

Assessing Frontline Staff Performance of Service Delivery in Some Selected Hotels in Accra Metropolis

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Abstract: The need of the Customer satisfaction means that how the customer perceives service delivery. Customer satisfaction will be a function of service that performance relative to the customer expectation. For this reason, it is important to understand how customer expectation is formed in order to identify the factors of service satisfaction in the hotel industry. There are views from different customers with different expectations, on their knowledge base of a product or service. This can be implied that a customer may estimate what the service performance will be or may think what the performance ought to be. If the service performance meets or exceeds customers' expectation, the customers will be satisfied. The objective of the study were to assess the performance of frontline staff in the hotel industry. With a sample size of seventy five (75) picked at random from five (5) selected hotels with their grading ranging from two-star and three-star and the people interviewed being management staff, frontline staff and guest. The study used questionnaires for data collection and the Statistical Package for Social Sciences (SPSS) for analysis of the data. The findings indicate that "Quality services" is the highest ranking among other service dimensions which the hotel customers expect. This signifies that the hotel customers are concerned with a standard of service that should be provided equivalently within the industry. Regarding the service expectation dimensions, inferential analyses show that there are significant differences among hotel customers, who have different patterns of visit, age ranges, and levels of income. The managerial implications are drawn from this study for two and three hotels, and policy-makers.

Keywords: Customer, Managerial, Services, Performance

1. Introduction

Enhancing guest perceptions of service quality has become an important goal of the hotel industry in order to achieve such a goal, hotel managers try to increase employees' knowledge, skills and abilities by investing in a number of human resource practices. Human resource relations which are performance-enhancing are considered high-performance work practices. The Frontline Staff (FLS) quality performance can deal with customer requests and complaints successfully by generating new ideas for service improvement and offering novel solutions. The above creativity or creative performance and service recovery performance appear to be important aspects of front line service delivery [1].

Presently, guest of two (2) and three (3) star hotels in Accra, Ghana seem to have high standards and demands for excellent service. This has resulted in hotels becoming very competitive instead of having only an ice room to attract guest(s), they offer high quality Frontline Staff (FLS) as an amenity as well. Guests at is faction is the highest priority for owners and managers competing with hundreds of others, and personal service is at the top of travellers' list of the most important things when considering a hotel to lodge [2]. In the hotel industry, the Frontline Staff (FLS) ranges from top management to Frontline Staff (FLS) which includes Receptionists, Cashiers, Waiters, bar attendants, Front desk and Room attendant's personnel. Frontline Staff (FLSs) are considered as a supporting factor in determining guest satisfaction when deciding to visit, to recommend, or in demonstrating loyalty to a particular hotel [3].

[4] stated that the front office is the heart of the hotel because guests deal directly with Frontline Staff (FLS) as the centre of the hotel. They provide assistance to guests, fulfill their needs and meet their wants. As mentioned above, service quality was determined as the subjective comparison which guests make between their expectations about a service and the perception of how the service has been delivered. [25] also presented the idea that front office services have the attributes which are considered most important, particularly informing a lasting impressions of service quality such as tangibility in respect to how well the hotel staff are dressed; reliability the ability to resolve problems encountered by guests; responsiveness in guest reservation request as, promptness in check-in or check-out processes, hotel/tour guide information assurance, security and safety of guests empathy, caring and individualized attention. Service performances are therefore jeopardized because of Frontline Staff (FLS) poor performance issues in the hotel industry. It therefore becomes necessary to assess how the performance of Frontline Staff (FLS) influence the services they provide in the hotel industry.

Study Objectives

The main objective of this study is to assess the performances of Frontline Staff (FLS) influence services provided in the hotel industry in two and three star hotels in Accra Metropolis.

Specific objectives:

- 1) Find out the competency that two and three star in the Accra Metropolis lookout for in Frontline Staff (FLS) before recruiting them.
- 2) Investigate the effects of Frontline Staff (FLS) performance in service delivery.
- 3) Assess guests' reactions to the quality of services provided by Frontline Staff (FLS) two and three star hotel in Accra Metropolis.
- 4) Identify how 2 and 3 star hotels can improve Frontline Staff (FLS) service delivery for guest satisfaction.

Significance of the Study

- 1) Frontline Staff (FLS) play vital roles in meeting the expectations of guests and target of the hotel in terms of revenue. As such, the researchers hope that at the end of this study,
- 2) Hotels will identify how Frontline Staff (FLS) level of competencies in service delivery to guest affect productivity and guest satisfaction.
- 3) The research will serve as a source of information for other researchers who wish to investigate this area of study.

2. Hotel Industry

A hotel is an establishment providing accommodation meals and other services for travelers and tourist. The hotel industry is essentially a labour intensive industry since human beings serve guest not machines. The development of a hotel industry can be traced as far back as the Drauid and

Romans who left the earliest recorded examples of the provision of hospitality. From the emergence of the Inn, the Tavern and the Ale house, to the first appearance of the Hotel Garni's in the early 1760s. [5].

2.1. Front Office Department

According to [6] illustrated that the front office is the most visible department in the hotel and has the greatest amount of guest contact. The primary responsibility of the front office is to provide the best service possible to guests. Sells the hotel, gives information to guest, checks in and out of guest and offer any other services required by the guest it is the most important revenue Centre in the hotel. The reservation, front desk, telecommunication, and in some hotels the uniform staff are sections under the front office department. The front office deals with all other departments such as housekeeping, security, to the smooth running of the hotel and guest satisfaction.

2.1.1. Housekeeping Department

Housekeeping may be defined as the provision of clean, comfortable, and safe environment for people away from home. An effectively managed housekeeping department ensures cleanliness, maintenance and aesthetic appeal of lodging properties. It does not only see to the cleanliness of the guest room on timely basis for guests arrival, but also cleans and maintains everything in the hotel to ensure that the property is as fresh and attractive as the day it was opened for business. The tasks performed by the housekeeping department are very critical to the daily operations of the hotel. [7]. The housekeeping department deals with guests by offering important services in guestrooms when the need arise such as placing chocolate and sometimes hampers in guest rooms. [8] stated that, the housekeeping department works closely with the engineering division to ensure effective preventive maintenance. Since daily cleaning duties require the appearance of the interior and exterior properties and keeps equipment operational. The division is also responsible for swimming pool, sanitation and landscaping and up keeps of the property's ground.

2.1.2. Food and Beverage Division

The food and beverage (F&B) division is vast and encompasses, room and restaurant services, function catering, banqueting and other services depending on the hotels policy [9]. Unlike in the past when a hotel typically operated food and beverage merely to satisfy the demand of their guests, today's hoteliers are increasingly adopting a more proactive approach by using their food and beverage out lets as a means to operate not only for profitability but also publicity as well as to cultivate a loyal following based on the services provided by the Frontline Staff (FLS).

2.2. Attributes of Frontline Staff (FLS)

The role of service quality in the success of hotel business cannot be over emphasized. It is vital for frontline managers and Frontline Staff (FLS) to have a good understanding on

what exactly guest and guests want and how to meet them. It is necessary that the Frontline Staff (FLS) almost all the qualities needed to carry out the best quality of service [10]. Such as the following attributes have been recommended by [9] as the qualities which each service staff should possess in order to offer quality services; guest focus, good listener, proactive problem-solver, team player and professional self-perception.

2.3. Duties of the Frontline Staff (FLS)

According to [12] Frontline Staff (FLS) sells the hotels' products and carry out services. They have a one on one contact with the guests that patronize the hotel. Each individual has a specific role to play in the day-to-day running of the establishment. The progress of guests throughout their stay will probably mean an encounter with front office staff, doormen and lobby staff, guest relation assistant, switchboard operators, concierge or head hall porter and cloakroom attendants. Others are housekeeping staff, mini bar attendants, room service staff and waiters, restaurant and waiting staff and lobby shop personnel, all of whom will be expected to deliver some integral part of the 'total' service. Frontline Staff (FLSs) sell hotel's product and services. They attract guests to the property and maintain a high percentage of repeat business [13].

2.3.1. Service Quality

The success or failures of the service industry depend on guest satisfaction [14]. It requires both the tangible and intangible aspects especially the expectation of the guest. The expectation usually refers to the prediction of what happens during the transaction exchange made by the guest [15]. The "SERVQUAL" model or gap is widely accepted by the researchers. There are five dimension of service quality suggested by [24]. They are: Tangible- is the physical appearance such as communication material and equipment; Reliability-dependably and accurately ability in service to perform. Responsiveness-is the willingness of Frontline Staff (FLS) to help and provide prompt service to guest; Assurance-based on the knowledge, courtesy, trust and confident of the Frontline Staff (FLS) and Empathy-depicting caring and understanding the needs of guest. The guest satisfaction will determine the service quality whether its success or failure has an impact on the job performance of the employee. Therefore the service quality is a very important variable in determining job performance.

2.3.2. Quality Service Performance

According to [17] explained that, employees' performance is a difficult concept to define but it is principally to do with application of effective effort. In the first place, employees must be putting the right amount of effort in to their work. This effort will be in effective, however if the employees do not have the skills and the ability to carry out task to the standard required. Performance then is the right person applying the right effort to the right job in the right atmosphere in the right place at the right time. There are two

main areas of concern, the performance of individual members of staff and collective performance of the members of staff in a team.

2.4. Front Office and Receptionist

Staff at the front desk have a number of roles are welcoming guest, guest registration, check-in, compelling guest bills and handling check-outs, handling foreign currency exchange, providing information, dealing with complaints, selling the establishment, providing security services, maximizing occupancy and generally communicating with guests [12].

2.4.1. Doormen and Lobby Staff

The very first contact the guest has may be with the door men or lobby staff, it is important that the door staff are aware of the immense role they carry when they are 'passing the guest on'. The doorman is the 'greeter's that must have a personality that fits the establishment and its style. The doorman is responsible for opening car and cab doors, helping guest get in and out of cars, unloading the luggage and generally, point guest comfortably towards check-in, parking guest cars, keeping the forecourt clean and tidy, providing information and selling the establishment[12].

2.4.2. Switch Board Operators

They are usually the first point of contact for guest and other people who may be visiting or contacting in-house guest or management. It is imperative; therefore these operators have a good, positive attitude and use all their abilities to impress the guest from the outset of call [12].

2.5. Concierge or Head Hall Porter

They are often regarded as part of the management team; the concierge is the 'minder' of the hotel. This involves helping the guest with all or to request. The concierge offer guidance to guest on all manner of subject as well as making events and happenings all the more memorable. He or she is also responsible for organizing tours, arranging for cars, limousines, checking flight details, making onward reservation and arranging flower and a myriad of other gifts at the drop of the hat. By necessity, the concierge has to be extremely knowledgeable about the city and the establishment itself [12].

2.5.1. Cloakroom Attendants

These attendants are also essential, especially in establishments where they are a lot of functions being held. Presiding over the male and female cloakroom, the cloakroom attendants are responsible for taking and looking after hat suits and small bags. They sometimes come under the supervision of the housekeeper. On receiving a guest's cloths and other items they issues a tickets with a number, this is required later in return for items. These staff has a service style of their own, by the very nature of their job and often come lifetime' confidants' of guest [12].

2.5.2. Mini-Bar Attendants

They are responsible for replenishing the in-room mini-bar services, and much of their job involves being in the room at the same time as guest. Conversational skills and understanding of interpersonal skills are essential. Part of their job is to document all the sales from the mini bar, as this affects the revenue of the establishment. The mini-bar attendant must also be careful to check the mini-bar correctly [12].

2.6. Room Service Staff and Waiters

They are responsible for the delivery of pre-ordered food and drinks to the guestrooms or suites. They should ideally have a flair for creating a mini-restaurant within a guestroom. Their ability to anticipate guest need and feeling is very crucial [12].

2.6.1. Restaurant and Waiting Staff

All the food and beverage staff in the restaurant in the restaurants, bars, lounges and coffees hops that are part most establishments are an important part of the sales team. The way they interact with guest contributes enormously towards the success of the establishment. Their performance becomes part of the overall concept of the particular food and beverage outlet [12].

2.6.2. Importance of Staff Training

Staff training is a significant part as well as the key function of Human Resource Management and development; it is the crucial path of motivating employees and increasing productivity in hotels. With the development of the technologies and the whole business environment, employees are required to be more skilled and qualified, even if one is a good employee today, one could be out of the line some other day if he/she is not trained continuously. A hotel needs organized staff training if it wants to be competitive among others.

Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills; by offering employees these essentials, staff training helps personal abilities match with business requirements. Training could be enormously demanding and should be in-depth; lack of training or poor training brings out high employee turnover and the delivery of substandard products and services [17].

2.7. Staff Training

Training is the process which provides employees with the knowledge and skills required to operate within the systems and standards set by management of an organization [17].

Training is all about competence in people, especially the employees' qualities the level of service quality which reflects the modern hotel business. The qualities are about knowledge, skills and thoughts which lead to a hotel's survival and developments, it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts. Staff especially

Frontline Staff (FLS') training also motivates and inspires them by providing employees all needed information in work as well as help them to recognize how important their job is. Successful hotels always include staff training as important development strategy as training and development is seen as a key instrument in the implementation of HRM practices and policies. [20].

3. Methodology

The study area will be conducted in the Accra Metropolis in the greater Accra Region which is the capital and the largest city in Ghana. The Accra metropolis has many hotels which form part of the Hoteliers Association of Ghana. Accra serves as the nation's economic and administrative hub, a centre of culture and tourism, spotting a wide range of night clubs and restaurants. Since the early 1990s a number of new buildings include 2 and 3star hotels namely; Errata hotel, Shangri-La hotel, Wangara hotel, Paloma hotel, Alisa hotel and they are also listed under and certified periodically by the Ghana Tourist Authority.

Located in the Central Business District of Accra are the city's main banks and shopping malls, the Cocoa Marketing Board Headquarters (dealing with cocoa, Ghana's chief export), the ministries where Ghana government's administration is concentrated, the National Theatre, where most events, cinemas are held. These hotels host some of the workshops, seminars, conferences, foreign and local business transactions. Accra hosts the only international airport, Kotoka International Airport, the main gate way for in bound travel, the seat of government, diplomatic missions and head offices of most business and organisations.

3.1. Research Design

Mixed method involving the use of three (3) methods will be used to collect data from different sources such as 2 and 3star hotels in the Accra metropolis. The data collected will provide a better insight in the various problems envisaged based on the objectives of the research and also provide the in-depth analysis and the study assessment of all information obtained from which conclusion could be drawn. The data will be quantitative, qualitative and observatory in nature from guests, Frontline Staff (FLS), FLMS and the researchers respectively to obtain all the needed information for analysis procedures will be adopted to collect accurate and reliable data to make this project work complete.

3.2. Sample Size

The first thing that was done here was to decide on the sample size. This decision was based on several factors as proposed by [23]. According to him, one factor which affects the decision of the sample size is the homogeneity of the population. In this study, hotels the target population, consisting of Ghanaian owned hotels in Accra are homogenous in that they offer very similar services, and have very little differentiating features. Additionally, [23], states that, if the

nature of the data collected is more qualitative, then a smaller sample size is satisfactory. Again, in this study, there searcher investigated the performance of Frontline Staff (FLS) of hotels, which is qualitative in nature. Furthermore, the more intensive and in-depth the study is, the less sample size is needed. In this particular study, there searcher conducted in-depth interviews and administered questionnaires, in acquiring the data. The response rate in this study will be very high because there searcher will personally go to each hotel to either conduct an interview or administer questionnaires. The choice of a sample size of seventy five (75) is appropriate here due to the reasons outlined above.

3.3. Sampling Techniques

Simple random sampling method will be used to select respondents while purposive sampling will be used to select the hotels. In order to obtain fair representation, respondents with various positions will be chosen from 5 hotels in Accra. This will give the respondents equal chances of being selected and they will be selected independently.

3.4. Data Collection Instrument

In carrying out this study, the researchers relied heavily on questionnaires, interviews and observation which are appropriate instruments for data collection. This questionnaire will be structured in simple and clear terms with both direct and logical questions to meet the standard of all classes of people interviewed in the hotel industry. The questionnaires will be prepared in three sets one set for hotel management, one for Frontline Staff (FLS) and the other for guest who patronize the services of these hotels. The tool will be constructed in both open and close ended questions.

Personal interviews will be also employed for finding the information required by the researcher. The techniques of the interview will be semi-structured with the aim of extracting detailed as well as important information from the subjects of the study in connection with the hotel industry service practices. The main reason for using this technique is that an interviewer can collect supplementary information about respondents. This may include background information about personal characteristics and their establishment that can aid the researcher in the interpretation of the data.

Observation will be useful in the collection of data for this research study in connection with the Hotel industry that had been affected as poor services by staff in the hotel industry. The use of observation in the course of this research will also very useful, as it will be used to compliment other data collection instruments. It also helped to identify important variables and provide useful preliminary information, as well as it will assist there searcher to provide access to groups that would otherwise be difficult to examine.

3.5. Data Collection Procedure

Questionnaires will be administered and collected in a similar manner from respondents. Respondents will be given

a period of 5 days to fill the questionnaires after which there searcher will go back and collect them. The data of this study is the primary data coming from the survey and the interviews. The questionnaire designed is about assessing the performance of Frontline Staff (FLS) in the hotel industry staff. The questions on the questionnaire can be divided into two parts, the first part is about the respondent's basic information, their gender, age, previous hospitality education, previous hotel working experience etc. and the second part is about the assessment of the performance of Frontline Staff (FLS) in the hotel industry.

4. Analysis Socio-demographic Characteristics of Respondents

The survey shows the gender distribution of respondents who are involved in hospitality industry at various hotels under the case study.

Table 1. Socio-demographic characteristics of respondents.

Socio-demographic	Frequency	Percentage(%)
Gender		
Male	8	32
Female	17	68
Totals	25	100
Age		
20-30	20	80
31-40	5	20
Totals	25	100
Marital status		
Single	15	60
Married	9	36
Divorced	1	4
Totals	25	100
Educational status		
SSCE/WASCE	10	40
Diploma	4	16
HND	7	28
Bachelor's degree	4	16
Totals	25	100
Hospitality		
NVTI	9	36
City and Guilds	6	24
HOTCAT	9	36
HND in hospitality	1	4
Totals	25	100

Source: Field Survey, 2015

Table 1 above, depicts the socio demographic factors of the respondents. Sixty-eight percent of the respondents were female whilst 32% were male depicting that the industry is female dominated. Out of the total respondents 80% fall between the ages of 20-30 years with only 20% of them falling between 31-40 years. This indicates that majority of the respondents are youthful.

Education plays a vital role in the development of the hotel industry as staffs need to have the knowledge and skills to effectively carryout their responsibilities. Respondents who had HND certificate were 44% and those holding bachelor's degree were only 16% the data depicts that graduates are

currently getting themselves involved in the hospitality business to enable them improve their source of livelihood; It also portrays it is necessary for hotel staff to have access to some formal education which is a vital tool for development of the industry in particular and country as a whole. In totality most of the respondents have a hospitality background.

Table 2. Respondents department, tenure of office, working hours and motivation.

Department	Frequency	Percentage (%)
F&B	7	28
Front office staff	14	56
Housekeeping	4	16
Total	25	100
Tenure of office		
Less than 1 year	6	24
1 to less than 3 years	11	44
3 to less than 5 years	3	12
5 years and above	5	26
Total	25	100
Working hours		
5-7	4	16
8hrs and above	21	84
Total	25	100
Motivation		
Never	1	4
Sometimes	13	52
Occasionally	4	16
Regularly	7	28
Total	25	100

Source: Field Survey, 2015

Table 2 above, displays the various departments that the respondents belong. More than half of the respondent 56% belongs to front office whilst the least of the respondents 12% are from the housekeeping. This depicts that the front office staff are greater than the other two combined. Majority of the workers constituting 68% have worked for one (1) to less than three (3) years with the least 12% indicating that most of the Frontline Staff (FLS) have not worked or served for long in most hotels. This could be due to the rate at which staff leave the hotel (staff turnover), making the hotel to employ new people most of the time. More than half of the respondents spend above 8 hours at work whilst 16% of Frontline Staff (FLS) spend 5-7 hours a day at work. About 68% of the respondents were of the view that they are motivated sometimes. Again only 4% of the Frontline Staff (FLS) have never been motivated before. This shows that most of the Frontline Staff (FLS) are not regularly motivated as expected.

Table 3. Job description, experience and training.

Responses	Frequency	Percentage (%)
Job description given		
Yes	25	100
Totals	25	100
Work experience		
Yes	22	88
No	3	12
Totals	25	100

Responses	Frequency	Percentage (%)
Previous training under taken		
Yes	24	96
No	1	4
Totals	25	100
Training related to job		
Yes	24	96
No	1	4
Totals	25	100
Any other training		
Yes	19	76
No	6	24
Total	25	100

Source: Field Survey, 2015

Presented in table 3 above, is Frontline Staff (FLS) respondents on whether they were given job description, having experience and training. All the respondents (100%) had job description when they were employed. Job description is very necessary in spelling out employees' responsibilities and duties; fortunately not all hotel owners spell out job description to newly employed staff in other part of the world. This indicates that hotels have been taking their Frontline Staff (FLS) through training, whether on-the-job or off-the-job to improve up on the staff quality and bringing out the best in staff. This is supported by [25]. Majority of the respondents (88%) indicated that they have work experience related to their specific jobs. Almost all the respondents had undergone a form of training with only 4% not saving that experience. Whereas more than three-quarter of the respondents (76%) have had other forms of training in relation to what they are having almost a quarter (24%) had not.

Table 4. Frequency of training and criteria for recruiting staff.

Criteria for recruitment	Frequency	Percentage(%)
Job experience	13	52
Educational	9	36
Age	2	8
Ethnicity	1	4
Religion	0	0
Total	25	100
Training		
Once	1	4
Twice	13	52
Thrice	5	20
Four times and above	6	24
Total	25	100

Source: Field Survey, 2015

From the table 4 above, it can be said that most of the hotels organize training for their Frontline Staff (FLS), sometimes management staff also have training sessions. A little over half of the respondents (52%) from various hotels do have two training sessions in a year. Various hotels have two (2) training sessions in a year. Less than half of the respondents (44%) have to three to four times training in a period of one year. This is done to improve upon the staff quality there by increasing productivity. It is obvious from this study that management of various hotels use job

experience (52%) as one of the major criteria for recruitment, Again it was realized that just 4% of Ethnic background is looked upon when recruiting staff as management considers it to be the least in recruiting Frontline Staff (FLS).

Table 5. *Guests responses.*

Responses	Frequency	Percentage (%)
Regularity of guest		
Regular	16	64
Irregular	9	36
Totals	25	100
Do FLS carry prompt services		
Yes	11	20
No	14	32
Totals	25	100
Frequency of visit		
Very often	5	20
Often	8	32
Once in a month	4	16
Once in a while	8	32
Total	25	100

Source: Field Survey, 2015

The table above indicates 64% of the customers found in the various hotels were regular customers while 36% are not regular customers to the hotels in which they are found.

Table 6. *Customers responses on service satisfaction and rating of Frontline Staff (FLS).*

Responses	Frequency	Percentage (%)
Satisfied with services rendered		
Yes	10	40
No	15	60
Totals	25	100
Expectation exceeds services received		
Yes	18	72
No	7	28
Totals	25	100
Have problems with FLS Sometimes		
Yes	12	48
No	13	52
Totals	25	100
Revisit after a problem with FLS		
Yes	17	68
No	8	32
Total	25	100
Ratings		
Average	5	20
Good	13	52
Satisfactory	7	28
Totals	25	100

Source: Field Survey, 2015

According to table 6 above, 40% of the customers were of the view that they get satisfied with the services that are been rendered to them while a considerable number of 60% did not get satisfied with the kind of services that are been rendered to them by the various hotels. There as on being the frontline staffs do not actually meet all their expectations. These findings relate with what [25] said about customers' expectations that, "expectations are always not same: they can grow, shrink, and change shape,

change direction. They shift constantly and easily. How satisfied or unsatisfied customers are, is determined by these expectations and once performance in meeting them. Majority (68%) of the customers go back to the hotel after encountering a problem, while 32% of the customers would not come back to a hotel because of an unsatisfied service that are being offered to them by the frontline staff and thereby affecting productivity. Fifty-Two percent of the respondents rated the Frontline Staff (FLS) good, while 28% also rated satisfactory. This shows that when it comes to rating of Frontline Staff (FLS) in the hotel industry each guest have different ideology.

5. Discussions

The Competency two (2) and three (3) star hotels in the Accra metropolis lookout for in FLS before recruiting them

The outcome of the statistical analysis of the questionnaire is aged that the pivot of any hotel industry, organization or business is the type of manpower recruited to help achieve the hotel or organizational goals. Human resources are the critical element which harnesses other resources for organizational and business successor effectiveness. This research assessed the Frontline Staff (FLS) performance of service delivery in some selected two (2) and three (3) star hotels in Accra Metropolis. According to [25], competencies are clusters of skills and behaviours which form the basis of successful performance. In developing their "Customer Contact Competency Inventory," they undertook extensive research to establish the essential areas of performance in sales and customer service delivery roles to be included within the inventory. Key qualifications for Frontline Staff (FLS) operating in a hotel environment were noted as customer service delivery including sales skills, quality orientation and customer focus. The inclusion of the skills in the inventory indicated a degree of suitability for the purposes of the present study. The inventory is used to rate an individual's performance on the basis of recruitment competencies.

The study concluded that recruitment do have significant effects on performance of service delivery in the hotel industry, therefore recruitment practices should be carryout with the most efficient and effective manner for ultimatum performance in hospitality industry, it is important to note that recruitment practice has high degree of positive influence on hotel industry that can produce success and positive result for the industry.

To investigate the effects of Frontline Staff (FLS) performance in service delivery

Service delivery by Frontline Staff (FLS) is very vital to the progress of any hotel industry. Some of the effects of service delivery that it affects productivity and good customer's satisfaction and as we all know service delivery is the unique opportunity to make not just a difference, but to leave an enduring and pleasant memory that lingers on until the next chance comes along to create good memories.

Guests' reactions to the quality of services provided by

Frontline Staff (FLS) two and three star hotels

Customer satisfaction and loyalty in the hotel industry, According to [29], greatly depend on frontline service providers employees who are in first contact with the customer. The Frontline Staff (FLS) is an important part of the bottom-line, in both profit and customer satisfaction terms, they note. "Service is about people, how they relate to one another, fulfill each other's needs, and ultimately care for each other," wrote the scholars, who collectively have extensive experience observing service providers. "The ultimate value an organization can communicate, according to what we have seen, is the personal touch." The fulfilment of this requirement does not increase customer satisfaction notably. However, if employees do not listen carefully, then customers will be very dissatisfied. Thus, while it may be argued that complainant's take this employee attributes for granted, it is a very important attribute to get right. Active listening means that contact employees receive, process, and respond to messages in such a way that further communication is encouraged. Such individuals pay attention to both the speaker's verbal and non verbal cues and they are capable of providing both verbal and non verbal feedback by using all their senses [29].

By contrast, the employee's feedback ("Further Questions") after the complaint handling encounter, to identify whether the customer is satisfied with the resolution (e.g. by calling the complainant and asking them about their level of complaint satisfaction), is close to the area of excitement factors. Further, as indicated by the findings from both 2 and 3 hotels, there appears to be a strong link between the developmental stages of a service delivery, customer satisfaction. Majority of 60% did not get satisfied with the kind of services that are been rendered to them by the various hotels. There as on being the frontline staffs do not actually meet all their expectations. Again a considerable number of 68% go back to the hotel after encountering a problem, while 32% of the customers would not come back to a hotel because of unsatisfied service that are being offered to them by the frontline staff and there by affecting productivity. Thus, in economies in the early stages of development, customers are likely to have fewer expectations and can be easily satisfied compared to customers in economies in advanced stages of development that will have higher expectations and are more difficult to satisfy. This finding further supports the concept of a lifecycle to improve the quality service delivery for customer satisfaction.

6. Summary

The primary aim of the study was to assess Frontline Staff (FLS) performance of service delivery in the hotel industry. Besides, a detailed and comprehensive review of literature was carried out to highlight on the hotel industry, attributes of Frontline Staff (FLS), duties of Frontline Staff (FLS), the role of Frontline Staff (FLS), employees staff training, service recovery performance outcome, and guest

expectations. Well-structured questionnaires were administered to 75 respondents in the hotel industry. It contained both open and closed end questions. The data collected for the study were analyzed using SPSS. The findings of the study show that working experience and educational are what management seeks from staff when recruiting them. Guest get satisfied with the Frontline Staff (FLS) and the service they provide. However, most of them return to the hotels despite the fact that they have problems with them. Rewards have been found to be a potential source that contributes to employees' motivation and job performance [29]. However, it was found that many hotel industries face difficulties in identifying the types of rewards that are more preferable and more appropriate in order to increase employees' job performance and the qualities in them.

7. Conclusions

Customers are complex and unique, and each customer has his or her own level of expectations that they expect from the hotels. How a hotel is able to meet its customers' needs, that will determine whether they are satisfied or not. Nevertheless, most hotels are able to maintain their customers.

Hotel businesses have been growing rapidly in recent decades, while customer demand for high quality service is increasing. To remain competitive, the hotel needs to analyze customers' expectation and perception towards the service quality of its FLS and thereby lookout for staff competency like having a hospitality background, working experience, ability to work under certain condition with minimum supervision, and a good customer relationship of an approved wanting before employing them and that will bring to light a true definition of what a hotel industry is.

We have investigated ways in which the performance of Frontline Staff (FLS) affect services and analyzed these effects of perceived performances (training, empowerment, motivation, and supportive management) on Frontline Staff (FLS) service performance of 2 star and 3 star hotels in Accra Metropolis. The provision of services provided by the hotel Frontline Staff (FLS) to customers involves extensive contact. Having noticed that, it would have a high potential of performance failure occurrence. Therefore service recovery is an important effort by the hotel sector to maintain customers' satisfaction, where by the service recovery performance itself is frequently determined by the actions of the Frontline Staff (FLS).

With guest reaction in regard to the quality of services provided by a hotel industry most guest expected to be treated like queens and kings whenever they come to the hotels, because they want to be satisfied with the good services that are expected to be provided by these hotels and enjoy the value of money as well.

However, 2 and 3 star hotels can improve Frontline Staff (FLS) service delivery for guest/customers satisfaction by allowing PHM, MM and HRM to take the appropriate

measures and actions as a means to enhance the quality of Frontline Staff (FLS) service delivery. For instance, hotel managers can enhance Frontline Staff (FLS) service delivery by investing in service training programs such as social skills training, problem solving training, teamwork building training, and others related to improving their service delivery, growth and development. It is important that the companies have an evaluation by their guests and evaluate the services of their competitors, looking for best practices, adjusting conduct and repositioning themselves in the market.

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