Field Survey, 2002

Out of 135 guests, 13 (9.6%) rated in-room entertainment very poor, 27 (20%) poor. For those who were happy with the facility, 29 (21.4%) rated it as very good, 24.3% as good with 23.5% of the guests considering in-room entertainment as satisfactory. Guests were generally happy or satisfied with the in-room entertainment facilities available in the hotels. Those guests who said they were not satisfied incidentally used the lower class hotels where the

only source of entertainment was the television set (found normally at the reception). Most hotels in the study area lacked satellite dishes. Most of those hotels lacked other in-house entertainment such as discotheques, video centres and pubs etc.

Telephone facility

The guests' ratings of the telephone facilities of the hotels are expressed by the bar graph given by Figure 14.

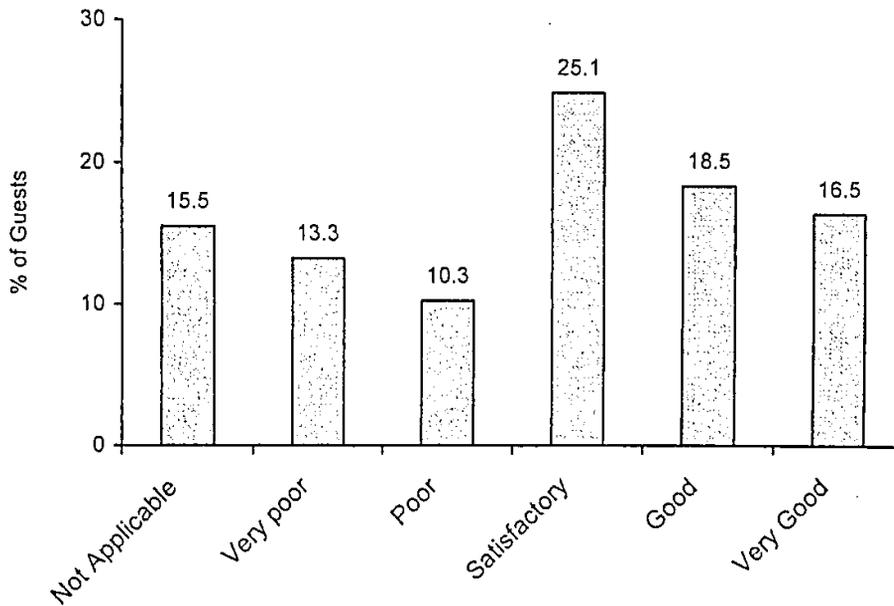


Figure 14: Guests' rating of telephone facility in rooms.

Source: Field Survey, 2002

Twenty-one (15.5%) out of the 135 respondents indicated that the telephone facility was not available in their rooms, 18 (13.3%) indicated that the facility was very poor and 14 (10.3%) described it as poor. Most of the lower class hotels did not have telephones in the rooms. In such hotels, telephones were at central points (usually at the receptions). This probably accounted for the higher poor rating. Those guests who expressed satisfaction

with the facility lodged in the higher category hotels i.e. three-star hotels and the likes, which had among others, telephone in individual rooms.

Guests on the whole considered the rating of hotel facilities and services as desirable. Hotels in the study are generally said to be improving in quality with time. This confirms the findings of Akyeampong (1996) that hotels in the study area had since the mid-1980s not only been increasing in quantity, but also improving in quality. This has been corroborated by Armoo (2000) in his study of service quality in the hospitality industry in the Central Region.

Guests' rating of other facilities, conditions and services

Table 16 presents the ratings of guests on other facilities, conditions and services in the hotels and discussed under the following headings; in-room quietness, food quality, recreational facilities, room services and finally utility services.

In-room quietness

The guests' ratings of in-room quietness were generally good. This is indicated by the expression of satisfaction, or better condition by the overwhelming majority of guests (74.0%). Only 26 (11.8%) guests who lodged in low class hotels such Mudek, Excelsior and Sammo, (all of which are situated in quite noisy environments) rated it as poor.

Table 16: Guests' ratings of other in-room facilities and services

	In-Room		Recreational		Water And		Food Quality		Room	
	Quietness		Facilities		Electricity				Services	
					(Utility)					
Guests' responses	N	%	N	%	N	%	N	%	N	%
Very poor	10	7.4	20	14.8	0	0	3	2.2	0	0
Poor	16	11.9	21	15.6	5	3.7	4	3.0	6	4.4
Satisfactory	41	30.4	31	23.0	14	10.4	37	27.4	18	13.3
Good	29	21.4	15	11.1	42	31.1	32	23.7	35	25.9
Very good	30	22.2	11	8.1	70	51.8	30	22.2	48	35.6
Not reported	9	6.7	10	7.4	4	3.0	8	5.9	28	20.7
Not sure/not applicable	0	0	27	20.0	0	0	21	15.6	0	0
Total	135	100.0	135	100.0	135	100.0	135	100.0	135	100.0

Source: Field Survey, 2002

Recreational facilities

Forty-one guests (30.4%) were not satisfied with the recreational facilities. Twenty (20%) guests said they were not sure that their hotels had recreational facilities, whilst 10 (7.4%) did not report on this issue. The remaining 57(42.2%) guests said they were satisfied with the facilities for recreation. Observation indicated that only the high-grade hotels had a number of facilities for recreation (including those for children). These (recreation facilities) were, however, absent in the low class hotels.

The situation where only 42.2% of guests expressed satisfaction with the recreational facilities suggests that most of the hotels in the study area had a lot to do by way of provision of recreational facilities to meet the requirements of guests. Lewis and Williams quoted by Williams and Shaw (1995) indicated that lack of modern sporting facilities for beach holidays in Portugal for instance led to a shift of use to coastal resorts that had those facilities. A number of guests according to Lewis and Williams have special interest in certain games and therefore select those hotels which can best serve their interest i.e. provide those recreations. It may be inferred that a number of hotels in the study area may have lost some of their prospective guests (who may have been much interested in certain recreational facilities which were not found in those hotels), to other hotels outside the study area which had those facilities.

Water and electricity (Utility)

Water and electricity were observed to have received the best ratings. Only 5(3.7%) rated these as poor. As many as 126(93.3%) guests were happy with water and electricity supply in the hotels. The high rating may stem from the fact that the hotels have reservoirs and generators which helped to ensure smooth and uninterrupted supply of these utilities. The result was in consonance with one of the findings of Armoo (2000) that revealed a high level of satisfaction of guests with utility services provision (including electricity) in his study 'The service quality in the hospitality industry in the Central Region'.

Food quality

Also given high rating by guests was the food quality. Ninety-nine (73.3%) guests were satisfied with it. Only 7(7.2%) guests were not happy or satisfied with the food provided.

Seventeen out of the 18 hotels which provided food services according to the hoteliers served good food. This supports the assessment of the same facility given by the guests. The issue of food service delivery is considered very vital for the sustenance of the hotel industry since a hotel according to Buttle (1980), Ward (1991), and Ward et al (1994), is required to provide food service in addition to accommodation. A good food service delivery ensures the attraction and retention of guests. Most of the hotels (the lower class hotels) had only dinning rooms and no restaurants. At the request of guests, food is prepared and served in the dinning hall. This type of service does not meet international standards and therefore does not meet the requirements of a large number of guests.

The current study revealed that almost all the hotels provided food for their guests. However that by Armoo (2000) on Service quality in the hospitality industry in the Central Region indicated that only a few hotels provided the service. It is desirable however to note that more hotels in the study area over the period of about three years (2000-2002) have gone into the provision of food service which according to Buttle (1980) and Ward (1991) is needed to ensure the sustenance of the hotel industry.

Room services

Room services were described as generally acceptable by 101 (74.8%) guests. Only 6 (4.4%) rated services as poor. The remaining guests 28 (20.7%) did not give their rating. The high rating for room services indicated by an overwhelming majority of guests apparently suggests that the guests generally regarded that aspect of hotel standards as reasonable.

Length of stay in hotel

Guests were also asked to declare whether or not they would continue to stay in their hotels of choice if they were to prolong their visiting periods in the study area (Figure 15).

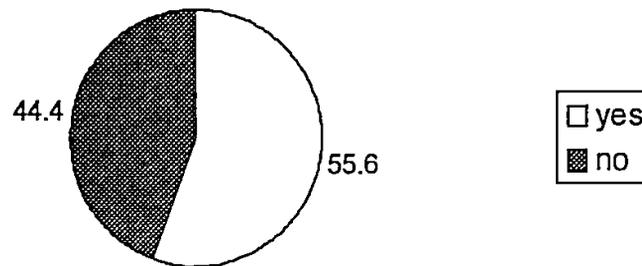


Figure 15: Guests prolonging stay in the hotels

Source: Field Survey, 2002

Figure 15 shows that the majority of guests expressed the desire to stay in their hotels if they were to stay longer in the study area. About 55.6% of the guests interviewed expressed this desire. This may possibly be due to the fairly desirable standards or satisfactory state which guests generally found the hotels. The above observation conforms to the findings of Akyeamong (1996) that hotels in the study area have significantly increased in number and have also improved in quality since the late 1980s.

There was also an attempt at finding out the reasons why guests wanted to continue to stay in those hotels (Figure 16).

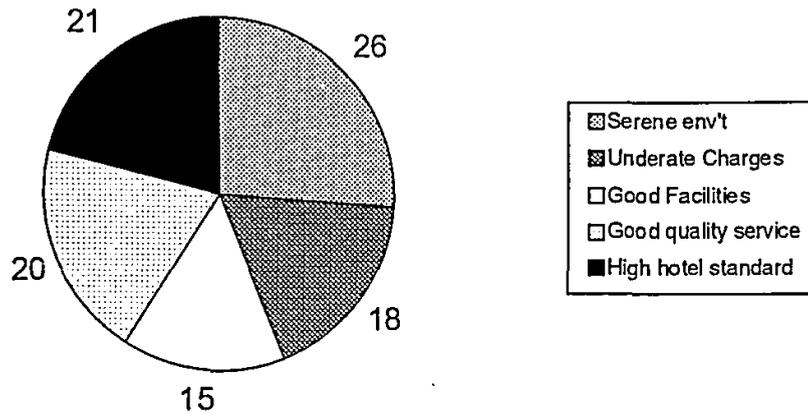


Figure 16: Guests' reasons for prolonging stay in the hotels

Source: Field Survey, 2002

Figure 16 presents the various reasons assigned by guests for expressing the desire to stay longer in the hotels of choices. Nineteen (26%) of the guests indicated they would do so due to the fact that the hotels are located in serene environment, 14(18%) for the reason that the hotel charges are moderate and 15(20%) as a result of the good quality service offered by some of the hotels. Eleven (15%) guests stated good facilities and finally the 16(21%) gave high hotel standards as the reason. The expressions of guests (41%) indicate that hotels would generally retain guests if those hotels on the whole offer quality services. Quality service according to Lockwood et al in Teare and Olsen (1994), Mc Neal (1977), Levitt (1981) as well as Eiglier and Langeard (1987) is about satisfying the needs and expectations of the customer on a consistent

basis. Guests would readily patronize hotels which have good facilities, are moderately priced, in good locations and offer quality services.

Hotel standards

Figure 17 shows the perceptions of the guests on the standards of the hotels encountered in the study area.

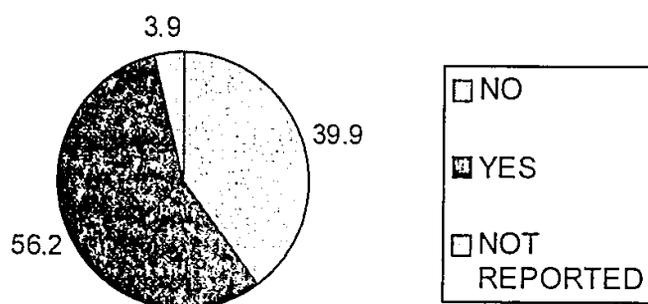


Figure 17: Guests satisfaction with hotel standards

Source: Field survey, 2002

Figure 17 generally gives guests' ratings of the hotel room facilities, conditions and services as only fairly desirable. The majority of guests (56.2%) indicated their satisfaction with the hotel standards. Almost 40% of the respondents on their part expressed dissatisfaction with standards. Only about 3.9% of the guests however did not give any rating. This clearly demonstrates that though standards of the various hotels in the study area may have improved, the hotels still need to do better, by offering among others, more quality services to ensure higher standards delivery and hence, improve guest retention.

Hotel staff hospitality

The group bar graph (Figure 18) shows the Guests' and hoteliers' ratings of hotel staff hospitality.

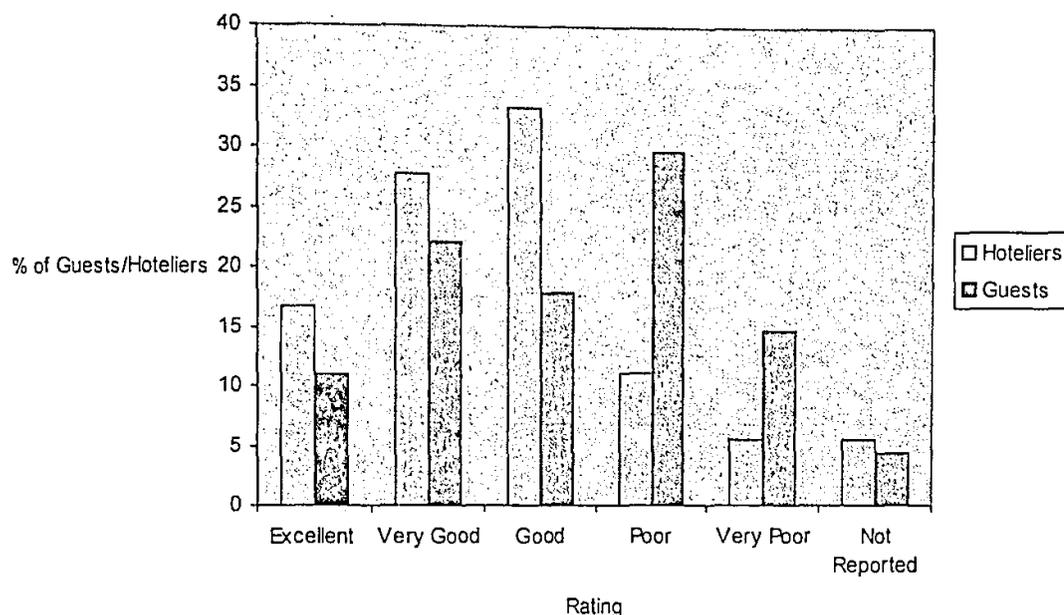


Figure 18: Guests/hoteliers rating of hotel staff hospitality

Source: Field Survey, 2002

Fifteen (11.1%) guests rated staff hospitality as excellent, 30(22.2%) as very good, 24(17.8%) as good. Forty (29.6%) and 20(14.8%) guests on the other hand assessed the staff hospitality as poor and very poor respectively. Six (4.4%) guests did not report on any rating. A majority (51.1%) of guests described staff hospitality as desirable. About 45% of the guests on the other hand were not satisfied with the hospitality of the hotel staff.

In the case of Hoteliers, 3(16.7%) rated hospitality as excellent, 5(27.7%) as very good, and 6(33.3%) as good. Two (11.1%) rated it as poor, whilst 1(5.6%) put it as very poor. The remaining 1(5.6%) did not give any

rating. The results show that the hoteliers rated the hotels higher than the guests did, and may have thus over rated their facilities. However, Juran (1974) describes quality as fitness for use or purpose judged by the user and not the manufacturer. This explains why guests may have been more objective in their assessment of various conditions in the hotels including hotel staff hospitality.

In a situation where just a little above half the population of guests expressed satisfaction with the hotel staff hospitality in the study area suggests that, the hotels on the whole, have a lot more to do to improve upon staff hospitality so as to enable them (the hotels) attract more guests, and as a consequence, help boost patronage. Organizations that are not customer friendly or service-driven according to Cannie and Caplin (1991) tend to lose their potential local customers and their competitive advantage. Also, Lockwood et al quoted by Teare and Oslen (1994) Atkinson (1988), the Institute of Sales and Marketing Management (1986), Knutson (1988), Oberoi and Hales (1990), and finally Wilensky and Buttle (1988) have reported that friendly, hospitable and courteous hotel staff are some of the most important factors or attributes which influence guests positively in the choice of these facilities, and hence help improve the level of patronage. It could be inferred that by ensuring higher consumer satisfaction, as suggested by Oslen (1996), hotels in the Cape Coast – Elmina area may ensure or stimulate higher retention and patronage levels for guests.

Guests' experiences and expectations

An attempt was made to find out the experiences of guests, *vis-à-vis* their expectations in their various hotels of choice. This followed the format developed by Parasuraman et al as quoted by Lockwood et al in Teare and Olsen (1994). The value of this particular analysis was to identify the deficiencies with the operations of the hotels and find courses of action that may be effective in improving hotel service delivery in order to achieve better customer satisfaction, guest retention and therefore help ensure higher patronage.

In this case guests were asked to indicate for each of a number of conditions and facilities what (they) guests consider in the choice of a hotel, their expected rating on one hand and perceived rating on the other, each over a five-point Likert scale of 1–5, with one (1) as the least value representing very poor and five (5) as the highest value representing very good. The relative percentages of the average score for each of the factors expected and perceived by all the guests were computed as represented in Figure 19.

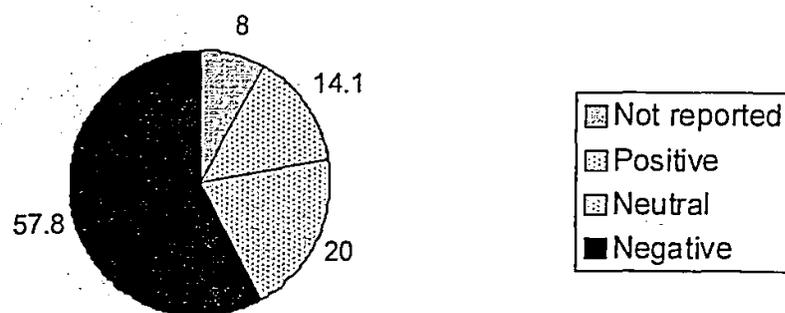


Figure 19: Guests' experiences against their expectations

Source: Field Survey, 2002

The difference in the average scores between the attribute perceived or experienced by guests in the choice of hotels and those expected gave various indications. A positive score indicates that the experiences of guests exceeded their expectations or alternatively, the hotels performed better than expected. A negative score on the other hand meant that guests' expectations exceeded experiences. That is to say that the hotels performed poorer than expected. In other words, there was a gap between the types of facilities or the services demanded by guests and those supplied by the hoteliers. A zero difference means that experiences or perceptions of guests were the same as their expectations. In other words, the hotels performed (by way of total service delivery) as much the same as they were expected to deliver.

Figure 19 indicates that only about 8% of guests did not report on their experiences and expectations. Nineteen (14.1%) guests registered positive net score indicating that these guests had better experiences than expected. Twenty percent of the guests had their experiences fulfilled as much as they anticipated or expected. On the whole, respondents had higher expectations than their real experiences. In other words the majority of guests did not have their expectations fulfilled. This is demonstrated by the fact that 57.8% (i.e. close to 60%) of the guests indicated that their experiences fell short of their expectations. That is to say the hotels under performed against guests' expectations. These findings show similarities with what was discovered by Lockwood et al as quoted by Teare and Olsen (1994) in a study which sought to identify both the most important attribute and the best performing attribute which were considered by guests in the choice of hotels. According to Kotler et al (1986), Witt et al (1995), Lewis and Williams and cited in Williams and

Shaw (1995), guests continually assess the hotel products through the evaluation of the level satisfaction derived i.e. their experiences vis-à-vis their expectations. Guests minimize the use or stop using facilities entirely if their expectations fall short of their experiences, but get more attracted to the use of the facilities (the hotels) the more if satisfied i.e. if their experiences outweigh their expectations. It is therefore believed that, ensuring an improvement in the service delivery of the hotels could help bridge the gap between the experiences and expectations of guests and therefore help bring about increased patronage.

Hotel renovations and improvements

The type of renovations and improvements which are carried out in some of the hotels in the Cape Coast-Elmina area are shown in (Figure 20).

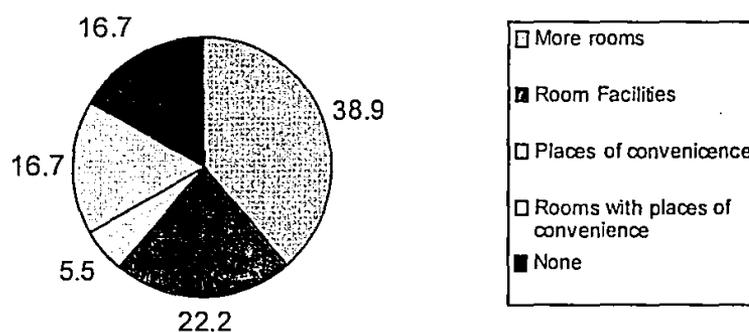


Figure 20: Periodic renovations executed by hotels in the study area

Source: Field Survey, 2002

It came to light that hotels in the Cape Coast-Elmina area do carry out renovations or expansions periodically. The latest renovations before this study were executed in 2001. Various renovations or expansions carried out

included the provision of more rooms, room facilities, places of convenience and rooms with places of convenience.

Only 16.7% of the hotels did not carry out any renovations or expansions. The overwhelming majority, (83.3%), renovated their hotels for the purposes of improving upon facilities, meeting guests' or tourist board's requirements or improving upon standards. Akyeampong (1996) has indicated that, hotels in the study area have improved in quality since the mid-1980s to help improve upon patronage. Pinder as cited in Williams and Shaw (1994) and Smith (1997) also claim that facilities in a hotel indicate the nature and worth of the product or services offered by that hotel and therefore central or important in choice. The facilities a hotel possesses according the Medlik (1994) tend to give that hotel a certain image. Holloway (1994) also indicates that a hotel without improvements or renovations loses its appeal and suffers decline in fortunes. A study in USA, according to Rushmore (1992), showed that, some hotels had been kept in business for many years (eight to ninety years) as a result of the conduction of periodic renovations.

The carrying out of various renovations and expansions in the hotels in the study area may be seen as a step in the right direction and therefore desirable. The results clearly demonstrate the importance hoteliers attach to improving upon hotel facilities with the view of helping to sustain or improve upon patronage. There is however a lot more which the hotels could do to help improve upon facilities, conditions and service delivery etc. in order to sustain and attract more guests. The availability of hotel facilities such as private bathrooms, telephones, televisions, bars, swimming pools etc as claimed by Pinder and cited in Williams and Shaw (1995), Smith(1997), and

Medlik(1994), gives the worth and reputation of the hotel concerned and therefore influences the level of patronage. Hotels without these facilities however fail to compete as they tend to lose some of their guests to those (hotels) which have the facilities. Most of the hotels in the study area were found to have very limited facilities. They (these hotels) should therefore be encouraged to improve upon the provision of these facilities to help attract more guests.

Other hotel facilities

The study also sought to find out the provision or otherwise of other facilities which are known to enhance service delivery. The results are shown in Table 17.

Table 17: Provision of other facilities

Availability	Facility							
	Transport		Telex/ Fax		E-mail / Internet		Shopping Centre	
	N	%	N	%	N	%	N	%
Yes	3	16.7	9	50.0	5	27.8	6	33.3
No	15	83.3	9	50.0	13	72.2	12	66.7
Total	18	100.0	18	100.0	18	100.0	18	100.0

Source: Field Survey, 2002

Transport facility

Table 17 shows that only 3 out of the 18 hotels surveyed (16.7%) provided transport facility whilst the remaining 15(83.3%) did not. The three

which provided the facility are 3-star hotels. Transportation is an important facility or service in the tourism business which is lacking in most hotels. Most of the hotels in the survey area are located away from the main routes used by taxi cabs and other commercial vehicles. Guests are thus expected to charter vehicles to and from their lodges at somewhat expensive rates, or alternatively, are required to walk to the main routes to join commercial cars plying those routes. This problem is worsened by the fact that no formal arrangement exists between these hotels and private commercial vehicles to facilitate easy communication, and to help ensure easy access to transportation by guests.

The provision of transport facility according to Fridgen (1991), and Cooper et al (1983) is considered vital in ensuring access to and from the hotels. Tourists according to the authors arrive at wherever they were from their previous destinations through some means of transport. They (the tourists) need transport facility to execute all activities including visiting attractions, pursuing business transactions and visiting friends and relations.

Telex/fax facility

The results (Table 17) indicate that nine (50%) hotels had the telex/fax facility whilst the remaining 9 (50%) did not. The situation is quite encouraging or satisfactory in view of the fact that telex or fax has not been mentioned as amongst hotel facilities by earlier workers – Akyeampong (1996) and Armoo (2000). As a facility for receipt and delivery of messages telex or fax could help improve service delivery generally in a hotel. It is therefore considered of great importance to many guests.

E-mail and internet facility

The E-mail and Internet facilities were entirely absent in all the hotels according to the findings of Armoo (2000). The current survey has revealed however, that, 5 (27.8%) hotels were hooked unto the internet and have the e-mail facility. This is very desirable as the facility provided guests and other people the opportunity to have access to that information on hotel from any part of the world with a network facility. The E-mail also made it possible for all users (including guests) to send and receive easily messages or information throughout the world, using the computer.

Shopping centre

Only 6 (33.3%) hotels operate gift shops. The remaining 12 (66.7%) did not have the shops. The survey showed that only the higher class categories had and ran the gifts shops. Apart from operating only to earn more revenue, these shops are recognized as shops of convenience as they offer very useful service to guests and save them the trouble of having to travel elsewhere to look for 'gift goods' to buy.

Most tourists would want to have lasting memories of places of visit. One way they do that is to purchase certain goods as souvenirs to be given to friends, relations and acquaintances as gifts. The operation of these shops by the hotels could therefore help entice or attract more guests to the hotels. The revenue base of the hotels would also improve considerably.

Multi Criteria Analysis (MCA)

As part of the research the Multi-Criteria Analysis was used by the researcher. The MCA. is a higher statistical tool employed under the definite software package. It was used to determine guests' most preferred hotels of choice from the existing stock of hotels in the Cape Coast and Elmina Municipalities.

The Definite Multi-Criteria Analytical package was initially developed by Saaty of the Wharton School of Business to help management consultants make informed decisions. The model is underpinned by three fundamental calculations namely, scaling of elements involved, building a comparison matrix and lastly computing eigen values.

Developing the MCA Model (Formula)

The first stage of the MCA model involves decomposing the overall problem into a hierarchy made up essentially of goal, criteria and alternatives.

This is represented in Figure 21.

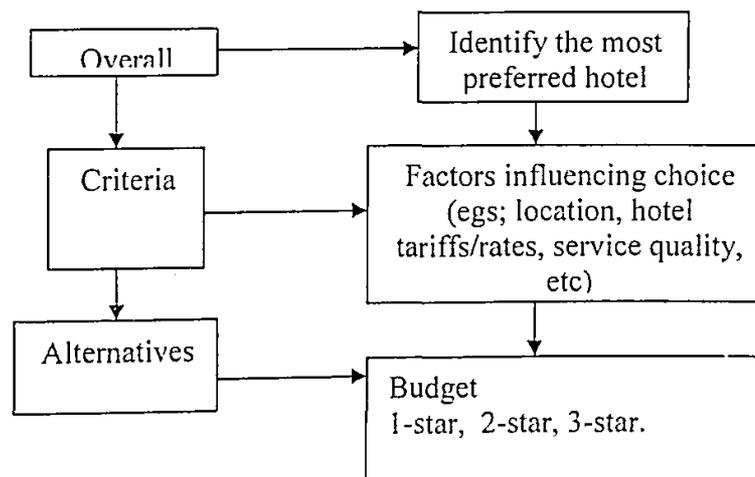


Figure 21: Decomposition of the overall problem into Hierarchy

Source: Saaty 1977 (adapted)

The overall goal refers to the aim to be achieved at the end of decision making. This involves identifying guests' most preferred hotels. The Criteria refer to the various factors which a guest considers in effecting his preferred choice (i.e. selecting a particular hotel). In arriving at a particular decision, a guest considers a number of factors which interact in a complex manner to influence his or her choice. Those factors considered in the model include hotel accessibility, hotel service quality, hotel staff hospitality. The rest were the serenity of the hotel environment, hotel (bedroom) comfort and finally promotion and advertisement of the hotel. The alternatives are the hotel options namely, the Budget, 1-Star, 2-Star and the 3-Star hotels available in the study area.

Step/stage 2 (Computing the effects scores))

The MCA was performed based on the guests' judgment of the relative preference for specific hotels considering a number of factors or criteria. Table 18 presents the visitors' or guests' average preferences for the hotel stock in the study area first processed under S.P.S.S.

The effects table (p.121) shows how each factor or criterion influences the relative preference for the stock of hotels in the study area. The values in rows represent the mean scores rated by guests in the choice of hotel types based on the various criteria or factors. The higher the row value or score the more preferred that hotel is (among the lot) on the basis of the consideration of that particular criterion.

Table 18: Average preference for various categories of hotels by guests

Criteria/Factors	Hotel alternatives			
	Budget	1-star	2 nd -star	3 rd -star
Accessibility	39.20	33.51	39.41	25.3
Service quality	16.76	26.49	28.24	39.74
Staff hospitality	25.20	30.00	30.88	31.78
Hotel rate	43.60	38.24	32.16	23.08
Serenity of environment	16.22	19.60	22.94	32.31
Comfort/facilities	9.20	12.94	12.97	15.13
Promotion & advertisement	4.87	9.71	10.85	11.08

Source: Field Survey (Processed), 2002

The mean scores in the Table 18 thus indicate the following; in the perspective of accessibility, the 2-star is the most preferred and the three-star, the least.

- In the area of service quality the 3- star is the most preferred whilst the budget is the least preferred.
- The three- star and the budget are the most and the least preferred respectively in the perspective of staff hospitality
- With regard to hotel rates, the budgets run most superior as compared to the three-stars which are considered the least preferred.
- On the issue of the serenity of hotel environment, the higher the star the more preferred it was regarded and vice versa.
- In terms of comfort (as judged by the availability and the state of hotel facilities) the 3-stars are most sought and the budget the least.

- Finally, in terms of promotion and advertisement of hotels, the budgets are the least chosen and the 3-star the most selected.

On the other hand, the column scores indicate the relative importance of each of the criterion in the choice of any particular hotel. Alternatively, they indicate on the average the extent to which each of the criterion favours the choice of each class of hotel. For the choice of budget hotel category, price was identified as the most influential, followed by accessibility and then hospitality, with promotion as the least significant factor. Hotel rate was the most significant in the selection of one-star hotels, followed by accessibility, staff hospitality and service quality, with promotion and service quality as the least important. The table shows also that, the relative importance of the criteria in the selection of two star hotels in the descending order of importance are accessibility, hotel rate, staff hospitality and service quality. The rest are serenity of hotel environment, hotel comfort or facilities and finally, promotion and advertisement as the least important.

With regard to the choice of 3- star however, hotel service quality was noted to be the most influential factor or criterion and promotion and advertisement as the least.

Step3 (Constructing the pair-wise matrix)

In order to determine the relative importance of the factors in the guests' decision making i.e. in the selection or choice of a hotel, a pair-wise comparison analysis was carried out. This was to give judgment about the relative importance of the hotel alternatives or options by a computerized mathematical process that sought to compare one criterion with another.

Table 19: Full pair wise matrix based on criteria considered by guests

	Service Quality	Hotel rate	Staff Hotel hospitality	Comfort facility	Accessi bility	Serenity of Evt.	Promotion advert.
Service quality	1.000	1.000	1.000	2.000	1.600	1.900	
Hotel rate	1.000		1.000	1.000	1.800	1.500	1.400
Staff hospitality	1.000	1.000		1.000	0.833	1.600	1.600
Comfort/facility	1.000	1.000	1.000		1.400	1.000	1.300
Accessibility	0.500	0.556	1.200	0.714		1.000	1.000
Serenity of Environment	0.625	0.667	0.625	1.000	1.000		1.000
Promotion and Advertisement	0.526	0.714	0.625	0.769	1.000	1.000	

Source: Field Survey (Processed), 2002

This produced or yielded a seven by seven matrix as shown in Table 19. The matrix is divided into two halves by a diagonal; values above the diagonal constitute the main ratings where those below (sometimes not shown) consist of reciprocals. For example, service quality is twice more influential than accessibility and 1.9 times more effective than promotion in the choice of a hotel facility.

To establish the most preferred hotel accommodation based on the entire set of criteria, the values in Table 19 were normalized or standardized. The normalization process yielded the data in Table 20.

Table 20: Comparison of criteria on standardized basis

Factors/ Criteria	Total	access bility	service Quality	staff hospi.	hotel rates	serenity of envt.	comfort/ facility	promotion advertise
Accessibility	0.116	0.5	0.083	0.083	0.083	0.083	0.083	0.083
Service quality	0.181	0.083	0.50	0.083	0.083	0.083	0.083	0.083
Staff hospitality	0.157	0.083	0.083	0.5	0.083	0.083	0.083	0.083
Hotel rate	0.169	0.083	0.083	0.083	0.5	0.083	0.083	0.083
Serenity of environment	0.115	0.083	0.083	0.083	0.083	0.5	0.083	0.083
Comfort/facility	0.152	0.083	0.083	0.083	0.083	0.083	0.5	0.083
Promotion	0.109	0.083	0.083	0.083	0.083	0.083	0.083	0.083

Source: Field Survey (Processed), 2002

The Table 20 above compares the various criteria in a pair-wise manner assessing the strength of one criterion against another. It also shows the relative importance of these factors. The normalization of the criteria involved putting the criteria on an even scaling basis for effective comparison. The table also shows how those criteria or factors collectively or individually influence the choice of various hotels. These values were obtained by the expression of those values of Table 19 as a ratio of that of the value of service quality - regarded as the most influential and critical criterion in the choice of a hotel in this study.

Subjecting standardized data to MCA

Next, was the subjection of the standardized or normalized data to a Multi Criteria Analysis (MCA) which yielded the results in Table 21 and graphically shown by Figures 22 and & 23.

Table 21: Results of multi-criteria analysis on choice of hotel

Hotel option	Criteria							
	Total	Comfort	Access- bility	Promo- tion	service Quality	staff Hospita- lity	hotel rate	serenity of envt.
3-star	0.77	0.44	0.86	0.86	0.58	0.86	0.86	0.86
2-star	0.67	0.83	0.51	0.77	0.64	0.63	0.72	0.82
1- star	0.53	0.59	0.37	0.65	0.67	0.52	0.65	0.71
Budget	0.43	0.67	0.26	0.26	0.68	0.39	0.43	0.44

Source: Field Survey (Processed), 2002

Table 21 presents the hotel alternatives in the study area and the factors that influence the choice of various hotels. It shows the extent to which each criterion or factor (which guests consider in hotel selection) impacts on, or influences the choice of a category of hotel. It also demonstrates the order of preference of guests for the hotel categories based on the consideration of all the factors or criteria collectively. In other words the results of the analysis show how all these factors or criteria cumulatively or collectively impact on or influence the choice of hotels in the study area.

The MCA as depicted by Table 21 and Figure 22 show the following:

- On the whole or considering all the criteria or factors together, the three-star hotels stood out as the most preferred, followed by the two stars, then the one-star hotels, with the budgets as the least. It became clear that the higher the grade of a hotel, the more it was preferred and vice-versa.
- In respect of accessibility only, the two star hotels came up as the most preferred, followed by the budget and then one-star. The three star hotels came up as the least significant or chosen.

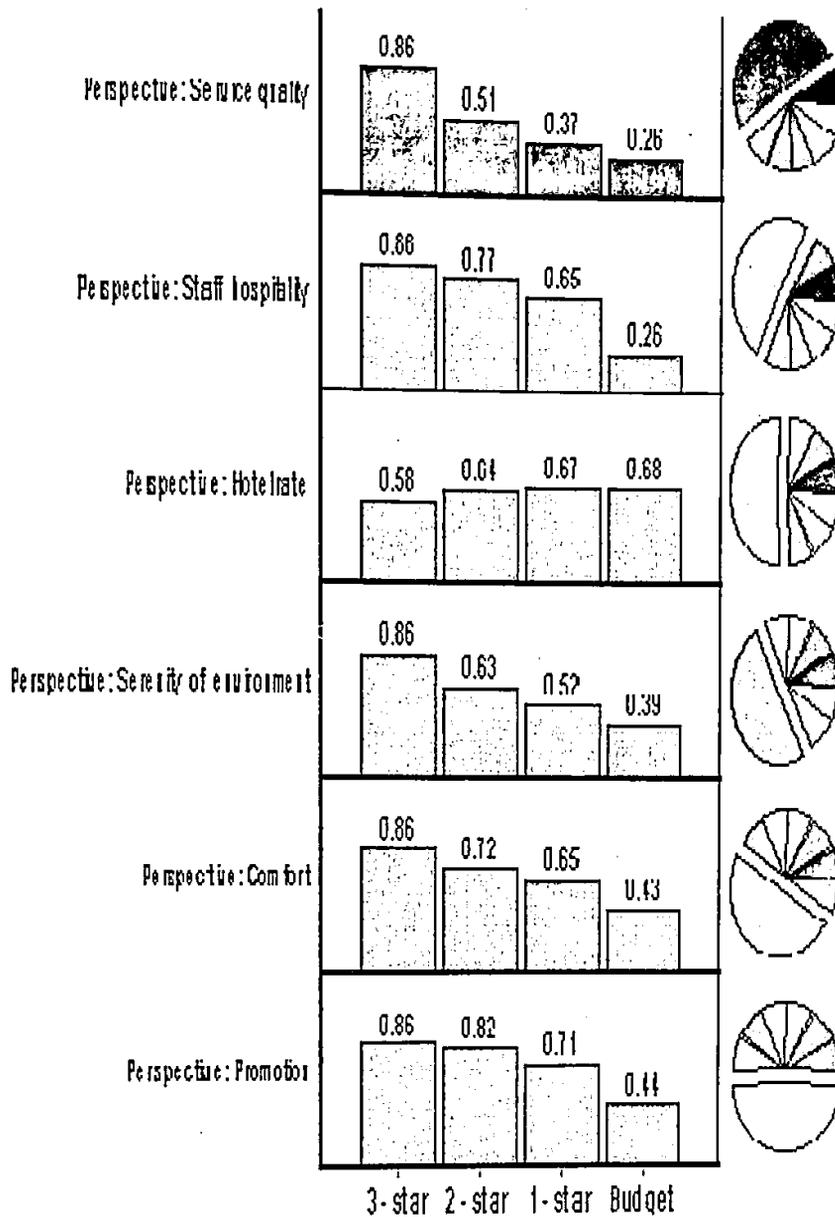


Figure 22: MCA graph of various criteria and their influence on hotel choice.

Source: Field Survey (Processed), 2003

The three- star hotels were again considered as most preferred by guests on the consideration of service quality criterion. The preferences however, diminished with the grade of the hotel with the budget standing out as the least preferred.

- The choice of the hotel on the basis of the consideration of the hotel staff hospitality criterion portrayed the budget as the least needed or preferred. The preference however intensified with increase in grade of hotel with the three- star standing out as the most significant or needed.
- The preference for hotel categories or grades decreased with increase in the grade of hotel in the perspective of the rates of hotel. As the grade of hotel increased, the preference for the hotel by guests also diminished and vice versa.
- In the perspective of the serenity of environment the three-star hotels were seen clearly as the most preferred, followed by two-stars, one-star with the budget ranking as the least required.
- It also came to light that the higher the category of a hotel, the more preferred they were than the lower category ones, on the consideration of hotel comfort as the basis of choice; and finally
- The three-star hotels were preferred the most, followed by the two-stars and one-stars. The indication is also that the budget hotels were the least preferred in the choice of alternatives taking into consideration the criterion or factor promotion and advertisement.

Accessibility of the hotel may be concerned with how far or near a facility may be or regarded as mobility, speed or relative ease to reach a facility like a hotel (Philips, 1978; Middleton, 1998). It is also considered by Lundberg et al 1995 as one of the most important considerations in the choice of a facility like hotel. Guests would normally arrange themselves to use facilities they can have access to most easily. Amongst the hotels, the three-

star were the farthest located from the centre of the two towns of Cape Coast and Elmina. Most of the guests without their own means of transport more often lodged in the other hotels (normally, the budgets and one-star hotels) located not too far away from the respective centres of the two towns. Those who use the higher grade hotels which are normally located in fairly isolated areas are mostly the international guests who normally come with their own vehicles or come in groups in hired buses.

The M.C.A. test showed that for service quality as a factor of choice of hotels, the three-star hotels came up tops. Quality as given by Hutchins (1990) is a formidable weapon that enables the good to survive, and the poor to 'die'. Managing quality in the hospitality industry is considered a complex task. Studies by Lockwood et al, quoted in Teare and Olsen (1994), Atkinson (1988), Institute of Sale and Marketing Management (1986), Knutson (1988), Oberoi and Hales (1990), and Wilensky and Buttle (1988) indicate that bedroom and bathroom cleanliness, bedroom facilities, comfort, friendly, courteous, prompt and professional service from staff; and safety and security as most important in influencing consumer (guest) satisfaction or dissatisfaction. These conditions and factors are considered to be the best in the higher grade hotels. Guests who use the higher grade hotels are said to derive the best of satisfaction. The higher grade hotels are generally known to have adequate facilities and well trained staff who have, by their skills, been observed to modify their products and services to meet the needs of their target groups. According to Hodgson (1987), high patronage levels could be ensured if hotels can modify their products to meet the requirements of their clientele.

The Multi-Criteria-Analysis also shows that preference for hotels was greatest for the three-star and decreased with the decrease in the grade of hotels in consideration of factors such as hotel facilities or comfort, hotel hospitality, serenity of hotel environment as well as promotion and advertisement separately as basis of choice. It is therefore in order that these factors individually portray results similar to that shown by service quality as far as choice of hotels is concerned.

The maintenance of appealing attractions or environment in a locality has positive influence on patronage within that locality (Pearce 1997). The higher category hotels were found in more attractive and appealing areas or localities. This therefore explains why the higher grade hotels attracted more guests than the lower categories most of which were found in poor, dirty, noisy, sordid-looking and highly polluted areas.

Promotion and advertisement is considered as a mix of activities and programmes carried out to influence target population (prospective guests). The most effective means of promotion and advertisement according to the authorities including Witt and Moutinho (1989), though regarded as most expensive, is through the use of the print and electronic media (television, newspaper, magazine etc.) as they ensure a wider coverage. The high costs associated with these means therefore limit their use by only the higher graded hotels. The lower categories of hotels for reason of high cost do not therefore use these means, and are no wonder less known by potential guests and thus less used.

The hospitality of hotel staff refers to certain characteristics, including human relations, which are inculcated into people through education and

training (Collier, 1994). The lower category hotels for lack of resources rely mostly on untrained labour –some family members and even people who merely helped with the construction of some hotels as claimed by Akyeampong (1996), and who therefore virtually lack the human relations or skills. The higher graded hotels are known to invest in their human capital through training and education. It is therefore not surprising to learn that guests in the study area readily expressed their preference for the higher graded hotels to the lower graded ones.

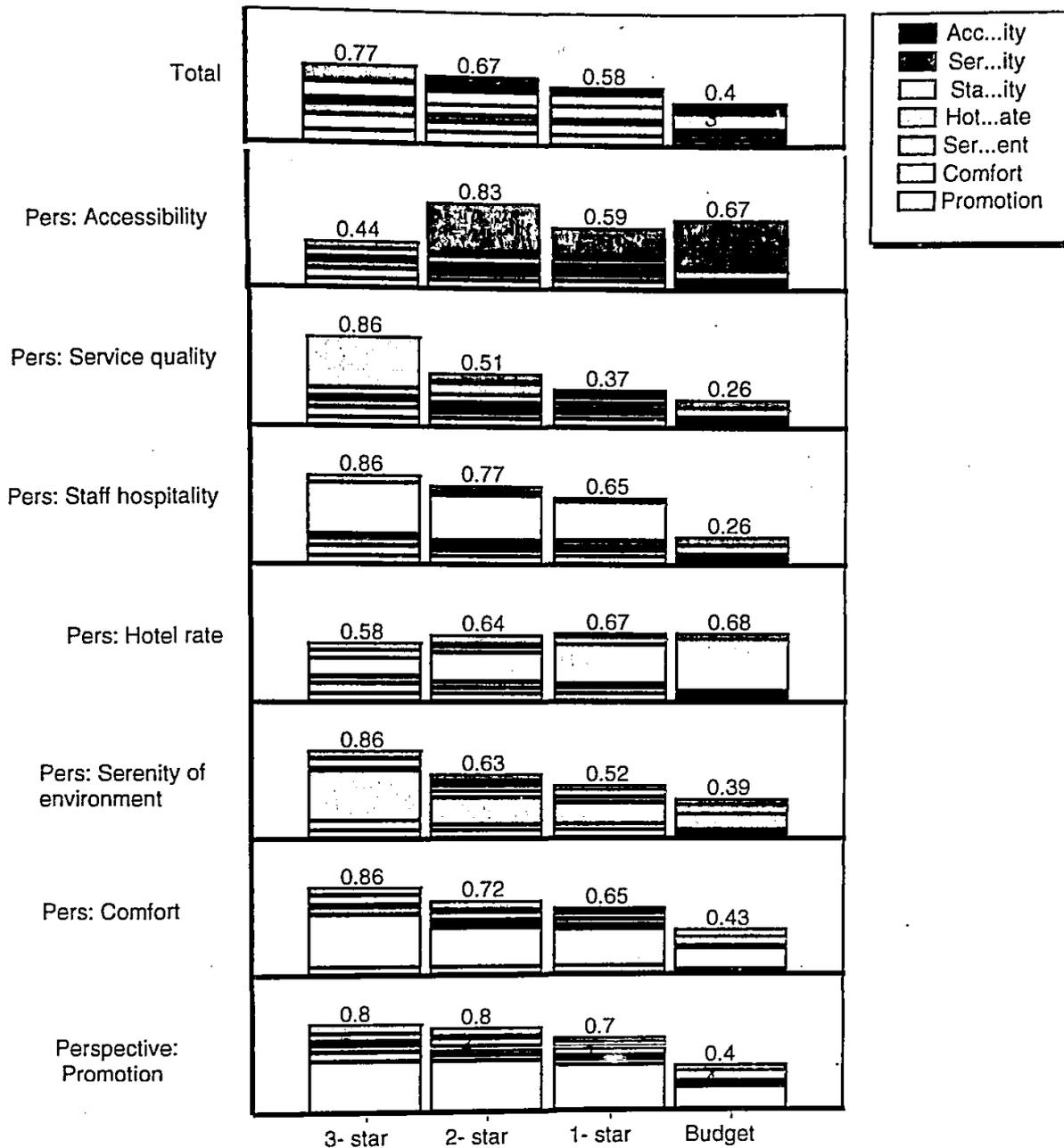
Furthermore, the greater the availability and quality of facility, the greater the satisfaction derived from the use of the facility by guests. Hotels with more quality facilities appeal the more to most guests. This explains the higher preference for the higher graded hotels. Price of hotels relates to the tariffs charged by the hotels. The higher-graded hotels generally have higher tariffs as compared to the lower-graded ones. Though price may give an index of quality and type of facility provided, it (price) generally gives an indication as to the quantity of goods and services that could be purchased by the consumer. All things being equal, the higher the price of goods and services, the less quantity people may demand or buy and vice versa. The implication here is that, the higher the hotel rate the less the demand that may be made by guests (*ceteris paribus*). Conversely, the lower the rates of hotels or tariffs, the more people would patronize. This therefore explains why the preference for hotels by guests generally increases with the decrease in the grade of hotels.

On the whole however, the choice of an accommodation facility is a decision-making process which is regarded as complex in nature. The choice

of accommodation facility is considered to be influenced by a multiplicity of factors which are believed to interact in a complex manner to influence an individual's decision-making process (Mayo and Jarvis, 1981). The choice of a hotel from a host of others is affected by the consideration of all factors related to the total service delivery of the hotels concerned. This has been found to be highest for the 3-star hotels, and decreasing with the decrease in the grade of a hotel, with the budgets as the least preferred. The reason is that the 3-star hotels have the best of facilities, enjoy the best of conditions, employ the best of workers and therefore deliver the best of services as opposed to the least categories of hotels which deliver the worst of services.

The delivery of quality service according to Zeithaml et al (1988) should be the priority of all marketing organizations no matter the type or grade. In an attempt to attract more guests or customers, institutions and organizations are advised to provide facilities and services that they believe are the best to satisfy the needs of the people.

Figure 23 which shows the Multi-Criteria Analysis on weighted summation basis depicts the extent to which each factor or criterion relatively contributes to the choice of a specific hotel category, considering those criteria on individual basis, and as a collective or in totality.



NB: Pers. in the graph above in full is Perspective.

Figure 23: MCA Graph showing the extent to which various factors influence the choice of hotels.

Source: Field Survey (Processed), 2003

The results (as given by Figure 23) indicate that service quality contributed most to the choice of the most preferred hotels (the three-stars) in considering all the factors or criteria as a collective or in totality. This was followed by staff hospitality, comfort and the serenity of the environment in a descending order. The rest were promotions and advertisement, hotel rate, and accessibility in decreasing order of importance. With regard to the 2-star hotels, (which came up as the second most preferred hotels among the alternatives), staff hospitality showed the greatest weighting, followed by promotions and advertisement, and then accessibility. The rest in descending order of significance were hotel rate, comfort, serenity of environment, and the least being the service quality.

Hotel tariffs were rated first as the most significant criterion (with the greatest rating), in considering guests' preference for 1-star hotels. The others in the descending order of significance were room comfort, staff hospitality, promotion and accessibility. The last two factors- service quality and the serenity of the environment together were recognized as the least in importance.

Finally, in respect of the choice of the least preferred hotels (The Budgets), hotel rate came up as the most important contributory criterion followed by accessibility. The rest were room comfort, promotions and advertisement, and service quality in a descending order. The other factors namely serenity of the environment, service quality and staff hospitality constituted the last group of factors which influenced choice of hotels.

Hotels' problems and possible solutions

Hotels in the study area as human-organized and operated systems are and can never be without problems. Table 22 shows some of the problems and their possible remedies enumerated by both guests and hoteliers.

Table 22: Hotels' most pressing problems and possible remedies

Characteristics	Response	Guests		Hoteliers		
		N	%	N	%	
I. Hotels' pressing problems	No problem	10	7.4	1	5.6	
	Unsatisfactory service	18	13.3	0	0	
	Unsatisfactory/poor environment	11	8.1	3	16.7	
	High charges	15	11.1	2	11.1	
	Poor location/accessibility	21	15.5	4	22.2	
	Poor facilities (including activities)	45	33.3	6	33.3	
	Publicity and advertising	15	11.1	2	11.1	
	Total	135	100.0	18	100.0	
	II. Possible remedies to problems	Not applicable	10	7.4	2	11.1
		Provide more and improve facilities	42	31.1	6	33.3
Improve publicity and advertisement		15	11.1	2	11.1	
Improve accessibility (road improvement)		20	14.8	0	0	

Table 22: Hotels' most pressing problems and possible remedies**(Continued)**

Reduce charge (charge moderately)	15	11.1	3	16.7
Improve on environment through cleaning,	10	7.4	4	22.2
Educate / Retraining of staff to improve service delivery	17	12.6	0	0
Not Reported	6	4.4	1	5.6
Total	135	5	18	100.0

Source: Field Survey 2002

Table 22 presents the most pressing problems of the hotels in the Cape Coast-Elmina area and the possible remedies as outlined by both guests and hoteliers.

Eleven (8.1%) guests indicated poor environment as the most pressing problem, 15(11.1%) each attributed problem to high hotel charges on one hand and lack of publicity and advertising on the other. Poor location or accessibility came up as the second most pressing problem, and was assigned by 21 (15.5%) guests' whilst 45(33.0%) guests, constituting the major single category indicated poor facilities. Ten (7.4 %) guests indicated that there were no problems. The remaining 6(4.4%) guests however did not report on the problems they might have identified.

The main problems of the hotels stated by hoteliers to a large extent confirmed those assigned by guests (who constituted the focus of the study). The problems stated by hoteliers were poor environment, high charges or

tariffs, poor location, inadequate publicity and advertisement and poor hotels facilities.

The provision of poor hotel facility was indicated as the most pressing problem by both hoteliers and guests. Hotel facilities include items and equipment of use such as food, beddings, heating and cooling apparatuses, televisions, telephones, transport facilities etc, which are provided to make the stay of the guests possible, meaningful and enjoyable in a hotel. Good and adequate facilities impact positively on guests and therefore on hotel patronage. Conversely, inadequate and poor facilities impact negatively on guests and so appropriately on hotel patronage. Generally, the higher grade hotels are more efficient and have more facilities for use by guests. According to Pinder as cited in Williams and Shaw (1995), Smith (1997), the facilities in a hotel indicate the nature and worth of the product and service. In the view of Medlik (1994), the facilities a hotel possesses give an impression of the image of that hotel to prospective guests.

About a third of the guests were not happy or satisfied with the hotel facilities in the study area. Most of the low-graded hotels lacked the basic facilities. In cases where facilities were available, they were in poor conditions. It is expected that hotels especially the smaller ones will take the necessary steps to acquire some of the basic facilities and as well conduct periodic renovations to improve on hotel conditions. This is ostensibly required to help the hotels concerned appeal to, attract more guests, make the stay of guests possible and enjoyable, and thus help keep those hotels in business or in competition as seen in those hotels mentioned by Rushmore (1992). Rushmore (1992) had indicated how the conduction of renovations

periodically or the provision of new facilities made the hotels in the U.S look attractive to guests most of the time. Those hotels had as a consequence been kept in business by the patronage of guests.

The second most pressing problem identified by hoteliers was poor accessibility or poor location followed by poor environment. Accessibility, location and the hotel environment, are said to be inter-related. If a hotel is easily accessible then it could be said to be strategically or properly located. That hotel may also be said to be in a good environment. On the other hand, an inaccessible hotel may be improperly located or sited in a poor environment. Accommodation facilities according to Knowles (1994) and Boniface and Cooper (1994), are normally located in centres of high demand. Hotel patronage, all things being equal, according to Boniface and Cooper (1994), may be high if accessibility or location is good. Poor location or accessibility de-motivates prospective guests to use facilities and results in poor patronage. Poor accessibility in the study area has been attributed to poor state of roads leading to the hotels in the main, the lack of transport facilities (hotels own or ready public transport) making travelling to and from most hotels especially those located further away from main transport routes rather difficult. Only a few of the hotels have transport of their own for use by guests. No formal arrangement also existed between the hotels and the public transport owners to have ready public or private transport service on call.

The 3rd most important problem of hotels assigned by guests is poor service quality. This was indicated by 13% of guests. Quality is a formidable competition weapon that enables the good to survive and the poor to 'die' (Hutchins, 1990). Lewis and Booms (1983), define service quality, as a

On the issue of possible remedies to the problems identified by guests, Table 22 refers. Ten (7.4%) stated improving hotel environment through more thorough cleaning, 15 (11.1%) suggested publicity and advertising on one hand and fixing moderate charges or tariffs on the other. Seventeen (12.6%) guests suggested improved service delivery by the hotels through education and training of staff whilst twenty (14.8%) indicated accessibility (including road improvement). The provision of new or the improvement of facilities was suggested by 42 (31.1%) guests as the first most pressing remedy of the hotels. Six (4.4%) guests however, did not suggest any remedies.

The possible remedies identified by hoteliers are to a large extent, similar to those assigned by guests. The most stated remedy by hoteliers just as given by guests was the provision of more hotel facilities or improving hotel facilities and services. Six out of 18 representing (33.3%) hoteliers gave this suggestion. Ensuring improvement in the hotel environment was identified by 3 (16.7%) hoteliers as the second most important remedy. The third most suggested intervention assigned was improving accessibility to the hotel whilst reducing hotel tariffs to arrive at more realistic rates was stated as the fourth.

The most chosen remedy (among the lot) by both guests and hoteliers was the provision of more hotel facilities and improving hotel facilities. According to Teare and Olsen (1994), the provision of good facilities is one of the key elements of quality in any hotel experience. Atkinson (1988), Hales (1990) and Wilensky and Buttle (1988) also claim that hotel facilities among others, are regarded as some of the most important things which influence consumer's or guest's satisfaction or dissatisfaction with a hotel. Provision of hotel facilities as given by Pinder and cited in Williams and Shaw (1995),

Smith (1997) and Medlik (1994), are central in the choice of hotels as they indicate the nature and the worth of the product or service. The more facilities are made available, the more use they are put to, and the greater the satisfaction derived from their use. On the other hand, poor or lack of facilities reflects in limited access to and use of facilities and therefore generates very limited level of satisfaction amongst guests. Hodgson (1987) also suggests that high patronage could be ensured if hotels modify their products and services (including the provision and improvement of facilities) to meet the needs of their target group.

It is therefore not surprising or out of place for the majority category of both guests and hoteliers to have chosen this (provision of new and improvement of facilities) apparently as the most important of the remedies.

Tourism businesses need to remember that customers are very concerned about their satisfaction, value for money and quality (Fridgen, 1991, 178). According to Cannie and Caplin (1991) and Kotler et al (1986), tourism relies basically on the satisfaction of customers' needs and requirements. Any hospitality organization that seeks to survive in the competitive world must endeavour to embark on high profile marketing strategies to attract many guests or increase patronage. This, according to Silvestro et al (1989), could be achieved if the hospitality organizations developed their own systems of monitoring and measuring various aspects of service quality to ensure improved service delivery. To this end, it is suggested that the hotels in the study area pay much attention to ensuring the satisfaction of the requirements of their customers by delivering quality services.

CHAPTER SEVEN

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This final chapter provides a summary of the thesis, the main findings, the conclusions arrived at, and recommendations to address key issues. The chapter is divided into six sections. The first is the introduction; the second provides a synopsis of the study; the third gives the summary of the findings; the fourth states the conclusions arrived at, and the fifth catalogues suggestions to address the main concerns of the study. The sixth and final section suggests areas for further research.

Summary of the study

Hotels and facilities before the mid -1980s were virtually non-existent in Ghana. Investments in the hotel industry were very low due to low demand which, according to Akyeampong (1996), were attributable to the very low indigenous demand for the facility, poor state of hotel facilities, and to the fact that the country in general and the study area in particular did not attract any significant level of business travellers.

The industry in Ghana has however expanded rapidly since the mid-1980s resulting in the construction of various categories of hotels. There has been, according to Akyeampong (1996), a qualitative improvement in hotels especially in the Cape Coast – Elmina area since the late 1980s. There has so

far been the renovation of the three world-designated heritage sites namely, the castles of Cape Coast and Elmina and Fort St. Jago in Elmina. Furthermore, investments have been put into the development of the Kakum National Park and other attractions that have served as pull factors and have consequently helped to stimulate significant increase in tourist arrivals especially in the Cape Coast – Elmina area. As a result of the attraction of more guests into the region, it was the hope that hotel patronage would improve remarkably or significantly. The situation has, however, not been good, since patronage of the hotels is still low.

The purpose of this thesis was to examine the utilization of hotels in the Cape Coast – Elmina area. The study was specifically aimed at;

- Identifying the types or classes of hotels in the study area
- Finding out the facilities and the conditions of the various hotels in the Cape Coast – Elmina area:
- Determining the hotel preferences of guests: and finally
- Examining the most prevalent problems facing the hotels in the study area which militate against patronage and their solutions.

The study was guided by a modified version of Mayo and Jarvis's (1981) decision-making model. The model outlined issues including the factors which influence guests in the choice of hotels.

Hotel guests and hoteliers in Cape Coast and Elmina constituted the target population. Guests were selected by the multi-stage sampling procedure. The first stage involved the proportional allocation of the total sample size among the four classes of hotels based on each class's or stratum's relative

room number (i.e. the ratio of the stratum's hotel room number, to the total number of hotel rooms contributed by all four strata of hotels).

In the second stage, the simple random procedure was used to select about 50% of those hotels from each stratum or category. Then, as a third stage, the simple random technique was used to distribute questionnaires to guests in every hotel selected. Collection of completed questionnaires went on for about two months for all grades of hotels till the respective quotas were administered to those selected hotels whose guests took part in the survey.

The data gathered were numerically coded and transcribed for statistical analysis. The SPSS and the definite programmes were the software packages employed to analyse the data collected. Both qualitative and quantitative methods of data analysis were used. Simple percentage counts were used to assess or evaluate the responses given to questions which related to the objectives of the study and the trend appropriately described. The Multi Criteria Analysis (a higher statistical test) was quantitatively employed to determine and assess the relative preferences of guests for the four categories of hotels in the study area.

This section reports on answers to the research questions posed by the study.

Summary of findings

The main findings of the study may be summarized as follows:

- Four classes of hotels all totaling 36 were encountered in the Cape Coast- Elmina area during the survey period.

- The four classes were the budget, one-star, two-star and three-star hotels. It was evident from the analysis that the majority (about 65%) of the hotels were of the lowest grade i.e. the budget category. However, less than 10% of the total hotel stock was in the best category i.e. three-star grade classified generally by Akyeampong (1996) as suitable for use by international guests. The higher grade hotels had better facilities and offered better services to guests. The additional facilities offered by the higher graded hotels (the likes of three-star hotels), were telephones, refrigerators and television sets and air-conditioners in individual rooms as well as room service, among others.

The main source of spread of information on the hotels was the word of mouth by friends, peers and relations. Word of mouth as the leading source of information on choice of hotels was found to be consistent with the findings in marketing and travel literature (Murray, 1991; Rao, et al, 1992) and supported by the findings of Amaquandoh and Ofori-Bah Junior (2000) and Armoo (2000). Tourists or consumers' general dependence on word-of-mouth for information about a destination may be attributed to the reasons that it (the word of mouth) is reliable, timeless and virtually costless. The role of word of mouth in Ghana's tourism industry conforms with the theory on destination life cycle. According to the theory at the incipient stage of tourism development, the destination or facility depends on the word of mouth recommendation for the inflow of tourists and guests (Fridgen, 1992). Hence initial discoverers usually give information on the new destination to their peers, friends and relatives.

The present dependence on word of mouth recommendation as the leading information source is however considered amongst the slowest in the spread of information and inadequate to generate the expected number of tourists and guests arrivals. Sources such as the print and electronic media and the internet though considered as most effective in the spread of information were however, used by the highest grade hotels (the 3-stars) only. The other hotels, for lack of resources, could not use these sources. It would therefore be worthwhile if all hotels in the Cape Coast –Elmina area could diversify their information sources including, using the internet, the print and electronic media to publicize the hotels the more, in order to help attract more guests, especially foreign guests and therefore help boost patronage.

It was also uncovered that more foreign than domestic guests use hotel facilities in the study area. The foreigners were mainly Europeans and Americans who have colonial and cultural links with the people of the towns. It was gathered that the foreign guests mainly used the higher grade hotels whilst the domestic guests patronized the lower graded types. It was also established that domestic guests only sparingly used the hotels for the purposes not other than their itinerant official duties – attending seminars, conferences, workshops etc. The situation is explained by the fact that domestic tourism in Ghana in general and the study area in particular according to Akyeampong (1996), is at the infantile stage of development. Ghanaians, according to Adejuwon (1986), Migot-Adholla et al (1982) and Peake (1986) are not leisure-minded. According to Teye (1988), the people only sparingly use hotels because hotels are considered, by the indigenes as places people hide to engage in promiscuous activities. In the view of Smith

(1999), financial constraints among others, limit the use of hotels by the indigenes. It also came to light that the highest grade hotels in Cape Coast and Elmina considered of international standards were only 3 (with very limited number of rooms). This implies that the study area could accommodate a very limited number of international and group guests (who are the main users of hotels).

The performance of most hotels, more particularly, the lower grade, were found to be unsatisfactory. In other words, hotels in the study area did not generally satisfy or meet the requirements of most guests. Hotels were confronted with poor or inadequate hotel facilities, poor accessibility and poor services delivery among others.

The study also investigated the hotel preferences of guests revealing the extent or degree to which various factors influenced guests in the choice of their hotels. The Multi Criteria Analysis (a higher statistical test) was employed. It revealed the hotel preferences of guests on the basis of individual factors as well on consideration of the factors as a collective. The analysis indicated that the three-star hotels and two star-hotels were the least and the most preferred respectively when accessibility was considered as the basis of choice. As the preference level for the three-stars hotels was 0.44, that for two-stars was as high as 0.83. It came to light that though both the two-star and the three-star hotels in the study area were located in serene environments, the three-star types were located more remotely from the town centers of Cape Coast and Elmina. It also came to light that the guests preference for higher grade hotels decreased as the hotel charges or rates increased and vice versa. This according to Baumol and Blinder (1985) and Stanlake (1971) is in

consonance with the basic law of demand and supply. For normal goods, the law states that all things being equal, customers would demand more if the price is low but would demand less if the price is high. In an attempt to maximize their returns or satisfaction at the least cost, most guests acting rationally may opt for lower grade hotels which charge less instead of higher grade ones as the charges for higher grade ones rise over and above certain levels. The preference level indicators for the hotels on the basis of the hotel rates or tariffs showed 0.58, 0.64, 0.67 and 0.68 for the three-star, two-star, one-star and budget respectively.

It was further revealed that the three-star hotels were the most preferred followed by two-star, one-star and the budget as the least considering either hotel comfort, serenity of hotel environment, hotel staff hospitality or hotel service quality as the basis of choice. These revelations confirm what the literature says. It is generally believed and known that the higher grade hotels are more hospitable, provide more adequate and better facilities, are located in more serene environments and offer better quality service to guests.

It was also revealed that guests would patronise hotels which have good facilities, are moderately priced, in good locations and offer good quality services.

The M.C.A findings also confirmed the revelations of guests which indicated that poor facilities, poor location or accessibility and poor service delivery were the three most pressing problems which confronted hotels in the Cape Coast Elmina area. These findings are similar to those made by UCC – CEDECOM – UMES (1999) on the study of Service Quality of Hotels in the

Central Region of Ghana. The study indicated that most hotels (more especially the lower graded which are in the majority) in the two towns, are located in noisy, densely populated or in sordid-looking environments. A good number of these hotels (especially the lower graded ones) also lacked enough facilities, or where the facilities were available, were in poor condition. Such hotels delivered poor quality or sub-standard services. It was further revealed that the lower grade hotels were confronted with more pressing problems than the higher grade ones. That is to say that the lower the grade of hotel the more critical were the problems and vice versa. This implies that the budget hotels faced the most critical problems and the three-star types, the least.

The study also revealed that hotels in the towns of Cape Coast and Elmina performed below the expectations of guests. This indication was given by majority, of guests (about 70%). The results show that the expectation of guests outweighed their (guests') experiences. This means that there is a gap between what is demanded by guests and that which is supplied by hoteliers for which answers are demanded. This indicates that hotel standards are not good and therefore require improvement. The inability of the hotels to perform to match the satisfaction of guests when considered along the views of Lewis and Booms (1984), Levitt (1984), Eiglier and Langeard (1987), Berry et al (1991) and Bejou et al (1996), indicates and confirms that the hotels in Cape Coast and Elmina are sub-standard and are unable to deliver quality services.

Conclusions

Hotels in Cape Coast and Elmina have the potential of attracting greater number of guests (international and domestic as well). The International guests are Europeans and Americans who have colonial links with Ghana as a whole, and the people of Cape Coast and Elmina in particular (being arguably, the first group of people in Ghana to have had contact with the whites). The two towns also have a greater potential of attracting more guests in view of the tremendous increase in the number of visitors the castles of Cape Coast and Elmina have experienced over the years. From a low figure of about fifteen thousand tourists in 1990, it increased tremendously to about to seventy thousand by 1997. The number was however projected to be about a hundred thousand by the year 2000 (Ghana Museums and Monuments Board, 1998). Located in the Central Region, not too far away from the towns of Cape Coast and Elmina, is the Kakum National Park (with a canopy walkway), the second of its kind in Africa and considered as a world heritage piece. The Kakum National Park therefore attracts a very large number of tourists from various places worldwide, throughout the year. With this large volume of traffic of tourists (potential hotel guests) into the region, and indeed into the two towns, it is expected that the hotels would register very high patronage levels, all things being equal.

However, patronage of hotels in the two towns is still very low. This thesis has shown that a number of factors may be responsible for this situation.

It is an established fact that hotels in the study area are limited, both in numbers and quality. With only three higher grade hotels (considered suitable for use by international guests) out of a total of about thirty-six, the area can

only accommodate a limited number of guests (foreigners and group tourists especially). Most hotels in the study area are the low class types which do not satisfy the requirements of guests. This indication comes from the majority of guests. Most hotels in the Cape Coast and Elmina area may therefore lose some guests to other competing towns such as Takoradi, Accra and Kumasi which have a lot more of higher graded or better standard hotels, and which can conveniently accommodate more international and group tourists.

For Cape Coast and Elmina (regarded as the hub of tourism development) to remain so and sustain tourism development in the region, more suitable and standard hotels (the likes of three-star hotels) must be provided to meet the requirements of all guests and thereby help boost patronage. The study area is therefore expected to provide or construct higher grade hotels and upgrade some of the existing low grade ones as well if patronage is to increase or improve.

In addition, most hotels in Cape Coast and Elmina by their sub-standard nature are confronted mainly with the three fundamental problems namely poor location or poor accessibility, poor facilities and poor service delivery, all of which influence patronage negatively. These conditions or situations of the hotels are worse for the lower grade hotels. To address these problems and attract more guests, hotels in Cape Coast and Elmina need to provide adequate facilities to meet the needs of guests.

In the case of already established hotels, improvement in accessibility or location could be achieved if access roads to hotels are made more motorable through rehabilitation and repair. It is also essential to keep hotel environment clean and serene by periodically cleaning the surroundings of the

hotels. Newly constructed hotels should, however, be sited in more serene environments, and in areas not too far away from town centres. Those however, sited far from town centres, should be provided with efficient and reliable transportation facility. Also, hotels in Cape Coast and Elmina need to be encouraged to improve upon their service delivery quality. This is because guests continually assess the overall hotel product or service delivery through the evaluation of the level of satisfaction derived during or at the end of the costumers' stay in the hotels of choice.

Information provision and search have obvious implications for popularizing and developing a destination or a facility such as a hotel. To ensure increase in the patronage of the hotels requires the use of effective communications and publicity channels and media. The present dependence on 'word of mouth' recommendation as the main source of information is regarded inadequate to generate the expected high level of patronage by guests. This is because 'word of mouth' recommendation is regarded as very slow in the spread of information and therefore very limited in the area of coverage. It would be very desirable for the hotels in the two towns to use and diversify their sources of spread to include the use of the well-developed print and electronic media which has a high area of coverage.

It could also be concluded from the thesis that low hotel patronage in the study area may also be attributed in part to the low level of use of hotels by the indigenes. The local people only sparingly, use the hotels because domestic tourism in Ghana generally, and in the study area is in the infantile stage of development. Domestic guests normally use hotels for itinerant business purposes – that is for seminars, workshops, conferences, etc. Hotel

patronage could improve tremendously or significantly if the local people are encouraged to use hotels for other purposes such as for leisure, visiting friends and relations, attending gatherings such as funerals, weddings cultural and festivals.

There can be no tourism according to Fridgen (1991) without the development of appropriate hotels. The Central Region of Ghana and tourism in Cape Coast –Elmina in particular, have the potential to develop further if the area could have more standard hotels which would help the area enjoy high levels of patronage by guests and thereby provide good and enough returns or profits for re-investment in the same and other businesses.

Recommendations

Upon examination and analysis of the findings of the study and their implications for the Central Region's hotel and tourism development, the following suggestions are given to help address the low hotel patronage in the Cape Coast – Elmina area.

It is suggested that more hotels and rooms are put up by hoteliers or investors to help address the problem of inadequate hotels and rooms in the study area. Though, more hotels of all categories are needed in order to cater for various kinds of guests, the study indicated that the higher category ones are more preferable.

The issue of construction of hotels requires high level of capital. In view of this, government policies should ensure that investors/hoteliers have easy access to credit and at reasonable interest rate from the banks (if possible certain special banks) and other sources. Financial incentives such as tax

exemptions, tariff reduction and duty-free entry of approved construction materials should be introduced by the government through an Act of Parliament to motivate hoteliers and other investors to develop the industry. A hotel encouragement Act in Bahamas for example, allowed duty-free entry of certain construction materials such as furniture and fixtures, to make construction cheaper and the business more lucrative (Bahamas Ministry of Tourism, 1997).

A number of ways of financing the construction of hotels are suggested.

The government should set up a hotel reconstruction fund (also through an Act of Parliament) to be administered by a group of experts from the Ministry of Tourism and Ghana Tourist Board as one of the other sources of financing construction of hotels and from which hoteliers or investors could source for loans for their capital investment. The District Assemblies of Cape Coast – Elmina should also set aside part of their respective common funds for that purpose. Local investors or hoteliers should also collaborate and pull resources (finances) together to put up standard hotels with requisite facilities which can deliver high quality service or meet international standards. In addition, local investors and or hoteliers could team up with reliable foreign counterparts (investors) who have greater financial leverage to finance their projects (infrastructure development). These are all attempts at benefiting from the use of the principles of economies of scale. However agreements arrived at in such situations should be transparent, non-exploitative and mutually beneficial to all the parties involved.

To ensure that the Cape Coast – Elmina area possesses the requisite number of higher grade (standards) hotels, other strategies are suggested. These include the upgrading of some of the existing lower-graded hotels. Those hotels should first be expanded. Secondly, the issue of poor facilities, poor location or accessibility or environment and poor service delivery which confront most hotels (especially the lower grades) in the study area be addressed. Hotels should invest to acquire more facilities such as internet facilities, I.D.D, telephone, air conditioners, televisions, and refrigerators in individual rooms. These are facilities which are required to help ensure the comfort of guests. The more facilities are available, the greater the level of comfort and satisfaction derived by guests from the use of those facilities.

Hotels should also ensure clean and more serene hotel environment through periodic clean-up exercises by the management and staff. The accessibility to most of the hotels was found to be poor. Most streets to these hotels had a lot of potholes, or were rough in condition. Hoteliers should therefore take the necessary steps to improve upon the roads themselves or seek the assistance of the District Assembly or Urban Roads to rehabilitate those roads and make them more motorable. In cases where hotels are located too far away from town, thereby making accessibility difficult, it is recommended that those hotels acquire their own transport facilities, or arrange with private transport firms to offer services along those routes to improve the situation.

The employment of highly qualified and motivated staff all things being equal, would ensure improved service delivery by the hotels. The GTB and Hoteliers association should assist and guide the hotels to recruit and

employ qualified and well-trained staff from the various vocational institutes, polytechnics, technical schools, as well seek the services of professionals from the Hotel Catering and Tourism Training Centre (HOTCATT) in order to deliver quality services. According to Witt (1982), Kotler (1986), Hodgson (1987) and Olsen (1996), hotels which offer quality services to satisfy the needs of their guests (customers) enjoy greater patronage. On the other hand, those whose services are found to be unsatisfactory suffer from very low patronage. To attract and retain qualified people in the industry, hoteliers are advised to pay their workers very well to boost staff morale and as a consequence help ensure that standards are maintained or improved upon. Regulatory institutions and associations such as the Ghana Tourists Board and the Hoteliers Association, have a duty to ensure that the hotels operate to meet requisite standards set. This could be achieved through periodic checks to enforce the rules and regulations governing their operations. With the assistance of the Ghana National Fire Service, periodic inspections in the hotels could help ensure the safety of the hotels. Personnel of the service could help train the hotels on the appropriate use of fire extinguishers as well as advice on the need to keep functional extinguishers at all times. The Town and Country Planning Department should also help in the location and construction of appropriate hotel structures at the right sites. These regulatory institutions should ensure that the hotels provide the right type of facilities, ensure hotel environmental cleanliness and serenity, as well as deliver quality service which is commensurate with the standards of the hotels concerned. Those hotels which fail to meet the standards should face sanctions such as suspensions from the GTB or in extreme cases could have their licenses

withdrawn. Hotel standards should also be improved upon through the conduction of periodic renovations to match the standards of those in the United States of America which according to Rushmore (1992) renovated their premises and were kept in business for a very long time (ninety years and even more), as they continued to appeal to guests over those periods.

It is also recommended that the hotels individually carry out needs assessment to help bring about improvement in hotel standards and therefore help achieve upgrading. Needs assessment in the view of Levitt (1981), Kotler et al (1986), Eiglier and Langeard (1987), Lewis and Boom (1994), Berry et al (1995), Witt et al (1995) and Bejou et al (1996) is an important tool required to ensure the delivery of high quality service in the hospitality industry. Needs assessment of the hotels should be done through various means. One of the most convenient methods is the use of questionnaires to elicit service delivery information on the hotel from guests. The questionnaires should however be concise, appropriate and easy to fill to ensure that as many guests as possible are enticed to respond. Hotels need to encourage guests to fill the instruments as well as find mechanisms to collect the instruments back for analysis. The hotels in the study area should come up with their respective individual quality control mechanisms as have been developed by many organizations which according to Silvestro et al (1989), could help monitor and measure various aspects of service quality in order to achieve better service delivery.

It is recommended also that attention be given to marketing and promotion. Hotels are recommended to use the appropriate and effective means of promotion and advertisement to entice and attract more guests.

Murray (1991), Rao et al (1992) among other marketing literature and supported by Arnou (2000), Amaquandoh and Ofori-bah (2000) indicate that word of mouth is the most common means of promotion of a tourism destination or facility such as hotel. The word of mouth is however considered to have a low area of coverage. Another reason why word of mouth is inappropriate for marketing and promotion is fact that it thrives on positive image of the facility. This demands that attention is paid to service quality which unfortunately, is considered unsatisfactory for most hotels in the study area. It is suggested that more effective and reliable alternative means of promotion and marketing such as the use of the print and electronic media, the internet are used as efforts are made by the hotels with the assistance of GTB and Hoteliers Association to improve upon service quality through various means.

It is advised that more hotels use the print and electronic media and the Internet which are which are regarded as the best means of marketing and promotion. Smaller hotels can collaborate to use commonly or collectively owned electronic media due to their high costs of these facilities. Also, smaller hotels which cannot operate websites should apply to access those of the Ghana Tourist Board or the Ghana Tourism website. Hoteliers are also advised to provide information on their mission, vision and brand products to adequately inform potential users. Hoteliers are from the foregoing, generally advised to diversify their means of marketing and promotion to reach out to more potential guests, and also to attract the right types or (groups) of guests. Among the international community for instance the focus of the promotion is

supposed to be directed at Europeans and Americans who constituted about 75% of foreign users of the hotels of Cape Coast and Elmina.

It is also recommended that domestic tourism promotion in the study area be vigorously pursued through the adoption of various strategies. Domestic tourism in the developed countries is said to contribute many (about nine) times as much income as what international tourism delivers. Various strategies could be adopted in Ghana generally, and in the two towns to maximize returns and promote the domestic tourism industry. Attractive trip packages should be organized by institutions, departments, tour operators and agencies as well as organizations such as churches, social clubs, family groups etc. at reasonable costs to entice more indigenous people to undertake leisure trips and make use of the hotels. These should include applying the differential pricing policy which will make local tourists pay less for the same goods or services used by foreigners. GTB as a regulatory institution should ensure that apart from hotels charging realistic tariffs, charges are quoted in the local currencies (cedis and not in dollars) as in some known cases. This is to prevent scare amongst prospective guests. It is further suggested that the GTB, Tour Operators and Agencies, local government, agencies and Hoteliers intensify their educational campaign to help bridge the industry-community divide and therefore improve the perceptions of the people about the hotels. Ghanaians in general, and guests in particular should be encouraged to develop the interest to take their annual leave, have leisure and fun etc in secluded places such as hotels. There is also the need to inculcate into the people the idea that hotels are substitutes for homes and not places for promiscuity, a general notion of the population as highlighted by Teye (1982)

and Akyeampong (1996). This crusade of working on the psychology of the people should be the responsibility of all stakeholders of tourism development-GTB , Tour Operators and Agencies, Hoteliers, hotel staff, other organizations, and government administration (local and central), as well as individuals interested in the industry.

Domestic tourism is not well developed also because the indigenes, according to Adejuwon (1982), Migot-Adholla (1982), Peake (1988), Akyeampong (1996) and Smith et al (1999) are not leisure-minded and also lack the means to undertake such tours. Periodic and appropriate education is therefore required to change peoples' perceptions to see the need to willingly undertake such trips. The indigenes should also be advised to save money bit by bit over a period to undertake such trips. This crusade should be championed by the GTB, Tour operators and agencies, Hoteliers Association and other identifiable social groups and clubs, etc.

It is also suggested that the change in the perceptions of the local people on the hotels generally could be effected through constant community – industry interaction. This would eventually help bridge the community-industry divide. In this regard, the local people should be encouraged to organize community-based activities periodically in the hotels free of charge. This will help them (the indigenes) familiarize themselves better with the hotels, thereby helping to remove any misconceptions the people may have for the hotels. These concerns should all culminate in the more frequent use or patronage of the hotels in the Cape Coast – Elmina area and consequently ensure tourism development in the Central Region as a whole.

Suggestions for further research

The study has shown that a number of factors may account for the low utilization of hotels in Cape Coast and Elmina.

To unravel the problem of low utilization of hotels in the Central Region, it is suggested that the research be replicated for hotels in the semi-urban and rural communities also to:

- Have other results to compare
- Have a total or holistic picture of the state of the art (the industry) in the region as a whole.

The study also suggested the development of higher grade hotels in the Cape Coast – Elmina area as a way of addressing the problem of low utilization of hotels in the two towns.

A study could therefore be conducted into the prospects and constraints which may be associated with the development of higher grade hotels in Cape Coast and Elmina. The study may address issues such as land availability, land tenure arrangements, capital availability as well as costs, etc.

REFERENCES

- Adejuwon, F.J. (1986). Trends of Tourist Demand in Africa. In Tourist Review 41(i) 20 – 24
- Akyeampong, O.A. (1996). Tourism and Regional Development in Sub-Saharan Africa: A Case Study of Ghana's Central Region. Department of Human Geography. University of Stockholm, Stockholm.
- Amaquandoh, E. and E. Ofori-Bah Jnr. (2000). "Information Sourcing and Utilization by International Visitors to Ghana: A Study in Information Search in Tourism." In Bulletin of Ghana Geographical Association, No 22.
- Archer, B. (1978). The Impact of Domestic Tourism as a Developing Factor.' In Annals of Tourism Research. Vol. 5 (1), pg 126- 141
- Armoo, A. K. (2000). Service Quality in Ghana's Tourism and Hospitality Industry: A comparative study of the Perceptions of Hotel Guests and Service Providers in the Central Region. Department of Geography and Tourism, University of Cape Coast, Cape Coast.
Arnold Publishers.
- Atkinson, A. (1988) Answering the External Question, What Does the Consumer want? Cornell Hotel and Restaurant Administration Quarterly, Vol.9 No. 2. pp 12 – 14.
- Baumol, W. J. and A.S. Blinder (1985). Economics, Principles and Policy. (3rd edition). London: Harcourt Brace Jovanovich Publishing.

- Bejou, D. Edvardson, B. and J.P. Rokowski, (1996) "A Critical Approach to Examining the Effects of Service Failures in Customer Relationship: A case of Swedish and US airlines." In Journal of Travel Research, (Spring).
- Berry, L., Zeithaml, V. and A. Parasuraman (1991) "Quality Counts in Service Too." In Business Horizons Vol. 28 (May/June) pp. 44-52
- Boniface, B.G. and C. Cooper (1994). The Geography of Travel and Tourism (2nd edition). Butterworth-Heinemann Ltd. Great Britain.
- Burton, R. (1995). Travel Geography. London: Pitmann Publishing.
- Buttle, F. (1986). Hotel and Food Service Marketing, Eastbourne: Holt, Reinhart and Winston.
- Buzzell R.D. and B.T. Gale (1987). The P.T.M.S Principles: "Linking Strategy, to Performance." In The Free Press, New York.
- Camison, C (1996). Total Quality Management in Hospitality: An application of the I.F.Q.M Medel. In Hotel Tourism Management. Vol. 17, pp. 191-203.
- Camm, J.C.R and P.G. Irwin (1979). Space, People, Place: Economic and Settlement Geography. Melbourne: Longman Cheshire.
- Cannie, J.K and D. Caplin (1991). Keeping Customers for Life. London: AMACOM.
- Chacko, H.E. (1998). Designing a seamless Hotel Organization". In International Journal of Contemporary Hospitality Management, Vol. 10, No. 4, (pp. 133-138).
- Collier, D A. (1994). A Service process quality map for Credit Card and processing. In Decision Services, Vol. 22, pp. 406-420.

- Cooper, C, Fletcher J. Gilbert, D, and S. Wanhill (1993). Tourism Principles and Practices. London: Pitmans Publishing Ltd.
- Crosby, P.B (1980). "Quality is free." In The Art of Making Quality Certain. New York: New American Library.
- Davidson, R (1993). Tourism (2nd ed). London: Pitman Publishing.
- Dosewell R, and P.R. Gamble (1979). Marketing and Planning Hotels and Tourism Projects. London: Hutchinson.
- Eiglier, P. and E. Langeard (1987). Servuction: le Marketing des Services, New York: McGraw Hill.
- Elmina–Profile (April 2002). Executive Summary Report. Elmina Cultural Heritage and Management Programme (ECHMP).
- Engell, J.F., Kolat, D. and R.D. Blackwell (1973). Customers Behaviour. New York: Reinehart and Winston. pp. 376-379.
- Fellmann, J. Getis, A. and J. Getis (1990). Human Geography; Landscape of Human Activities. New York: Indianapolis.
- Fridgen, J.D (1991). Dimensions of Tourism. Library of Congress, U.S.A.
- Ghana Museums and Monuments Board (2003). Castle Visitation Statistics. Ghana Museums Monuments Board.
- Ghana Population Census (1984). Official Census Report. Ghana Statistical Services.
- Ghana Tourist Board (1992). Statistical Bulletin on the Industry. Ghana Tourist Board.
- Ghana Tourist Board (2003). Statistical Bulletin on Performance of the Tourism Industry. Ghana Tourist Board.

- Gillet, J. (1988). Rural and Urban Geography. London: Harlow Essex Longman Publishers.
- Gummesson, E. (1992). Quality Management in Service Organizations. New York: SQA.
- Hall, J. (1990). Quality Assurance in Hospitality Industry. London:
- Hannigan, J.A. (1980). Recreation Cancelled: Customer Complaints in the Tourism Industry. In Annals of Travel Research. Vol. VII, No 3 pp. 366-384.
- Hodgson A. (ed.) (1987). The Travel and Tourism Industry: Strategies for the Future. England: Pergamon Publishing Press.
- Holloway, J.C (1994). The Business of Tourism. London: Harlow Essex.
- Howard, J. and J.N. Sheth, (1969). The Theory of Buyer and Buyer Behaviour. New York: John Wiley, p. 142.
- <http://www.mapsofworld.com/ghana/ghana-political-map.html> (July 2004)
- Hutchins, D. (1990). In Pursuit of Quality: Participation Techniques for Quality Improvement. London: Pitmans Publications.
- Institute of Sales and Marketing Management (I. S M. M), London.
- Institution of Sales and Marketing Management (1986). Hotel Survey.
- Integrated National Tourism Development Plan (1996-2010). Integrated National Tourism Development Plan. USAID – National Development Planning Commission, Ghana- Ministry of Tourism (Ghana).
- ISSER (1993). The State of the Ghanaian Economy. University Press, University of Ghana, Legon.
- Jarsen-Verberke, M. (1988). Leisure, Recreation and Tourism in Inner Cities: Explorative Studies. Katolilieke Universiteit, Nymegen.

- Jerome J.V. and K.V. Gary (1995). Hotels: Check-In-Check-out. Washington: W.M.C Brow Publishers.
- Jones P. (1988). "Quality Capacity and Productivity in Service firms." In International Journal of Hospitality Management, Vol. 7, no 2 pp. 104 – 12.
- Juran, J. M. (1974). The Quality Control Handbook. (3rd ed). New York: McGraw-Hill.
- King, R. 'Italy: 'Multi-Faceted Tourism' In Williams, A. M. and G. Shaw (Eds.) (1995). Tourism and Economic Development: Western European Experiences. New York: John Willey and Sons.
- Knowles, T. (1994). Hospitality Management: An Introduction. London: Pitman Publishing.
- Knutson, B.J. (1988). "Hotel services and room amenities in the economy, mid-price and Luxury segments: What do travelers expect?" In Hospitality Education and Research Journal, Vol. 12; no.12, pp. 259–64.
- Kotler, P., Bowen, I. and S. Maken (1986). Marketing for Hospitality and Tourism. U.K: Prentice International.
- Levitt, T. (1981). "Marketing Intangible products and product intangibles". In Harvard Business Review, (May / June); pp 31–44.
- Lewis, J, and F.M. Williams, In Williams A.M. and G. Shaw (Eds.) (1995): "Portugal: Market Segregation and Regional Specialization." In Tourism and Economic Development – Western European Experiences. New York: John Willey and Sons.

- Lewis, R. and B. Booms (1984). "The Marketing aspect of services quality" In Proceedings of the A.M.A: Emerging Perspective on Service Marketing. American: Chicago. Marketing Association, pp 99–104.
- Lockwood et al In Teare R. and M. Olsen (Eds.) (1994). "Developing and Maintaining Strategy for Service Quality." In International Hospitality Strategy in Practice. New York: John Wiley and sons Inc.
- Lundberg, D.E, Krishrinamoorthy, M., and M.H. Stavenga (1995), Tourism Economics, New York: John Wiley and Sons.
- Lundgren, J. (1973). Tourist Impact Island Entrepreneurship in the Carribean. Paper presented to the conference of Latin America Geographers.
- Mathieson A. and G. Wall (1982). Tourism: Economic, Physical and Social Impacts. London: Longman.
- Mayo, E. J. (1974). "A Model of Motel Choice." In Cornell Hotel Restaurant Administration Quarterly, 15. (3) 55 – 64.
- Mayo, E.J. and L.P. Jarvis (1981). Psychology of Leisure and Travel: Effective Marketing and Selling. C.B.I. Publishing Company Inc.
- Mc Neal, J.U. (1977). "The Concept of Consumer 'Satisfaction'". In Management Bibliographies and Reviews, Vol. 3. pp. 231-240.
- Medlik, S. (1994). The Business of Hotels. (3rd, edition), Oxford: Butterworth-Heinemann Limited.
- Middleton, V.T.C. (1998). Sustainable Tourism: A Marketing Perspective. Oxford: Butterworth Heinemann.

- Migot-Adholla, S. E., Mkangi K. G.C., and J. Mbindyo (1982). "Study of Tourism in Kenya with Emphasis on the attitude of Residents of Kenya Coast." In I.D.S Consultancy Report, No.7. Nairobi: University of Nairobi, Nairobi.
- Milwaukee, ASQC Quality Press.
- Ministry of Tourism (1996). Statistical Bulletin on the state of the industry. Ministry of Tourism.
- Murray, K. M. (1991). "A Test of Services Marketing Theory: Consumer Information Acquisition Activities." In Journal of Marketing, 55 (Jan.), 10 -25
- Nayeem, Q. (1997). "Ghana: Investment Gateway to West Africa." In International Times. July, 1996 edition. New York.
- Nightingale, M. (1983). Determination and Control of Quality Standards in Hospitality Services, Department of Management Studies for Tourism and Hotel industries, University of Surrey
- Oberoi, V. and C.P. Hales (1990). "Assessing the quality of conference service product: Towards an empirical based model." In Service Industries Journal, Vol 7, No. 4 pp. 700-21
- Olsen, M. D. (1996). Service Quality In Hospitality Organisation. U.K.: Cassell Oxford.
- Peake, R.E. (1988). "Tourism and Swahili Identity in Malindi Old Town." In Kenya Coast Conference Page on Anthrophogy of Tourism, Isoebel College, April 22-23.
- Pearce, D. (1987). Tourism Today: A Geographical Analysis. London: Harlow Essex.

- Pearce, D. (1989). The Tourist Development. London: Harlow Essex.
- Phillips, D. (1978). Health, and Health Care in the Third World. London: Pitman Publishing.
- Pinder, D. "In Williams A.M. and Shaw G. (Eds.) (1995). "The Netherlands: Tourist Development in Crowdy Society." In Tourism and Economic Development- Western European Experiences. (2nd ed). London: John Wiley & Sons Inc.
- Pred, R. A. (1972). "Behaviour and Location." In deSouza (1990) Geography of Developing Economy, New York: Macmillan Publishers.
- Rao, S.R. Thomas, E.G. and R. G. Javalgi (1992). "Activity Preference and Trip Planning Behaviour of the USA Outbound Pleasure Travel Market." In Journal of Travel Research, 30 (3), 3 – 12.
- Rushmore, S. (1992). "The concept of Dynamic high Cycles of Hotels." In Cornel Hotel and Restaurant Administration Quarterly, (October).
- Saaty, T.L. (1977). "A Scaling Method for Priorities in Hierarchical Structure." In Journal of Mathematical Psychology 15 (June) pp. 234 – 81.
- Samuelson, D.A. and W.D. Nordhaus (1992). Micro-Economics (4th edition) London: McGraw-Hill Inc.
- Silvestro, R., Johnston, K, Fitzgerald, L and C.Voss (1989). "Quality Measurement in Service Industries." In International Journal of Service Industry Management. Vol. 9, No 2 pp. 54-66.
- Simons, P. In de Souza A. R (1990). Geography of Developing Economy. New York: Macmillan Publishers.

- Slater, E.M. In Lundberg, D.E, Krishrinamoorthy, M., and M.H. Stavenga (1995), Tourism Economics, New York: John Wiley and Sons.
- Small, J. and M. Witherick (1992). A Modern Dictionary of Geography. London: Arnold Publishers.
- Smith, G., Umpleby, J. and A.K. Armoo (1999). 'The Year 2000 Computer Crisis: How the Tourism Industry will be Affected and How it can Help.' School of Business and Public Management Working Paper Series, No. 99-71, September. Washington, DC: GWD, Dept. of International Business.
- Smith, L.J. (1997). Human Geography - A Welfare Approach. London:
- Stanlake, G. F (1971). Introductory Economics (2nd edition). London: Longman Group Limited.
- Teye, V. B. (1988) "Coup d'etat and African Tourism: A study of Ghana." In Annals of Tourism Research, Vol.15 No, 3 pp. 329-357.
- The Bahamas Ministry of Tourism (1977). Official Bulletin on the Tourism Industry. Ministry of Tourism, Bahamas.
- TODSCER (1984:29). In Akyeampong O.A (1996). Tourism and Regional Development in Sub-Saharan Africa: A case of Ghana's Central Region: Department of Human Geography, University of Stockholm, Stockholm.
- Trigg. P. (1995). (Ed.). Leisure and Tourism. Oxford: Butterworth-Heinemann Limited.

- UCC-CEDECOM-UMES (1999). An assessment of Hotels in the Central Region of Ghana. (In Press) - Collaborative research executed jointly by the Department of Geography of the University of Cape Coast (UCC), Central Region Development Commission (CEDECOM) and the University of Maryland Eastern Shore, U. S. A.
- van Vorden , F. W. (1981). The Preservation of Monuments and Historic Towns in Netherlands. In Town Planning Review. Vol. 52, pp. 433-53.
- Ward, J. (1991). Tourism in Action. London: Stanley Thornes Publishers Limited.
- Ward, J. Higson, P. and W. Campbell (1994). Advanced Leisure and Tourism, (2nd edition). London: Stanley Thornes Publishers Limited.
- Whysall, P. T. (1982). Urban Conservation in the Netherlands. Ekistics, Vol. 49 pp. 342-7.
- Wilensky, S. and F. Buttle (1988). "A Multivariate Analysis of Hotel benefits, bundles and choice trade offs." In International Journal of Hospitality Management, Vol. 7, No. 1 pp 29-41
- Williams, A. M. and G. Shaw (eds.) (1995). "The Netherlands: Tourist Development in Crowdy Society." In Tourism and Economic Development – Western European Experiences. (2nd ed). London: John Wiley and Sons Inc.
- Witt, S. F, Brooke M. Z. and P.J. Buckley (1995). The Management of International Tourism, (2nd ed.). New York: Routledge.
- Witt, S. F. and L. Moutinho (1989). Tourism Marketing and Management Handbook. New Jersey: Prentice Hall.

Zeithaml, V.A., Berry, L. L. and A. Parasuraman (1988). "Communication and Control process in the Delivery of Service Quality." In Journal of Marketing, Vol. 52 (April) pp. 35-48.

APPENDICES



Plate 1: A typical low grade hotel (arrowed) in a densely populated environment in Cape Coast.

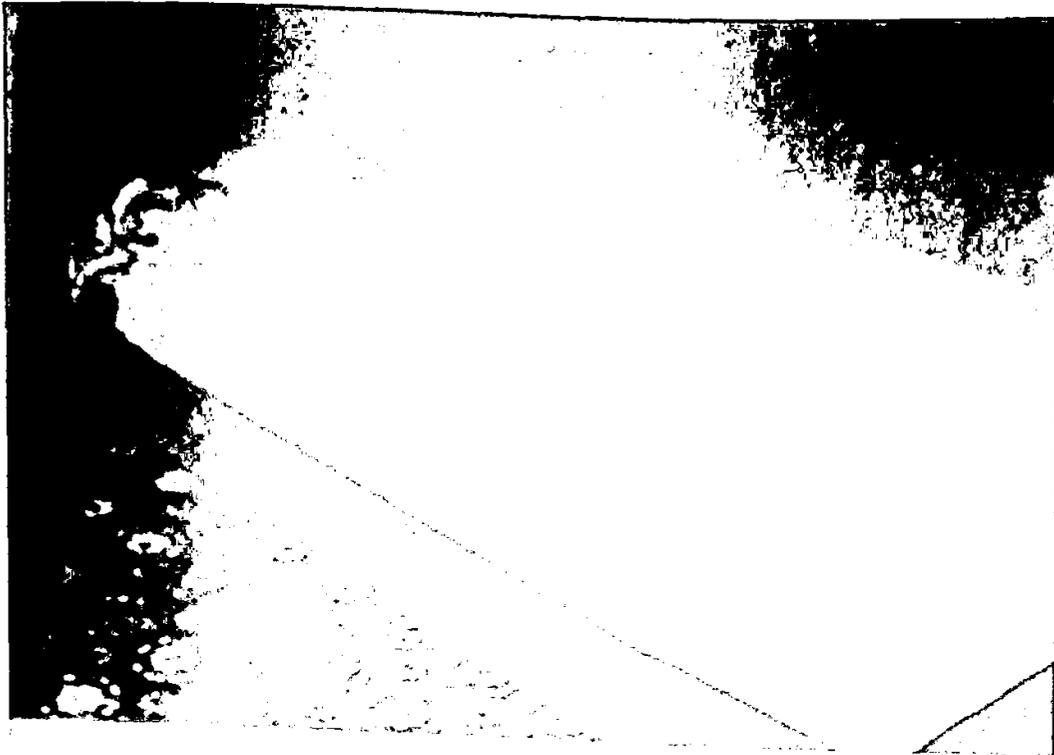


Plate 2: The interior of a typical low grade hotel.

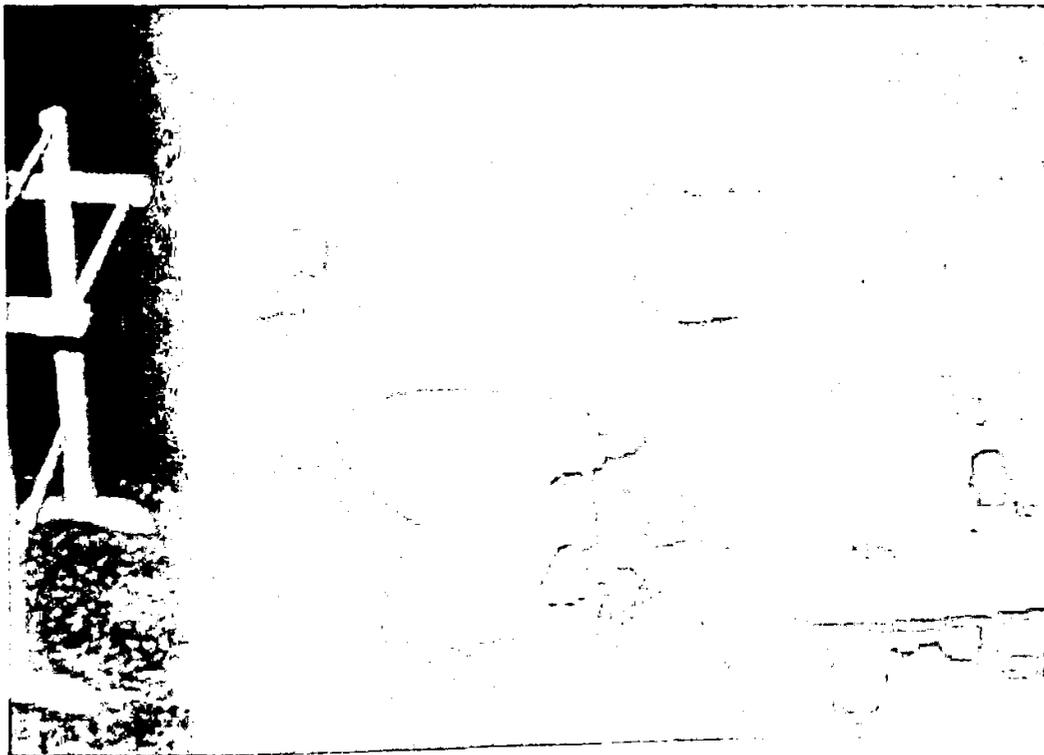


Plate 3: Picture shows the toilet of a low class hotel in Cape Coast.

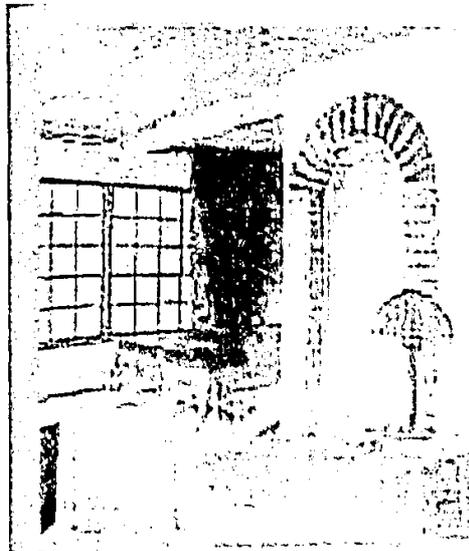


Plate 4: Scenes from one of the descent hotels in the region.

UNIVERSITY OF CAPE COAST
DEPARTMENT OF SOCIAL SCIENCES
UNIVERSITY POST OFFICE
CAPE COAST KENYA

Dear Sir/Madam,

TO WHOM IT MAY CONCERN

The holder of this letter... Mr. Ato. Asawan is a(an) Master of
Philosophy student of... the above mentioned ..
Department in the University of Cape Coast, Faculty of
Social Sciences. He is required to carry out a research study on topic in The Hotel Industry.
The research topic of this student is:

THE UTILIZATION OF HOTEL FACILITIES IN THE CENTRAL REGION.....
.....
.....

I shall be very grateful if you will offer him any facilities and help at your disposal by way of giving him/her access to any information you think will be useful to his/her work.

By this letter we have authorised the holder to approach you with assurance that you will help in anyway you can.

Thank you very much.

Yours faithfully,


Prof. K. Awusabo-Asare
Head

**THE UTILIZATION OF HOTEL FACILITIES IN THE CENTRAL
REGION**

GUEST INTERVIEW SCHEDULE

Dear Sir/Madam,

This interview schedule is part of a survey being conducted in connection with Master of Philosophy thesis work on the above topic by the researcher at the Department of Geography and Tourism.

Every information given would be accorded the strictest confidentiality it deserves. The researcher would thus be very grateful if you could take part.

I thank you for your co-operation.

ATO ANAMAN

MODULE A :	HOTEL PATRONAGE
MODULE B :	HOTEL CHARACTERISTICS AND FACILITIES
MODULE C :	TOURISTS' PERCEPTION
MODULE D :	SOCIO-ECONOMIC ISSUES
MODULE E :	DEMOGRAPHIC CHARACTERISTICS

Hotel: Interviewee's name:

Location: Nationality: -

Date:

MODULE A: HOTEL PATRONAGE

1. Is this your first visit to this hotel? 1. Yes 2. No.
2. If ever visited before, how do you find the hotel's present condition?
 1. Better than before
 2. The same
 3. Worse than before
 4. Others (specify)
3. What (has) influenced your repeat visit to this hotel presently if visited before?

.....
.....

4. How long are you going to stay in this hotel?
 1. 1 night
 2. 2 – 3 nights
 3. 5 nights
 4. 6 – 7 nights
 5. 8 – 9 nights
 6. 10 nights and more
5. Would you like to stay long in this hotel if you are to prolong your stay in the Central Region?
 1. Yes
 2. No.

6. If Yes, why so (mainly)?
 1. Serene environment
 2. Moderate rate(s)/prices
 3. Good Service quality
 4. Possession of essential/good facilities
 5. Good location
 6. Other (specify)
7. Why not, if question 6 is No.?
 1. Poor environment

2. High/exhorbitant pricing
3. Poor /unsatisfactory service
4. Inadequate facilities (TV, fridges, fans etc)
5. Poor location
6. Other (specify)
8. What is your source of information on this hotel?
 1. GTB Brochures
 2. From tours operators
 3. Personal experience
 4. Just a choice/accidental
 5. Internet
 6. Ghana Embassy in source

Region

7. Tour operators
8. Other (specify)

9. How adequate is your level of information on this hotel?

1. Very adequate
2. Adequate
3. Fairly adequate
4. Inadequate
5. Very inadequate

10. In what way did your level of information on this hotel influence its choice?

.....

11. Are you alone or with others? 1. Alone 2. With others

12. If with others, what is the team

number.....

.....

13. How many are

children?.....

14. If with others, are they also lodging here?

1. Yes 2. No (if yes go to question 16).....

15. If No, why not?

1. Inadequate rooms 2. Hotel crowded 3. Poor facility

4. High charges 5. Poor location 6. Poor environmental conditions

7. Other (specify)

MODULE B: HOTEL CHARACTERISTICS AND FACILITIES

16. Indicate the types of facilities of services available at the hotel, whether utilized or otherwise, the reason for not using them and suggestion for enhanced utilization.

Facility/service	Available 1. Yes 2. No.	Usage 1. Yes 2. No.	Reason for non use	Suggestion for enhanced utilization
Bed room				
Food service				
Transport'n				
Telex/Fax				
E-mail				
Shopping centre				
Registration Facility				
Children's facilities				
IDD				
Conference room				

17. Rank three facilities you consider as important but are lacking in order of importance.

- | | |
|---------------------|---------------------|
| 1. Good access road | 5. Shopping Centre |
| 2. Telecom facility | 6. Fans |
| 3. TVS | 7. Air conditioners |

d) Other Facilities

(i) Transportation

(ii) Telex/fax

(iii) Email/Internet

(iv) Shopping centre

(v) Fans/air conditioners

(vi) Water and Electricity (utility supply)

19. Using the following alternative choices. Please kindly indicate your expected and perceived states of the following facilities/conditions in the hotel?

1. Very poor 2. Poor 3. Fair 4. Good 5. Very good

	Expected	Perceived
(i) Value for money		
(ii) Overall standard		
(iii) Cleanliness		
(iv) Friendliness		
(v) Food quality		
(vi) Style of Hotel		
(vii) Service quality		
(viii) Decorations/maintenance		
(ix) Lodge concept		
(x) Comfort		
(xi) Location		

- (xii) Restaurant style
- (xiii) Leisure facilities
- (xiv) Children facilities
- (xv) In room facilities
- (xvi) Bath room/toilets
- (xvii) Security
- (xviii) Telecom facilities

20. What is the most significant strength/advantage of this hotel?

- 1. High service quality
- 2. Satisfactory/good hotel environment
- 3. Moderate/low charges
- 4. Friendly staff/good staff hospitality
- 5. Good location
- 6. Enough/good room facilities
- 7. Others (specify)

21. What you consider as the most pressing problem of this hotels?

- 1. Service quality unsatisfactory
- 2. Hotel environment unsatisfactory
- 3. High charges
- 4. Unfriendly staff outlook
- 5. Poor/inadequate room facilities
- 6. Poor location
- 7. Other (Specify)

22. How can this problem

solved?.....

23.

24. Does this hotel meet your requirements or standards?

1. Yes 2. No

25. If yes give reason

.....
.....

26. If No, why not?

.....
.....

MODULE D: SOCIO -ECONOMIC ISSUES

27. Employment status

1. Student status
2. Employed
3. Retired
4. Retrenched
5. Resigned
6. Sacked
7. Others (specify)

28. If employed, state the occupation

1. Teaching 2. Businessman 3. Public servant
4. Security person 5. Other (specify)

29. How much is your disposable income (per year)

30. What proportion of your disposable income has been set aside for use in the country (State actual)

31. What proportion of your disposable income has been set aside for accommodation in the Central Region (state actual)

32. Are you prepared to spend more money on this Accommodation facility if the need be?

1. Yes 3. No

33. If Yes, why so?

34. If 'No' why not?

33 b. What do you consider your income to be?

(1) Very high (2) High (3) Moderate

(4) Low (5) Very low

MODULE E: DEMOGRAPHIC CHARACTERISTICS

35. Gender 1. Male 2. Female

36. Age: (Yes) 1. less than 21 2. 21-30 3. 31-40

4. 41 -50 5. 51- 60 6. above 60

37. Type of guest 1. foreign 2. domestic/local

38. Race (if foreigner)

1. American 2. Afro-American 3. Asian 4. African

5. Western European 6. Eastern European

39. If Ghanaian, indicate ethnicity:

40. Education (Highest level)

1. Basic 2. SSS 3. Post Secondary 4. Tertiary (Poly)

5. Tertiary (university)

41. Marital Status

1. Single 2. Married 3. Divorced 4. Separated 5. Widowed

HOTEL CHARACTERISTICS AND FACILITIES CONTINUED

42. How do you consider the location of this hotel?

1. Very good 2. Good 3. Fair 4. Poor 5. Very poor

43. How do you find the noise level in and around the hotel?

1. Very peaceful 2. Peaceful 3. Fairly peaceful 4. unpeaceful
5. Very unpeaceful

44. To what extent was your choice of hotel accommodation facility dependent on the attractions in and around the locality?

1. High dependent 2. Dependent 3. Fairly dependent
4. Independent 5. Very independent

45. How many times is your room cleaned?

46. What is your assessment of the state of cleanliness of your room and the environs?

1. Very clean 2. Clean 3. Fairly clean 4. Unclean 5. Very unclean

47. How do you find the quality of food served?

1. Very good 2. Good 3. Fairly good 4. Poor 5. Very poor

UTILIZATION OF HOTEL IN THE CENTRAL REGION

HOTELIER INTERVIEW SCHEDULE

Dear Sir/Madam,

This interview schedule is part of a survey being conducted in connection with a Master of Philosophy thesis on the above topic by the researcher at the Department of Geography and Tourism, University of Cape Coast.

It is part of a work by the researcher to bridge the gap generally between the tourists requirements or choices in accommodation and the hoteliers offer of such facilities.

I hope the results of the study will be beneficial to your work and the whole hotel industry in general. I am therefore optimistic that you will sincerely and objectively offer the necessary pieces of information required.

I thank you for your co-operation.

Yours sincerely,

Ato Anaman

MODULE A :	OWNERSHIP AND MANAGEMENT
MODULE B :	HOTEL CHARACTERISTICS AND FACILITIES
MODULE C :	HOTEL PATRONAGE
MODULE D :	HOTELIER'S PERCEPTION

Hotel:

Interviewee's name:

Type:

Status:

Location:

1. Managing Director
2. Director
3. General Manager
4. Manager
5. Other (specify)

Date:

MODULE A: OWNERSHIP & MANAGEMENT

1. Ownership type?

1. Family
2. Partnership
3. Joint-Stock
4. Sole

2. How many rooms does the hotel have? (Actual)

3. What is the strength of the work force of this hotel?

4. Do you have adequate staff? 1. Yes 2. No

5. Do your staff undergo training programmes?

1. Yes 2. No.

6. If Yes to Q.5

What type of training do you have for the operational staff

1. In-service training
2. On the job training
3. Formal training (in tourism related institution)
4. Other (specify)

7. What type of training do you have for the management staff?
 1. In-service training
 2. On the job training
 3. Formal training (in tourism related institution)
 4. Post-experience courses (in tertiary institution)
 5. Other (specify)

8. How do you rate the performance of your hotel staff on the following basis?
 1. Very satisfactory
 2. Satisfactory
 3. Fairly satisfactory
 4. Unsatisfactory
 5. Very unsatisfactory
 - i. Hospitality of
 - 8.1 Operational staff.....
 - 8.2 Management.....
 1. ii. Service delivery by.....
 - Operational staff.....
 - Management.....
 -

- 9.2.1 How do you assess the patronage of the hotel by domestic guests?
 1. Very high 2. High 3. Moderate 4. Low 5. Very low
- 9.2.2 How do you assess the patronage hotel by foreign guests?
 1. Very high 2. High 3. Moderate 4. Low 5. Very low

10. How quickly does this hotel address the problems put across by her guests
1. Very quickly 2. Quickly 3. Indifferent 4. Slowly 5. Very slowly
11. Do you sometimes lay off or redeploy workers 1. Yes 2. No
12. If Yes, when is this normally done?
1. during lean reason
 2. when found out not to deliver\perform
 3. when found to pilfer
 4. other (specify)
13. How often, do you engage the services of casual workers?
1. Very frequently
 2. Frequently
 3. During the park season only
 4. Occasionally
 5. Other (specify)
14. When do you engage the services of causal workers?
15. How effective is your relationship with the following institutions?
1. Very effective
 2. Effective
 3. Fairly effective
 4. Ineffective
 5. Very ineffective
- i. GTB
 - ii. CEDECOM
 - iii. Tour Operators

- iv. Banks
- v. Hoteliers' Association
- vi. Other (specify)

16. Which of these institutions in (17) is the most important to you

- 1. GTB 2. CEDECOM 3. Tour Operators 4. Banks
- 5. Hoteliers' Association 6. Other (specify)

17. What type of relationship or affiliation do you have with this institution?

- 1. Assist in personnel recruitment 4. Training and development
- 2. Advise on aspects of the work 5. Loan facility 6. Creating enabling environment
- 3. Marketing and Promotions 7. Other (specify)

18. How can this relationship be strengthened or improved?

19. Where is this institution

found?.....

- 1. Within Cape Coast
- 2. Within Elmina
- 3. Outside Cape Coast/Elmina but within the Central Region
- 4. Outside the region

20. Which tour operating agency (ies) do you work with?

- 1. In the country 2. Outside Ghana 3. Both within and outside

21. State the type of relation (if any) you have with any of these tour agencies?

22. How beneficial is this relationship? 1. Very beneficial 2. beneficial

- 3. Somewhat beneficial 4. Unbeneficial 5. Very unbeneficial

23. How often are rooms and bathrooms of the hotel cleaned?

- 1. Twice a day
- 2. Once a day
- 3. Every other day
- 4. Other (specify)

24. How often are beddings of rooms changed?

- 1. Daily
- 2. Every other day
- 3. Every 3 days
- 4. As when dirty
- 5. Other (specify)

25. How much is the average room rate per night?.....

26. How do you assess the guests' feeling/reaction of the room charges generally?

- 1. Very reasonable
- 2. Reasonable
- 3. Fairly reasonable
- 4. Unreasonable
- 5. Very unreasonable

27. How often do would-be guests' turn away for the simple reason that prices are considered exorbitant?

- 1. Very frequently
- 2. Frequently
- 3. Occasionally
- 4. For other (specify)

28. Do you sometimes adopt the policy of differential pricing of goods and services?

- 1. Yes
- 2. No

29. If Yes to (28), when is this done?

.....
.....
.....

30. Why is it
done?.....
.....

31. What package do you have to entice the local people (Ghanaians) to
patronize your goods and
services?.....

MODULE B: HOTEL CHARACTERISTICS & FACILITIES

32. How long has this hotel been in operation (years)

1. up to five 2. 6-10 3. 11-15 4. 16-20 5. Above 20

33. How close is this hotel located from the centre of town?

1. Very close 2. Close 3. Fairly close 4. Far away 5. Very far

34. How easy is it to get a means of transport to this hotel at all times?

1. Very easy 2. Easy 3. Fairly easy 4. Difficult 5. Very difficult

35. Indicate the type of service(s) available in this hotel, whether utilized or otherwise, the reasons for under-utilization those found to be so, and offer suggestions for enhanced utilization.

Type of service	Available 1. Yes 2. No	Under utilization 1. Yes 2. No	Reason for non use	Suggestion for enhanced utilization
Bed room				
Food service				
Transport in				
Telex Fax				
E-mail				
Shopping centre				
Recreation Facilities				
Children's facilities				
IDD				
Bathroom				
Conference room				

36. Indicate whether or not the following facilities are found in all or most individual rooms and their condition.

Facility	Available in individual rooms 1. Yes 2. No	Condition 1. Very Good 2. Good 3. Fair 4. Poor 5. Very Poor
T.V Fridge Fan Radio Cassette/CD Player Air Conditioner Toilet/Bathroom Carpet		

37. What emergency exit facilities exist in this hotel?.....

38. Indicate the fire fighting equipment available here?

39. How is the safety of guests and their belongings ensured in this hotel?

40. What type of expansion has occurred in this hotel over the last five years?

- | | |
|----------------------|-----------------------------------|
| 1. More rooms | 2. Toilet and bathroom facilities |
| 3. Conference room | 4. Restaurant & Construction |
| 5. Pop/ball room | 6. Recreation facilities |
| 7. Park construction | 8. Other (specify) |

41. What is the main reason for the expansion?

1. To meet tourist board requirement
2. To meet requirements of tourists
3. To keep standards
4. Because of availability of loans/funds
5. Other (specify)

MODULE C: HOTEL PATRONAGE

42. How would you describe the level of patronage of your enterprise?

1. High 2. Medium 3. Low

43. What change in patronage have you observed over the last 2 or 3 years?

1. Increase 2. No change 3. Decrease

44. What do you attribute this change, if any, to?

.....
.....

45. Who are your preferred guests?

1. Foreign businessmen 2. Foreign holiday makers
3. Ghanaian businessmen 4. Ghanaian holidays makers
5. Ghana government officials 6. Other (specify)

46. Give reason(s) for your choice in Q.45

.....
.....
.....

46b. Do you promote your hotel?

1. Yes 2. No

47. How is the promotion done?

1. Through brochures/pamphlets 2. T.V. advert
3. Radio/FM 4. Tour agents
5. Maintain office in other places 6. Participation in fairs,
seminars
7. Others (specify)

48. How regularly is promotion done?

.....
.....

49. How beneficial has promotion impacted on patronage?

- 1. Very beneficial 2. Beneficial
- 3. Fairly beneficial 4. No impact

50. How does Ghana Tourist Board (GTB), influence the promotion of this hotel?

.....
.....
.....

51. How adequate is the assistance from GTB?

- 1. Very adequate 2. Adequate 3. Fairly adequate
- 4. Inadequate 5. Very inadequate

52. Do you periodically assess the needs or requirements of your guests?

- 1. Yes 2. No

53. How do you assess your guests' needs?

.....
.....

54. How do you satisfy your guests' needs?

.....
.....

55. Do you encourage or host community-based programmes in your hotel?

- 1. Yes 2. No

56. Why are such programmes held in your hotel?

.....
.....

57. What more do you expect the GTB to do to promote your hotel and the industry in general?

.....
.....

58. How do you plan to promote your hotel better?

.....
.....

MODULE D: PERCEPTIONS

59. Does this hotel generally meet the standards of most guests?

1. Yes 2. No

60. If so

why.....
.....

61. If No, why not?

.....
.....

62. What is the most significant advantage of this hotel?

- | | |
|-------------------------|-----------------------------|
| 1. High service quality | 2. Good hospitality |
| 3. Moderate/low charges | 4. Friendly/good staff |
| 5. Good location | 6. Adequate room facilities |

63. What do you consider as the most passing problem of this hotel?

- | | |
|------------------------------------|-------------------------------------|
| 1. Service quality unsatisfactory | 2. Hotel environment unsatisfactory |
| 3. High charges | 4. Unfriendly staff |
| 5. Poor/inadequate room facilities | 6. Poor location |
| 7. Other (specify) | |

64. How can this problem be solved or minimised?

.....
.....

65. How can this hotel attract more guests?

.....
.....