

Drivers of Customer Satisfaction in the Hotel Industry in Ghana:

The Role of Personality, Staff Service Quality, and Physical Environment



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ABSTRACT

The purpose of the study was to examine the extent at which personality factors (extraversion, agreeableness, and neuroticism), staff service quality, and physical environment (room and outside facilities) influence customer satisfaction in the hotel industry in Ghana. It further sought to identify which of these factors is the most influential in keeping customers satisfied with hotel services in Ghana. The study was a cross-sectional survey and employed quantitative research approach. The population of the study comprised of hotel guests in Accra. Purposive and convenience sampling methods were used to select four (4) registered hotels rated between 1 to 4 star in Accra. Convenience sampling technique was used to sample 351 respondents. Data was analysed using Partial Least Squares Modeling. Findings from the study revealed that among the three personality factors assessed, neuroticism was the only personality factor found to be positive and significant to customer satisfaction in the hotel industry in Ghana. The study found significant relationship between staff service quality and customer satisfaction. Furthermore, staff service quality was found to be the key determinate of customer satisfaction in the hotel sector. Room quality was found to have strong influence on customer satisfaction in the hotel setting than the outside facilities. The study therefore recommended that hotel management should re-examine and re-programme their customer database system to capture guest personality traits in order to deliver the right services and to keep them delighted.

Key words: Ghana, customer satisfaction, personality, staff service quality, physical evidence, and value.



Introduction

The service sector continues to attract more research attention due to its leading role in job creation and contribution to GDP in most countries (Lovelock & Wirtz, 2011). In Ghana, within the first quarter of 2016, the service sector recorded a GDP growth rate of 8.8%. This makes it the highest among the other sectors (Ghana Statistical Service, 2016). The hotel sector is one of the hospitality industries within the service sector. Ghana can boast of over 1,700 registered hotels (Ghana Investment Promotion Centre, 2016). The increasing demand for hotel services in Ghana can be attributed to the liberalisation of the Ghanaian economy dating back to the late 1980's (Hiamey & Amenumey, 2013). The International arrivals into the country as at 2011 were 1,080,220 (Ghana Investment Promotion Centre, 2016). This figure is projected to increase to 4.3 million by the year 2027 (Ministry of Tourism, 2014). Foreigners and local nationals travel for so many reasons. Some are work-related, medical, and cosmetics treatment, vacation, socialization, business, conferences, and meetings (Amin, Yahya, Ismayatim, Nasharuddin & Kassim, 2013; Narteh, Agbemabiese, Kodua & Braimah, 2013).

The increasing establishment of hotels, the changing lifestyles of consumers and the demand for hotel services in the country calls for more attention to be focused on quality of management practices of hotels in Ghana. The Ministry of Tourism, the Ghana Tourism Authority, the Ghana Hotels Association, and the Ghana Food and Drugs Authority are among the regulatory institutions that regulate the standard of operations of hotels in Ghana. However, despite the mandatory role of these regulatory institutions, hotels in the country continue to battle with quality of management issues. Recently, one of Africa's leading online hotel booking portal, Jumia Travel, formerly called JAVOGO, brought to light key challenges in the hotel industry in Ghana. These include lack of adequate and quality skilled personnel, energy crises, poor infrastructure, and lack of proper maintenance (Jumia Travel, 2016). It is worth

pondering over as to whether guests who lodge at hotels in Ghana are satisfied with the quality of services and the key factors that could account for their satisfaction. Sustaining and satisfying customers are one of the biggest challenges most managers of firms encounter (Hinson, Mohammed & Mensah, 2006). The benefits derived by firms from satisfied customers, such as repeat sales, word-of-mouth advertising, and customer loyalty, are widely documented. Management of some hotels determine customer satisfaction level based on online review post from customers and guest comment cards. Su (2004) argue that such approach is inadequate and needed to be re-examined. Managers of hotels should use the scientific methods in order to obtain reliable results (Su, 2004).

Furthermore, Jani & Han (2014) hold the view that several researchers attributes customer satisfaction in the hotel industry to factors such as service environments, perceived cost or price, and consumption emotions. However, the influence of personality on customer satisfaction is greatly under-researched. An empirical study to test the relationship between personality and satisfaction in the hotel industry revealed that personality factors (extraversion, agreeableness and neuroticism) had a great influence on customer satisfaction. Similarly, Han & Ryu (2009) argue that empirical studies on the relationship between physical environment and customer satisfaction in the service sector are less represented in literature. Jani & Han (2014) and Han & Ryu (2009) are calling for further studies on the influence of personality and physical environment in the hospitality industry. Works of Clemens, Gan & Ren (2011) found staff service quality to be key determinant of customer satisfaction in hotels. They have called for more studies in that area in the hospitality industry. This study attempts to answer the calls of the above and many other researchers by examining the extent to which personality factors (extraversion, agreeableness, and neuroticism), staff service quality, and physical environment influence

customer satisfaction in the hotel industry in Ghana. It further sought to identify which of these factors is the most influential in keeping customers satisfied with hotel service. Findings from this study would enable hotel managers and hotel regulatory

institutions to have appreciable knowledge of how these three factors can transform customer service delivery in the hotel sector in Ghana to keep customers satisfied.

Literature Review

Theoretical Perspectives

Customer satisfaction plays an important role in determining long term survival, assessment, and improvement in the efficiency of a hotel (Assaf & Magnini, 2011). Customer satisfaction is “a person’s feeling of pleasure or disappointment resulting from comparing a product’s perceived performance or outcome in relation to his or her expectations” (Kotler, Keller & Lu, 2006). This means that satisfaction is an outcome of post consumption of product or service. The disconfirmation paradigm theory developed by Oliver (1977) is one of the most frequently used and cited theories in various scientific research regarding customer satisfaction (Parasuraman Zeithaml & Berry, 1988). This theory posits that under normal circumstances, consumers have a mind-set standard and expectation, which they compare new service experiences with. Four key components play major role in this theory. They are consumer expectation; perceived performance of the service or product; disconfirmation; and satisfaction. Disconfirmation refers to the judgments or evaluations that the consumer makes regarding products or services which can be positive or negative.

Several authors have argued that good quality management practices lead to customer satisfaction (Narteh & Kuada, 2014; Agyapong, 2011; Hinson, 2004; Cronin, Brady & Hult, 2000; Agnus, Krishnan & Kadir, 2000) which is pivotal towards long term sustainability and profitability of firms (Parasuraman et al., 1988). To date, the SERVQUAL model (reliability, assurance, empathy, responsiveness, and tangibility) have been used to measure service quality in various fields of study.

However, some scholars are of the view that the SERVQUAL model is generic and hence need to be adjusted or integrated with other models in order to make it more appropriate to assess service quality leading to customer satisfaction in a specific field of study (Carman, 1990; Mei, Dean & White, 1999). Mei et al. (1999) developed service quality model for hotel industry (HOLSERV) and identified three key elements. These are employees, tangibles, and reliability. Previous works on customer satisfaction in hotels have indicated that personality, staff service quality, and physical environment are the key determinants of customer satisfaction in the hotel sector (Jani & Han, 2014; Han & Ryu, 2009; Clemes et al., 2011).

Personality Factors

The attitude and behaviour of customers towards firms’ products or service can be linked to their personality traits. The trait theory posits that people have the same set of traits but each trait is exhibited differently, which differentiate one person from the other. Secondly, the individual differences are as a result of combination of various traits which makes a person unique (Lin, 2010). Personality refers to “psychological qualities that contribute to an individual’s enduring and distinctive patterns of feeling, thinking, and behaviour” (Jani & Han, 2015, p1). McCrae & Costa, (1989) classified personality traits into five categories called the “big five models”. These are: openness (a person’s degree of curiosity, originality, creativity and imagination);

extraversion (the degree to which a person is outgoing or sociable); agreeableness (the degree to which a person is kind, helpful and has general warmth of feelings toward others); neuroticism (steadiness of a person's general emotional makeup and excessive cravings or urges); and conscientiousness (the degree to which a person is precise, well organized and orderly). To date, this model is the most preferred by researchers in assessing human personality (Lin, 2010). Personality traits are believed to have influence on customer service experience (Jani & Han, 2014; Lin & Worthley, 2012).

Among these five personality factors, extraversion, agreeableness and neuroticism were found by Jani & Han (2014) to be key drivers of customer satisfaction in the hotel industry. Similarly, Lin & Worthley (2012), in examining the influence of personality traits on satisfaction in a fictitious bar and hotel setting, revealed that extraversion significantly and directly leads to pleasure which have direct effect on satisfaction. Al- Hawari's (2014) investigation on how personality of customers influences their satisfaction and loyalty to product or service confirmed that, to a greater extent, personality traits have both negative and positive influence on customer loyalty and satisfaction. The study found customers who are sociable and emotionally stable to place less emphasis on quality service leading to satisfaction than those less sociable and emotionally unstable. Recent report from the WHO (2017) also indicates that globally, more than 300 million people of all ages suffer from depression. Studies on personality traits are very essential in understanding consumer behaviour and needs (Al- Hawari, 2015).

This study therefore hypothesises that,

H10: *There is no significant relationship between extraversion and customer satisfaction in hotel services in Ghana.*

H1a: *There is a significant relationship between extraversion and customer satisfaction in hotel services in Ghana.*

H20: *There is no significant relationship between agreeableness and customer satisfaction in hotel services in Ghana.*

H2a: *There is a significant relationship between agreeableness and customer satisfaction in hotel services in Ghana.*

H30: *There is no significant relationship between neuroticism and customer satisfaction in hotel services in Ghana.*

H3a: *There is a significant relationship between neuroticism and customer satisfaction in hotel services in Ghana.*

Staff Service Quality and Customer Satisfaction

Service delivery in the hotel sector is labour intensive. The inseparable nature of service delivery makes human interaction quality very essential. The quality of human interaction becomes very crucial where services are at peak period of time and demand is higher. The attitude and behaviour of staff can create the enabling environment for customers to be satisfied with services and recommend to friends as well. Staff recruitment criteria, job design, training, incentives, and salary are believed to be key factors that influence how staff delivers services to customers (Chand, 2010). The five dimensions of service quality (SERVQUAL) namely; tangibles, reliability, responsiveness, empathy and assurance have been proven to have positive impact on staff service delivery that leads to customer satisfaction (Parasuraman et al., 1988;). Tangibles (in terms of physical appearance of personnel and communication skills), reliability (in terms of ability to perform the promised service dependably and accurately), responsiveness (willingness to help customers and provide prompt service), empathy (communication and individualized attention given to customers) and assurance (staff knowledge, courtesy and their ability to inspire trust and confidence in

customers). Using the SERVQUAL model to assess guest satisfaction with hotels in Ghana, Amisah (2013) and Owusu-Frimpong, Nwanko, Blankson & Tarnanidis (2013) found the quality of staff service to be the key driver of customer satisfaction, in terms of staff being courteous, understanding of specific needs of guest and given them personalized attention.

The HOLSERV model (Mei et al., 1999) which emerged out of the SERVQUAL model discussed earlier, holds that employee's or staff dimensions (responsiveness; assurance; and empathy) are the overall best predictor of service quality in the hotel industry. Choi & Chu (2001) also found dimension of employees such as politeness, neat appearance and multilingual skills to have effect on customer satisfaction and repeat patronage of hotel services. Mei et al. (1999) and Choi & Chu (2001) therefore recommended hotel managers to allocate resources to train staff in order for them to deliver services to satisfy customers. Commitment of management in service delivery to customers in terms of giving personalized services, understanding needs and providing customised services were found in studies of Narteh et al. (2013) to be major contributors to quality service delivery leading to customer satisfaction in the hospitality industry. Similarly, Amin et al. (2013) and Clemens et al. (2011) found a significant relationship between staff performance and customer satisfaction.

This study therefore hypothesises that,

- H4o:** Staff service qualities have no influence on customer satisfaction in the hotel service in Ghana.
- H4a:** Staff service qualities have an influence on customer satisfaction in the hotel service in Ghana.

Physical Environment

Physical environment is where service transaction takes place usually between customer and service

provider (Bitner, 1990). The physical environment of a firm also known as the "Servicescape" can have direct effect on customer's perception of service delivery, attitude, and tolerance level during service failure as well as level of satisfaction (Han & Ryu 2009). The physical environment are usually created or developed by firms. It is within their control and hence they could make it more appealing enough to create and leave positive impression in the minds of customers. The servicescape comprises of room design and outside facility design (Bitner, 1990). For instance noisy room, hot temperature, smelly room and uncomfortable furniture might discourage a hotel guest from continuing to stay in a hotel. Brady & Cronin (2001) and Nimako & Mensah (2013) found ambient conditions (such as temperature, scent, music) and facility design or architectural outlay of a firms' environment (such as flowers, painting, ceiling and wall décor) to enhance service quality delivery. Décor and artefacts were also found to be key determinant of customer satisfaction and loyalty in a restaurant setting (Han & Ryu, 2009).

Lin & Mattila (2010) supports the notion that customer satisfaction with physical environment is not based on a single element only but rather on several elements, both tangible and intangible. Clemes et al., (2011) found security issues such as availability of fire alarms, security check post, safety box, and room technology facility such as internet and satellite TV efficiency to influence customer satisfaction. Security issues should not be ignored by hotel management. For instance; terrorist attacked hotel guests recently in Burkina Faso (the Splendid Hotel), Libya (Corinthia Hotel), Mali (Blu Hotel) and Tunisia (resort of Sousse) and several hotel guests lost their lives (Al Jazeera Media Network, 2016). Customers would also consider security issues in assessing service quality of hotels. Barsky & Nash (2003) argue that hotels with good interior lighting in public areas such as the car park, hallways and stairways increases guest sense of security. Findings from these studies depict the important role of inner room and outside facilities in enhancing service delivery and increasing customer satisfaction especially in the hospitality sector such as the hotels.

This study therefore posit that,

- H5o:** Room qualities have no strong influence on customer satisfaction in the hotel service in Ghana.
- H5a:** Room qualities have strong influence on customer satisfaction in the hotel service in Ghana.
- H6o:** Outside facilities no have strong influence on customer satisfaction in the hotel service in Ghana.
- H6a:** Outside facilities have strong influence on customer satisfaction in the hotel service in Ghana.

The Conceptual Framework

The conceptual framework contains key elements believed to have strong impact on the dependent research variable. The model depicts that personality factors (extraversion, agreeableness and neuroticism), staff service quality and the physical environment leads to customer satisfaction. Fig. 1 displays the conceptual framework.

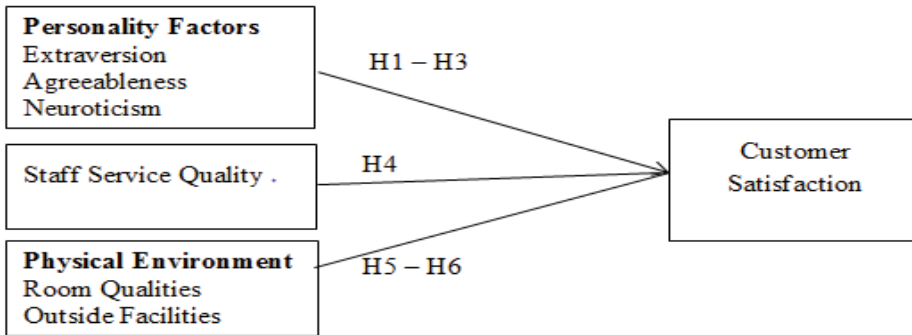


Figure 1: The Conceptual Framework Adopted from (Jani & Han, 2014; Han & Ryu, 2009; Choi & Chu, 2001)

Methodology

Sampling Design and Data Collection

This study is a cross-sectional survey. A non-probability purposive and convenience sampling technique were used to select 4 registered hotels rated between 1 to 4 stars in Greater Accra, the capital city of Ghana. One hotel for each category was considered. The selection of these rated hotels were based on Ghana’s hospitality report by Jumia

Travel (2016) that most hotel guests in Ghana prefer a 1 to 4 star hotel due to exorbitant fees charged by the 5 star hotels. Accra was considered because the report indicated that it is the most popular visitors’ destination in Ghana. Questionnaires were pre-tested on 10 hotel guests prior to the data collection exercise after seeking permission from management of the hotels selected. Four hundred (400) hotel guests were conveniently sampled for the study (100 from each selected hotel).

With the help of two research assistants, questionnaires were administered on respondents at the lounges of the hotel's premises. The data collection exercise lasted for sixteen (16) days, 4 days for each hotel selected. Three hundred and fifty one (351) responses were valid for data analysis. That forms a response rate of 87.8 %. Data was analysed using Partial Least Square (PLS) method. The PLS method is well-known for having been successfully applied to customer satisfaction analysis and other business disciplines. It enables causal models to be estimated and can address a broader range of problems (Hair, Ringle & Sarstedt, 2011). Authors, such as Deng, Yeh & Sung (2013) and Akter, D'Ambra, Ray & Hani (2013) used PLS method to assess customer satisfaction on over 400 respondents in their study.

Development and Measurements of Constructs

All measurement items for the study were adapted directly from previous studies in the hotel industry to measure customer satisfaction. The measurement items of personality factors (extraversion, agreeableness and neuroticism) were adapted from works of Jani & Han (2014). That of physical environment was derived from (Clemens et al., 2011; Han & Ryu, 2009) and satisfaction from Han & Ryu (2009). Variables for staff service quality was adapted from Clemens et al. (2011) and Choi & Chu (2001). The scales were modified during the pre-testing stage. A five point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure the variables). In measuring customer satisfaction, a 5-point scale, ranging from 1 (very dissatisfied) to 5 (very satisfied) was considered (Vagias, 2006).

Data Analysis and Findings

Demographic Characteristics of Respondents.

Majority of the respondents (56.1%) were males. The females formed 43.9% of the total respondents. The least age group were between the ranges of 15 to 24 years old (13.4%). Respondents above the age of 40 years dominated the population; obtaining 30.5%. The hotels were patronised more by guest of African origins (89.2%) than Europeans and Asians who formed only 4.3% and 6.6% respectively. Ghanaians formed majority of the respondents (72.1%). Majority (37.6%) of the respondents had business intentions for staying in the hotel. The second highest purpose was to attend conference or meetings (26.5%). Close to 50% of the respondents had tertiary educational background. The highest income earners were those with an average monthly income of GHS 2500 – 3000 (39.3%). The two star hotel recorded the highest (35.3%) and was the most preferred hotel by the respondents. Table 1 displays the demographic characteristics of the respondents.

Table 1: Demographic Characteristics of Respondents.

	N	%		N	%
<i>Sex</i>			<i>Monthly Income</i>		
Male	197	56.1	GHS1,500	34	9.7
Female	154	43.9	GHS 1,500 – 2,500	52	14.8
			GHS 2500 – 3,000	138	39.3
<i>Age</i>			above GHS 3,000	127	36.2
15-24	47	13.4			
25-29	70	19.9	<i>Type of Hotel</i>		
30-34	55	15.7	4 Star	45	12.8
35-39	72	20.5	3 Star	64	18.2
40 and above	107	30.5	2 Star	124	35.3
			1 Star	118	33.6
<i>Continent of Origin</i>					
Africa	313	89.2	<i>Educational Level</i>		
Europe	15	4.3	Primary	37	10.5
Asia	23	6.6	Secondary	68	19.4
			Tertiary	175	49.9
<i>Purpose of Visit</i>			Vocational /Technical	71	20.2
Pleasure	88	25.1			
Business	132	37.6	<i>Nationality</i>		
Conference/ meeting	93	26.5	Ghanaians	253	
Religious programme	27	7.7	Other Nationals	98	
Transit	11	3.1			

Source: Field Survey (2017)

Assessment of the Measurement Construct

All the measurement items were derived from previous studies, hence a confirmatory factor analysis (CFA) was conducted to measure the reliability and the validity of the measurement items. The reliability represents the internal consistency of all indicators in relation to the construct. This can be determined by calculating the cronbach's alphas (CA) and composite reliability (CR). The composite reliability and cronbach's alpha values for the constructs ranged between 0.873 to 0.994 and 0.71 to 0.988 respectively. Hair et al. (2011) recommends CA and CR minimum threshold to be not less than 0.70.

The convergent and discriminant validity of the measurement items was examined using Average Variance Extracted (AVE). The AVE measures the amount of variance that a construct captures from its indicators relative to measurement error. The convergent validity was assessed using factor

loadings, composite reliability and AVE. The factor loadings ranged from 0.72 to 0.99. Hair, Black, Babin, Anderson & Tatham, (2006) recommends elimination of all variables whose factor loadings value fall below 0.50 from further analysis since their contribution to that latent construct is insignificant. The following eight (8) variables were dropped as a result; A1, A4, N1, ST5, R4, O3, O4 and SA1. Many variables dropped were probably due to context- specific issues. An AVE score above 0.50 indicates adequate convergent validity (Fornell & Larcker, 1981). The AVE scores of the construct ranged between 0.616 – 0.988.

The discriminant validity was assessed using AVE. Discriminant validity reflects the extent to which the measure is unique and not simply a reflection of other variables. All the items should have higher loading on their corresponding construct than the cross loadings on the other constructs in the model (Fornell & Larcker, 1981). The measurement models were deemed fit by obtaining values within the recommended range as displayed on Tables 2 and 3 respectively.

Table 2: The CFA Measurement Model Results

Construct	Items	Loadings	Cronbach Alpha	CR	AVE
Extraversion			0.860	0.889	0.616
I talk to a lot of different people	EV1	0.804			
I feel comfortable around people	EV2	0.792			
I start conversations	EV3	0.760			
I make friends easily	EV4	0.770			
I do not mind being the center of attention	EV5	0.797			
Agreeableness			0.988	0.994	0.988
I am concerned about others	AG2	0.994			
I respect others	AG3	0.994			
Neuroticism			0.894	0.933	0.823

MAIN ARTICLES

I don't become tensed up easily	NE2	0.872			
I don't worry about things easily	NE3	0.942			
I don't get anxious easily	NE4	0.907			
Staff Service Quality			0.808	0.873	0.633
Staff are friendly	ST1	0.803			
Staff are always willing to help me.	ST2	0.838			
Staff understand my requests	ST3	0.815			
Staff gave me individual care	ST4	0.720			
Physical Evidence - Room Quality			0.851	0.909	0.769
The furniture is of high quality	RQ1	0.893			
Room service is efficient	RQ2	0.863			
Room internet facilities are efficient	RQ3	0.875			
Physical Evidence - Outside Facilities			0.74	0.874	0.778
The paintings and décor are attractive	OF1	0.805			
Safety and security measures are in place	OF2	0.953			
Satisfaction			0.71	0.873	0.775
Overall, I am highly satisfied with this hotel	SA2	0.881			
My overall experience at this hotel are satisfactory	SA3	0.881			

Source: Field Survey (2017)

Table 3: The Discriminant Validity Results

	AG	EV	NE	OF	RQ	SA	ST
AG	0.994						
EV	0.022	0.785					
NE	0.195	0.22	0.907				
OF	0.049	0.346	0.244	0.882			
RQ	-0.007	0.351	0.198	0.703	0.877		
SA	0.151	0.143	0.23	0.205	0.223	0.881	
ST	0.124	0.114	0.116	0.165	0.188	0.375	0.795

Source: Field Survey (2017)

Testing of Hypotheses

Six hypotheses were drawn for the study. Structural Equation Modelling (SEM) was employed using SmartPLS to test the relationship between the variables. Findings from the structural model assessment statistics indicate that the model fit the data. The proportion of variance of the dependent and independent variables explained by the model were as follows; R^2 ($\beta = 0.20$, $p \leq 0.000$) and R^2 adjusted ($\beta = 0.19$, $p \leq 0.001$).

Neuroticism ($\beta=0.15$, $t= 2.77$, $p < 0.006$) staff service quality ($\beta=0.32$, $t= 4.79$, $p < 0.000$), and room quality ($\beta= 0.17$, $t= 2.37$, $p < 0.018$), were

the only variables found to be positive and have statistically significant relationship with customer satisfaction in the hotel industry. Hence, we rejected the null hypotheses H3, H4, and H5. The relationship between extraversion ($\beta=0.036$, $t= 0.891$), agreeableness ($\beta=0.083$, $t= 1.422$), outside facilities ($\beta= -0.063$, $t= 1.042$), and satisfaction were statistically not significant. Hence, we failed to reject null hypotheses H1, H2, and H6. Staff service quality was the key determinant of guest satisfaction at hotel among all the variables assessed ($\beta=0.32$, $t= 4.79$). Table 4 summarises the findings of the model test.

Table 4: The Hypotheses

Ha	Path	Mean	SD	Std.β	t- Value	P- Value	Remarks
H1	Extraversion -> Satisfaction	0.082	0.041	0.036	0.891	0.374	Rejected
H2	Agreeableness ---> Satisfaction	0.052	0.059	0.083	1.422	0.156	Rejected
H3	Neuroticism ---> Satisfaction	0.149	0.055	0.152	2.776	0.006	Supported
H4	Staff Serv.Qlty->Satisfaction	0.326	0.067	0.32	4.786	0	Supported
H5	Room Qlty--> Satisfaction	0.159	0.071	0.169	2.369	0.018	Supported
H6	Outside Fac.-> Satisfaction	-0.059	0.06	-0.063	1.042	0.298	Rejected

Source: Field Survey (2017)

Discussion of Results

The purpose of the study was to examine the extent at which personality factors (extraversion, agreeableness and neuroticism), staff service quality, and physical environment (room and outside facilities) influence customer satisfaction in the hotel industry in Ghana. It further sought to identify which of these factors is the most influential in keeping customers satisfied with hotel service. Among the three personality factors assessed, neuroticism was found to be positive and significant to customer satisfaction. Neuroticism is about a person's emotional stability whereas extraversion and agreeableness have to do with the sociable make-up of a person in terms of being helpful and having warmth feeling towards people (Jani & Han, 2014).

Other authors found personality traits such as extraversion and agreeableness to be significant predictors of customer satisfaction (Jani & Han, 2014; Lin & Worthley, 2012). Their findings contradict findings of this study. This study found extraversion and agreeableness to have non-significant effect on hotel guests satisfaction. Although foreigners were involved in the study, Ghanaians dominated the study (72.1%). It can be argued that Ghanaians, by their nature and cultural values, are known to be friendly; they welcome strangers with open arms and tolerate each other (Morris, 2014). Hence, they might not perceive personality traits such as extraversion and agreeableness to be any unique individual attributes that might have influence on their satisfaction level of hotel services. Rather, they expect service personnel to exhibit extraversion characteristics (that is to be friendly, sociable) and agreeableness characteristics (that is warm reception, respect and concern to customer needs) in order to be satisfied with services delivered (Amissah & Amenumey, 2015; Narteh et al., 2013). It can therefore be argued that these two personality traits (extraversion and agreeableness) might be context-specific.

This study indicates that there is significant positive relationship between personality traits (neuroticism) and customer satisfaction in hotel services in Ghana. This finding is consistent with findings of Jani & Han (2014) study on neuroticism as personality trait leading to customer satisfaction and loyalty in hotel setting, and also study of Gountas & Gountas (2007) on personality orientation and customer satisfaction in an airline industry. Al-Hawari (2015) and Gountas & Gountas (2007) hold that both positive and negative emotions influence consumers satisfaction. For example, studies of Faullant, Mooradian & Matzler (2011) found that people who exhibits fear traits were less satisfied with services experience than people with feelings of joy.

This study found significant relationship between staff service quality and customer satisfaction. Furthermore, staff service quality was found to be the key determinant of customer satisfaction in the hotel sector in Ghana. This finding is consistent with studies of Amissah et al. (2013), Amin et al. (2013), Clemens et al. (2011) and Choi & Chu (2001) who found staff service quality to be pivotal towards customer satisfaction in the hotel settings. Findings of this study also support earlier studies of Mei et al. (1999) who found employee attributes, such as willingness to help, knowledgeable, and caring to be key determinant of overall service quality leading to customer satisfaction in hotel settings. Narteh et al. (2013) also found staff competence, conflict handling and communication to be pivotal in relationship management practices that lead to customer satisfaction and loyalty in the hospitality industry.

Findings from this study indicated that room quality have strong influence on customer satisfaction in the hotel setting than the outside facilities. Majority of the respondents in this study lodged at the hotel for business (37.6%) and conference (26.5%) purpose, only few were there for pleasure (25.1%). As a result, they probably had less use and direct

contact with the outside facilities as compared to respondents who were there for pleasure. It can therefore be argued that customer satisfaction with physical environment in the hotel setting could depend on the purpose of visit of guest. Findings of this study are consistent with the study of Amissh

& Amenumey (2015) who also found room quality to be more significant to service quality than the outside facility in hotel. Similarly, Zhou, Ye, Pearce & Wu (2014) found room quality, such as cleanliness of room and availability of Wi-Fi to be one of the key determinants of guest satisfaction in hotels.

Implication of Findings and Conclusions

An understanding of how personality traits, such as neuroticism, can influence guest satisfaction level will enable management of hotels to create the enabling hotel environment that might reduce the stress and depression of some guest at the hotel. Analysis from this study indicates that most of the respondents had positive emotions as they indicated that they do not get anxious or tensed up easily (see Table 2). This positive emotion of guest can influence their satisfaction of hotel services. This study therefore recommends that hotel management should re-examine and re-programme their customer database system to capture guest personality traits in order to deliver services that meets customers' needs. Employees should be enlightened, trained, and empowered on how to handle customers with different personality traits and resolve guest complaints quickly. Management of hotels should factor in personality traits when designing their communication messages in order to capture wider market.

Staff service quality was found to be the overall key determinant of guest satisfaction in hotel.

The inseparable nature of service delivery makes human interaction quality very essential. Pallet, Taylor & Jayawardena (2003) hold that quality services do not happen by accident. Management must first of all envisage it, take initiatives, plan towards it achievement, deliver, monitor and find the means of sustaining it. The authors proposed a "People Quality" approach where hotel managers must have staff retention strategies, good communication system where employees

form part of the decision making unit, and place customer needs at the centre of the business. This study also recommends that staff should be empowered by training them on good customer practices. Staff with outstanding performance should be given incentives or motivated by rewards and recognition. Hotel regulatory bodies should ensure that hotel standards are complied with and hotels that fail to meet standards are sanctioned accordingly.

Findings from this study indicated that, room quality have significant influence on hotel guests' satisfaction than the outside facilities. It can be said that, the outside facilities could attract more guest with business and conference intentions and arouse their expectations, but it is the inside facilities that would keep them satisfied with hotel services. This implies that, hotel managers and practitioners should study the characteristics of their target market and create the required servicescape to meet their needs in order to keep them delighted with service delivery. This study recommends that hotel managers should pay extra attention to quality of room service delivered to their guest, constant monitoring of T.V cable network, and the internet facilities to ensure their efficiency in operation and purchasing of quality products to furnish rooms. Business guest should be encouraged to use more of the outside facilities in order for them to enjoy the full servicescape. This can be achieved through promotional messages that showcase the outside facilities and activities to be interesting and appealing. More so, security issues should not be ignored.

Limitations of Study and Future Research Direction

This study has the following limitation which should be addressed in the future research; the study did not consider the influence of demographic characteristics such marital status, age, income, nationality and gender influence on hotel guest satisfaction. Future studies should consider studies on the influence of personality traits on service quality and customer satisfaction in other service sectors.

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