The Effect of Supply Chain Management Systems (SCMS) on Customer Satisfaction in the Hotel Industry in Ghana: The Case of Selected Hotels in the Sekondi-Takoradi Metropolis

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ARTICLE INFO	ABSTRACT
Published Online: 06 November 2018 Corresponding Author: **Renas Ayebono Atanga**	The ultimate goal of a SCM system is to integrate various members of the Supply Chain (SCM) in a seamless manner to achieve high level of customer satisfaction and thus a long-term competitive advantage. Thus, the fact remains that the concept of SCM if properly applied to the hotel industry will augment customer satisfaction. The research therefore seeks to investigate the effect of supply chain management systems (SCMS) on customer satisfaction in the hotel industry in Ghana. Structured close-ended interviewer-administered questionnaire was used to collect primary data developed. One hundred and forty (140) respondents were used for the study. Descriptive statistics, multiple response analysis and Chi Square test of association are the statistical tools used to examine the data. Among other things, the study results reveal that "Hotel guides convenience of location", "security, Sensitivity and attention to customer needs", "reliability service and attractiveness", and "cleanness comfort and environment" are the major or the key factors that influence customers hotel choice in Sekondi-Takoradi Metropolis. Further, "cost reduction" is a greatest benefit to be achieved from the adaption of SCM systems students' it is also evident from the study that "Conflicting organizational structures and culture", "Inadequate measurement systems", "Information system and technological incompatibility", "Poor collaboration among chain partners", "Internal and external turf protection" and "Misalignment of motives and behaviors" are challenges that exist in the use of SCM system in achieving customer's satisfaction and lastly it was justified from the study that there is no relationship that can be establish between supply management system on customer satisfaction and the key factors that influence customers hotel choice.

1. INTRODUCTION

The hotel industry has been one of the most closely competed industries especially in the 21st century (Gundersen, Heide and Olsson, 1996). The hotel industry is growing fast in global economies; where international hotel chains are opening branches to reap the market rewards from this competitive industry. In avoiding the possibility of business failure, small to medium enterprises in developing countries are encountering intensifying compression to upsurge the pleasure offered to customers (Jana and Chandra, 2016). Customer satisfaction has become an important aspect of the hotel industry. Unlike other industries, the hotel industry flourishes due to its capability to retain its Customers Jana & Chandra (2016).

In situations whereby customers are satisfied with products or brands, they are most likely to become loyal customers and

keep spreading good words of the hotel (Gundersen, Heide and Olsson, 1996). Also, customers feel appreciated when they realize that the hotel is committed to improving their experience Gundersen, Heide and Olsson, 1996). Customer Satisfaction is related with the achievement of customers' requirements or needs; the customer should feel that his needs, desires and expectations have been met or exceeded (Luo and Homburg 2003). According to Jana & Chandra (2016), customer satisfaction is now the crux of the hotel industry.

Customers are now more knowledgeable and connected making customer service more thrilling in recent times, the social media, online customer reviews, messages forums and the power of internet search are tipping and shifting the balance of power in their favour, Kangogo et al (2013). Luo and Homburg (2007) resolved that customer satisfaction enhances institutional lucrativeness. Manha & Tukamushaba (2015), hold on to the assertion made above. The authors state that "customer satisfaction has become widely accepted as a critical notion in marketing and has been used as a yardstick for determining a company's performance. Customer satisfaction is frequently used as an indicator of quality – especially when determining the quality of customer service.

The concept of Supply Chain Management (SCM) was introduced in the 1980s and today due to the attention given to Supply Chain Management the definition has gone through a substantial number of changes. Christopher and Ryals (1999) stated that an effective SCM system is a powerful tool to achieve competitive advantage for all members in the supply chain. According to Tan (2001), the ultimate goal of a SCM system is to integrate various members of the Supply Chain (SCM) in a seamless manner to achieve high level of customer satisfaction and thus a long-term competitive advantage.

Thus, the fact remains that the concept of SCM if properly applied to the hotel industry will augment customer satisfaction. The research therefore seeks to address the following questions: (i) what are the key factors that will influence a customer's Hotel choice? (ii). what benefits can be achieved with the adaption of SCM systems in enhancing customer satisfaction in the hotel industry? And (iii). What challenges exist in the use of SCM systems in achieving customer satisfaction?

2. LITERATURE REVIEW
2.1 Supply Chain Management
The Council of Supply Chain Management Professionals (CSCMP, 2011) defines Supply Chain Management as activities involving sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. Supply chain management focuses on the management of supply chain activities to help to take advantage of customer value and attain a sustainable competitive advantage, (Handfield, 2011). SCM is seen as the management of materials and services "upstream" in the hands of suppliers (or their suppliers) or "downstream" in distribution or in the possession of customers.' (Compton & Jessop, 2001). Supply chain management (SCM) is identified as a strategic tool to firms to improve organizational performance and secure competitiveness (Christopher and Ryals, 1999). Handfield (2013) define supply chain management as an integrating philosophy to manage the total flow of distribution channel from supplier to ultimate customer. Supply chain can be defined generally as where three or more organizations are directly linked by one or more of the flows of products, services, finances and information from a source to a customer (Mentzer et al; 2005).

2.2 Customer Satisfaction
A customer is said to be satisfied when his expectations are met and this is largely influenced by the value of customer care provided by the organization, (Kotler1995). Customer satisfaction is the art of making the customer happy by listening to them and responding to their needs (Zhang et al., 2003). Kotler (1995) again noted that the process of customer care means delivering quality service that can satisfy the customer. Customer satisfaction involves managing the business with the prime intention of satisfying customer needs rather than the needs of management (Herrmann, Huber and Braunstein, 2000). Customer satisfaction is typically defined as a post consumption evaluative judgement concerning a specific product or service (Gundersen, Heide and Olsson, 1996). Customer satisfaction, according to Kotler (1995) is a psychological concept that involves the feelings of well-being and pleasure resulting from gaining what a person hopes for and expects from a product and /or service.

2.3 Factors That Influence a Customer's Hotel Choice
A report by Kandampully and Suhartanto (2000) revealed that, the customers have complained of high prices for accommodation and customer neglect.Some factors that may influence a customer's hotel choice include: efficient and timely delivery of services, hotel guides, security, customer attention, parking space, 24hour front desk services,

sensitivity and attention to customer needs (Natuhwera, 2011). Customer care services in organization include reliable services, security, parking space, front desk services, attractiveness, speed in service delivery, after sales services, customer attention and sensitivity to their needs, honesty, and good attitude towards customers, (Natuhwera, 2011). How well your service matches to customer needs, How well you keep your customers informed, the professionalism, friendliness and expertise of your employees and the after sales service you provide. Kandampully and Suhartanto (2000), suggest factors such as guest room, restaurant bar, spa or wellness service are no longer considered a luxury, nonetheless, the only thing that makes some hotels prosper as compared to others is hotel innovativeness.

To better understand the guest experience, Knuston, Beck, Kim, and Cha (2009) used exploratory factor analysis and identified 41 variables from a sample of 152 guests' hotel experiences. Of these 41, four variables were deemed statistically significant. The four variables are (1) benefit, (2) convenience, (3) incentive, and (4) environment (Knuston et al., 2009). Applying to the hospitality industry, there have been numerous studies that examine attributes that travelers may find important regarding customer satisfaction. Atkinson (1988) found out that cleanliness, security, value for money and courtesy of staff determine customer satisfaction. Knutson (1988) revealed that room cleanliness and comfort, convenience of location, prompt service, safety and security, and friendliness of employees are important. Barsky and Labagh (1992) stated that employee attitude, location and rooms are likely to influence travellers' satisfaction. A study conducted by Akan (1995), showed that the main determinants of hotel guest satisfaction are the behavior of employees, cleanliness and timeliness. Choi and Chu (2001) concluded that staff quality, room qualities and value are the top three hotel factors that determine travelers' satisfaction. The above Authors further posits that service attitude of the employee's

plays a critical role in maximizing customer satisfaction; therefore, employee's ability to solve problems efficiently and accurately is the most important factor in maintaining customer satisfaction level.

2.3 Benefits of Implementing Supply Chain Management Strategies

The benefits of SCMS are, increased inventory turnover, increased revenue and cost reduction across the chain, (Daugherty et al., 2005; Attaran, 2004; Leonard and Cronan, 2002; Fine, 2000). SCMS potentially creates value for all members in the chain. However, such benefits vary in importance and degree among partnering chain members (Agrawal and Pak, 2001). Additional benefits are market responsiveness, added economic value, capital utilization, decreased product time to market, and logistics cost reduction (Lee, 2004; Mentzer et al., 2000; Tyndall et al., 1998; Christopher and Ryals, 1999).

2.4 Challenges in Implementing Supply Chain Management Strategies

The barriers of SCMS can be grouped under one of two headings: "inter-firm rivalry" and "managerial complexity" (Park and Ungson, 2001). Inter-firm rivalry is a disassociation of motives and behaviors among allying partners within the strategic supply chain (Park and Ungson, 2001). Some barriers under this category include internal and external turf protection, poor collaboration among chain partners, and lack of partner trust. In short, inter firm rivalry is the tendency for allying partners to compete rather than willingly cooperating. Other barriers to SCM fall under managerial complexity or misalignments in allying firms' processes, structures, and culture (Park and Ungson, 2001). Under the umbrella of managerial complexity barriers include information system and technological incompatibility, inadequate measurement systems, and conflicting organizational structures and culture (Tyndall et al., 1998).
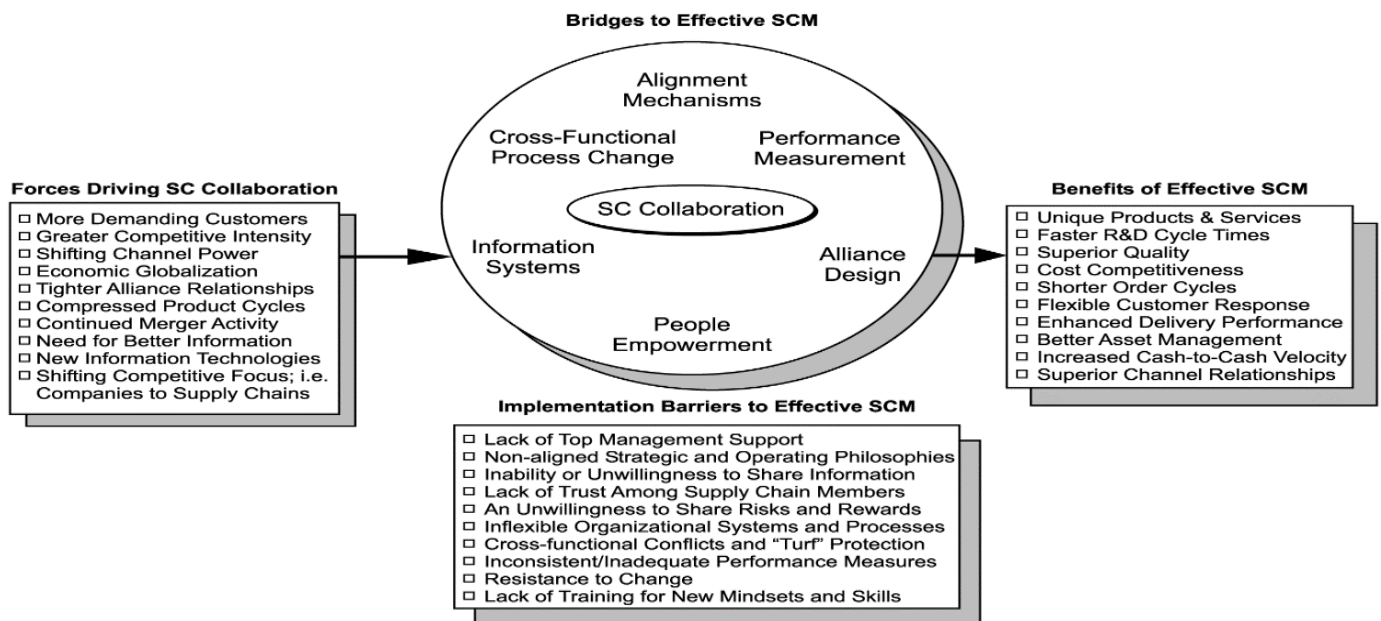
Figure 1: A contingency framework for understanding supply chain implementation

Source: adopted from Fawcett, Magnan and McCarter (2008)

3. METHODS

A structured questionnaire was developed in six sections: Section A dealt with the demographic characteristics of respondents. Section B covered factors that influence a customer's Hotel choice. Section C covered the supply chain management systems adapted by hotel in satisfying customers. Section D covered the benefit to be achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry. Section E looked at the challenges that exist in the use of SCM system in achieving customer satisfaction and Section F covered the customer complaints. Questions regarding the factors that influence a customer's Hotel choice and challenges that exist in the use of SCM system in achieving customer satisfaction were assessed on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Questions concerning the supply chain management systems adapted by hotel in satisfying customers, benefit to be achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry and customer complaints were assessed on multiple response. Finally, respondents indicated their demographic information such as category, age, academic qualification, and duration of employment. The questionnaire was pretested on a sample of 15 respondents in the hotel industry and modified based on the analysis of responses. A sample size of 140 was used in this study. Research question one and three was analyzed using descriptive statistics and research question two was analyzed using multiple response analysis.

The Chi-square test statistic was used to check the relationship between categorical variables whereas the t-test was used to determine whether a sample comes from a population with a specific means (Twenefour, 2017).

$$\chi^2 = \sum_{i=1}^{r} \sum_{j=1}^{c} \frac{(O_{ij} - E_{ij})}{E_{ij}}$$

Where

χ^2 = Chi-square

O_{ij} = the observed frequency in the ith row and j^{th} column.
E_{ij} = the expected frequency in the ith row and j^{th} column.
r = row
c = column
The statistic under the null hypothesis has an approximate chi-square distribution with the degrees of freedom given by $(r-1)(c-1)$. The chi-square test statistic is used because; the samples drawn from the population are approximately normally distributed, the samples drawn from different population are randomly independents and the samples drawn from the population have the same standard deviation. In reporting the conclusion, if the $p-value$ calculated is less than the alpha value observed $(p < \alpha)$, then the result is statistically significant indicating that the researcher has enough evidence to reject the null hypothesis and conclude that the two variables are related. However, if the $p-value$ calculated is greater than alpha value observed $(p > \alpha)$, then the researcher does not have enough evidence to reject the null hypothesis that is the researcher does not have enough

evidence to conclude that two variables are related (Twenefour, 2017).

4. RESULTS AND DISCUSSION

From Table 1, we could see that majority 77.9 percent of the respondents surveyed were hotel client whiles, 22.1 percent were Hotel staff. It was also noted that 57.9 percent of the people surveyed fall within the age interval of 20-30 years. Again, 30.7 percent of the respondents were between the age group of 31-40 years, while 10 percent were within the age group 40-50 years and 1.4 percent of the respondents were

between the age group of 51 and above. Moreover, a greater proportion of the respondents recording 72.9 percent completed tertiary, 26.4 percent of the respondents completed second cycle and 0.7 percent of respondents completed tertiary. Lastly, a greater number of the respondents constituting 63.6 percent has worked for 0-4 years, 23.6 percent of the respondents has worked in the hotel industry for 5-9 years, while minority of the respondents recording 5.7 percent has worked in the hotel industry for 16-20 years.

Table 1: Demographic characteristics of respondents

Responses	Frequency	Percentage
Category of respondents		
Hotel staff	31	22.1
Hotel client	109	77.9
Total	**140**	**100**
Age range of respondents		
20-30 years	81	57.9
31-40 years	43	30.7
40-50 years	14	10
51 and above	2	1.4
Total	**140**	**100**
Academic qualification of respondents		
Tertiary	102	72.9
Secondary	37	26.4
Primary	1	0.7
Total	**140**	**100**
Duration of employment		
0-4 years	89	63.6
5-9 years	33	23.6
10-15 years	8	5.7
16-20 years	8	5.7
Total	**140**	**100**

Source: field survey 2018

As shown in Table 2, A greater proportion of the respondents constituting 63 percent agreed that High prices for accommodation is a factor that influence hotel choice by customers, 26 percent of the respondents disagreed to the statements while 11 percent of the respondents surveyed said

they are not sure as to whether high prices for accommodation influence a customer's hotel choice, a mean of 1.39 confirms that a greater proportion of the respondents agreed to the statement ("High prices for accommodation").

Table 2: Factors that influence a customer's Hotel Choice

Statement	Agree%	Not sure%	Disagree%	Mean
High prices for accommodation	63	11	26	1.39
Customer neglect	56	23	21	1.44
Efficient and timely delivery of service	74	12	14	1.36
Hotel guides, convenience of location	90	5	5	1.15
Security	94	6	0	1.06
Customer attention and innovativeness	81	13	6	1.26
Parking space	79	13	7	1.29
24 hours front desk services and after sales service	84	11	5	1.21

Sensitivity and attention to customer needs	93	6	1	1.08
Reliability service and attractiveness	92	7	1	1.10
Guess room, restaurant, bar, s luxury or wellness service	80	13	7	1.27
Cleanness, comfort and environment	94	5	1	1.07
Employee's ability to solve problems efficiently and accurately and courtesy/friendliness of staff	76	19	6	1.30

Source: field survey 2018

Again, a mean of 1.44 depict that about 56 percent of the respondents agreed that customer neglect is a factor that influence hotel choice. Moreover, about 74 percent of the respondents with a mean response of 1.36 agreed that efficient and timely delivery of service is also a factor that influence a customer's Hotel Choice. Furthermore "Hotel guides convenience of location", "security, Sensitivity and attention to customer needs", "reliability service and attractiveness", and "cleanness comfort and environment" are the major or the key factors that influence customers hotel choice with a respective agreement mean of 1.15,1.06,10.8,1.10 and 1.07. Whiles "Customer attention and innovativeness", "24 hours front desk services and after sales service", and "Guess room, restaurant, bar, s luxury or wellness service" are also the second major factors that influence a customer hotel choice

with a respective agreement percentages of 81, 84 and 80. Lastly, "High prices for accommodation", "Customer neglect", "Efficient and timely delivery of service", "Parking space", and "employee's ability to solve problems efficiently and accurately and courtesy/friendliness of staff" are the minor factors that influence customer's hotel choice. A report by Kandampully and Suhartanto (2000)revealed that, factors that Influence a Customer's Hotel Choice is high prices for accommodation and customer neglect. The result of this work confirms the work of Kandampully and Suhartanto (2000) but these factors are regarded as minor in hotel industry in Sekondi-Takoradi Metropolis. The results, also confirm the work of Kandampully and Suhartanto(2000) and Akan (1995).

Table 3: Benefit to be achieved from the adaption of SCM systems in Enhancing customer satisfaction in the hotel industry.

	Responses		Percent of Cases
	N	Percent	
Market responsiveness	59	8.0%	42.1%
Decreased service delivery time	31	4.2%	22.1%
Cost reduction	93	12.6%	66.4%
Satisfaction of all supply chain members	43	5.8%	30.7%
Increased revenue	60	8.1%	42.9%
Increased inventory turnover	36	4.9%	25.7%
Unique product features	61	8.2%	43.6%
Superior quality	59	8.0%	42.1%
Cost competitiveness	58	7.8%	41.4%
Shorter order cycles	43	5.8%	30.7%
Flexible customer response	54	7.3%	38.6%
Enhanced delivery performance	54	7.3%	38.6%
Better asset management	55	7.4%	39.3%
Superior channel relationship	34	4.6%	24.3%
Total	**740**	**100.0%**	**528.6%**

Source: field survey 2018

Table 3 shows the benefit to be achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry. We can deduce from table 3 that a greater proportion of the percentage of cases (66.4 percent) retorted that cost reduction is the greatest benefit to be achieved from the adaption of SCM systems, moreover, 42.9, 43.6, 41.4 and 42.1 percentage of cases restored that the second benefit to be achieved from the adaption of SCM systems in enhancing

customer satisfaction in the hotel industry are "Increased revenue", "Unique product features", "Market responsiveness", "Cost competitiveness" and "Superior quality" respectively. Lastly, "Satisfaction of all supply chain members", "increased inventory turnover", "Shorter order cycles", "Flexible customer response", "enhanced delivery performance", "better asset management" and "Superior channel relationship" are regarded as a low benefit to be

achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry in Sekondi-Takoradi Metropolis.

Table 4: Challenges that exist in the use of SCM system in achieving customer's satisfaction.

Statement	Agree%	Not sure%	Disagree%	Mean
Misalignment of motives and behaviours.	62	38	0	1.38
Internal and external turf protection	58	0	42	1.42
Poor collaboration among chain partners	51	25	24	1.44
Lack of partner trust	42	31	26	1.84
Information system and technological incompatibility	64	22	14	1.41
Inadequate measurement systems	55	29	16	1.61
Conflicting organizational structures and culture	72	17	11	1.39

Source: field survey 2018

From Table 4, 62 percent of the respondents agreed that misalignment of motives and behaviors is a challenge that exist in the use of SCM system in achieving customers satisfaction with an agreement mean of 1.38, 38 percent of the respondents are not sure as to whether "misalignment of motives and behaviors" is a challenge. Again, a greater proportion of the respondents constituting 58 percent agreed that internal and external turf protection is a challenge that exist in achieving customer's satisfaction with a mean response of 1.42. Moreover, "poor collaboration among chain partners", "Information system and technological incompatibility", "Inadequate measurement systems" and "Conflicting organizational structures and culture" are challenges that exist in the use of SCM system in achieving customer's satisfaction with a respective mean response of 1.44, 1.41, 1.61 and 1.39. The results in this research affirm the work of (Park and Ungson, 2001). As averredin the work of Park and Ungson (2011) that Some barriers that exist in the use of SCM system in achieving customer's satisfaction this category include internal and external turf protection, poor collaboration among chain partners, and lack of partner trust. In short, inter firm rivalry is the tendency for allying partners to compete rather than willingly cooperating.

To justify if there is an association between supply management system on customer's satisfaction and the key factors that influence customer's hotel choice.

H_0: There is no association between supply management system on customer's satisfaction and the key factors that influence customer's hotel choice.

H_1: There is an association between supply management system on customer's satisfaction and key factors that influence customer's hotel choice.

Table 5: Chi-square tests of association

Source	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.000[a]	36	0.227
Likelihood Ratio	27.243	36	0.853
Linear-by-Linear Association	1.392	1	0.238

Source: field survey 2018

A chi square test of association was used to unearth this phenomenon. As depicted in table 5, the Pearson Chi Square p-value of 0.227 is > than the alpha value of 0.05 hence we fail to reject the null hypothesis and infer that there is no relationship that can be establish between supply management system on customer satisfaction and the key factors that influence customers hotel choice.

5. CONCLUSION

This study sought to investigate the effect of supply chain management systems (SCMS) on customer satisfaction in the hotel industry in Ghana. Descriptive statistics, multiple response analysis and Chi Square test of association are the statistical tools used to examine the data. The study revealed that majority of the respondents surveyed were hotel client

whiles, a smaller proportion of the respondents were Hotel staff. Moreover, "Hotel guides convenience of location", "security, Sensitivity and attention to customer needs", "reliability service and attractiveness", and "cleanness comfort and environment" are the major or the key factors that influence customers hotel choice in Sekondi-Takoradi Metropolis again, "Customer attention and innovativeness", "24 hours front desk services and after sales service", and "Guess room, restaurant, bar, s luxury or wellness service" are also the second major factors that influence a customer hotel choice in Sekondi-Takoradi Metropolis whiles, "High prices for accommodation", "Customer neglect", "Efficient and timely delivery of service", "Parking space", and "employee's ability to solve problems efficiently and accurately and courtesy/friendliness of staff" are the minor factors that influence customer's hotel choice.

Further, cost reduction is a greatest benefit to be achieved from the adaption of SCM systems students' again, the second benefit to be achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry are "Increased revenue", "Unique product features", "Market responsiveness", "Cost competitiveness" and "Superior quality" whiles, "Satisfaction of all supply chain members", "increased inventory turnover", "Shorter order cycles", "Flexible customer response", "enhanced delivery performance", "better asset management" and "Superior channel relationship" are regarded as a low benefit to be achieved from the adaption of SCM systems in enhancing customer satisfaction in the hotel industry in Sekondi-Takoradi Metropolis. In addition , it is evident from the study that "Conflicting organizational structures and culture", "Inadequate measurement systems", "Information system and technological incompatibility", "Poor collaboration among chain partners", "Internal and external turf protection" and "Misalignment of motives and behaviors" are challenges that exist in the use of SCM system in achieving customer's satisfaction and lastly it was justified from the study that there is no relationship that can be establish between supply management system on customer satisfaction and the key factors that influence customers hotel choice.

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