

**AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER
PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF
INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA**

MICHAEL ATUAHENE EVANS

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MICHAEL ATUAHENE EVANS

Salford Business School
College of Business and Law
University of Salford, Salford, UK

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ABSTRACT

It has been established in the job satisfaction, employee organisational commitment and leadership literature, particularly, established in the West, the fortuitous benefits that satisfied and committed employees can bring to an organisation through external service value provided to consumers. Recent research has emphasized the need for academics to explore the role national culture has on internal service quality practices and its effects, for example, on employee retention and productivity which ultimately affects service delivery levels. In addition, there have been calls to increasingly conduct empirical work in developing countries such as Sub Saharan Africa with burgeoning populations, a region that possesses distinct cultural traits from the Western world that may influence leadership style, employee commitment, job satisfaction, and ultimately service quality delivery.

The focus of this research was to critically examine the central role national culture has on internal service dynamics with respect to leadership, employee commitment and job satisfaction in small hospitality enterprises. Furthermore, the study explores the case of small indigenous hospitality enterprises in Ghana (hotels with no more than 10 employees or 20 rooms and are locally run). A multi case study approach was employed comprising four small hotels of similar characteristics. In-depth interviews were conducted with five employees from each establishment totalling 20 participants. A within-case and cross-case approach was conducted using thematic analyses.

Empirical data revealed that employees' job satisfaction and organizational commitment were predominantly influenced by Ghanaian cultural values. In addition, the paternalistic and humanistic cultural values prevalent in Ghana strongly influence leadership, which in turn, shapes employee organizational commitment and job satisfaction.

It is imperative that firms committed to the development of a strong service culture must recognise the critical role national culture plays in shaping employee behaviour as internal customers.

TABLE OF CONTENTS

Contents

ABSTRACT	iii
TABLE OF CONTENTS	i
LIST OF TABLES.....	X
LIST OF FIGURES	xii
LIST OF APPENDICES	xiii
ACKNOWLEDGEMENTS	xiv
CHAPTER ONE: GENERAL INTRODUCTION.....	1
1.1 Chapter Introduction	2
1.2 Background to the Study.....	2
1.2.1 Research Focus.....	3
1.2.2 Significance of Research Focus.....	4
1.3 Research Aim	4
1.4 Objectives	5
1.5 Research Questions	5
1.6 Methodology	5
1.7 Expected Contributions to Knowledge	6
1.8 Thesis Structure	7
1.9 Chapter Summary.....	10
CHAPTER TWO: SMALL HOSPITALITY ENTERPRISES AND NATIONAL CULTURE IN GHANA.....	11
2.1 Chapter Introduction	12
2.2 Overview of Ghana's Labour Market.....	12
2.3 Small Enterprises.....	15
2.4 Defining Small Enterprises.....	15
2.5 Defining Small Enterprises in Ghana	18
2.5.1 Contribution of Small Businesses towards Ghana' GDP	19
2.6 Small Hospitality Enterprises	22
2.7 Characteristics of Small Hotel Firms	23
2.8 Small Hospitality Enterprises and the Tourism Industry in Ghana	24
2.9 Overview of Service Quality Delivery of Small Enterprises in Ghana.....	25

2.10 Impact of Culture on Internal Customer (Employee) Service Quality in Small Enterprises in Ghana	27
2.10.1 Ghana and its Culture	28
2.11 The Concept of National Culture and Values	29
2.11.1 Dimensions of National Cultures	31
2.11.2 Power Distance.....	32
2.11.3 Individualism versus Collectivism.....	34
2.11.4 Femininity versus Masculinity	36
2.11.5 Uncertainty Avoidance	38
2.11.6 Long-Term versus Short-Term Orientation.....	39
2.11.7 Indulgence versus Restraint.....	40
2.11.8 Criticism of Hofstede’s cultural dimensions	42
2.11.9 Justification for not investigating Long-Term versus Short-Term Orientation and Indulgence versus Restraint Dimensions	43
2. 12 Employees’ Organisational Commitment	45
2.12.1 Employee’s Job Satisfaction	46
2.12.2 Leadership Style	48
2.12.3 National Culture and Organisational Commitment	50
2.12.4 National Culture and Job Satisfaction	53
2.12.5 National Culture and Leadership Styles	54
2.13 African Leadership Style	57
Influences on leadership practices.....	57
2.14 Chapter Summary.....	61
CHAPTER THREE: CUSTOMER SERVICE QUALITY IN THE HOSPITALITY INDUSTRY	62
3.1 Chapter Introduction	63
3.2 Overview of Service Quality	63
3.3 Nature of Service	65
3.3.1 Pure Service	65
3.3.2 Service Product Bundle	66
3.3.3 Service Characteristics	66
3.3.4 Intangibility.....	68
3.3.5 Inseparability	70
3.3.6 Heterogeneity	70

3.3.7 Perishability	72
3.3.8 Ownership	72
3.4 Service Quality Dimensions (SERVQUAL)	73
3.4.1 Criticism of SERVQUAL Instrument	76
3.4.2 Service Quality Dimensions (SERVPERF)	77
3.4.3 The Conceptual Model of Service Quality	78
3.5 Internal Customer Service	82
3.5.1 Importance of Internal Customer Service Quality	83
3.5.2 Key Contributing Factors of Internal Service	87
3.5.3 Internal Service Quality	90
3.5.4 Internal Service Quality Model	91
3.5.5 Relationship between Internal and External Service Quality	93
3.5.6 Service Profit Chain	94
3.6 Chapter Summary	98
CHAPTER FOUR: THEORETICAL FRAMEWORK	99
4.1 Chapter Introduction	100
4.2 Key Links to Literature	100
4.2.1 Rationale of the Theoretical Framework	101
4.2.2 Explanation of the Theoretical Framework	101
4.2.3 Links between research questions and the theoretical framework	103
4.3 Chapter Summary	108
CHAPTER FIVE: RESEARCH METHODOLOGY	109
5.1 Chapter Introduction	110
5.2 Research Design	110
5.2.1 Approach to the research process	113
5.2.2 Linking research questions and method for the study	114
5.3 Research Philosophy	115
5.4 Research Strategy	118
5.5 Case Study Design	121
5.5.1 The Case Study's Questions	122
5.5.2 The Study's Propositions	122
5.5.3 The Unit of Analysis	122
5.5.4 Logic Linking the Data to the Propositions	123

5.5.5 Interpreting the Findings from the Theoretical Framework	123
5.6 Types of Case Study Design.....	123
5.6.1 Design Tests for Case Study Quality (Validity and Reliability)	125
5.6.2. Theory Development.....	126
5.7 Case Selection.....	127
5.7.1 Justification for Case Selection	128
5.7.2 Case Study Participants (Interviewees).....	130
5.7.3 Case Study Protocol	132
5.7.4 Time, Location and Procedure for the Interviews	134
5.7.5 Ethical Approval.....	135
5.8 Design of Interview Questions	136
5.8.1 Language and Rigour in Interview iteration	139
5.8.2 Most commonly used Sources of Evidence.....	140
5.8.3 Interviews	141
5.8.4 Interview Content.....	141
5.8.5 Artefacts	142
5.8.6 Documentation.....	142
5.8.7 Direct Observation	143
5.8.8 Triangulation.....	143
5.8.9 Pilot Test.....	144
5.9 Data Analysis Strategies	145
5.9.1 Within-Case Analysis/ Cross-Case Analysis.....	145
5.9.2 Data Display and Analysis /Inductive Content analysis.....	146
5.10 Chapter Summary.....	147
CHAPTER SIX: FINDINGS AND DATA PRESENTATION	149
6.1 Chapter Introduction	150
6.2 Description of Case Hotel No.1	150
6.2.1 Findings from Direct Observations and Artefacts and Document Review: Hotel No.1	151
6.2.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.1.....	152
6.3. Why is internal customer service quality important within small hospitality enterprises in Ghana?.....	152

6.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	154
6.5 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	157
6.5.1. Power Distance Dimension	157
6.5.2 Collectivism versus Individualism	159
6.5.3 Masculinity versus Femininity	160
6.5.4 Uncertainty Avoidance	161
6.6 Findings from Interview with the Leader (Case Hotel No. 1)	163
6.6.3 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	165
6.6.4 Key Contributing Factors Affecting Internal Service Quality	166
6.7 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	168
6.7.1 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 1.	170
6.8 Description of Case Hotel No.2	177
6.8.1 Findings from Interview, Direct Observations, and Artefacts and Document Review: Hotel No. 2	177
6.8.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.2.....	178
6.8.3. Why is internal customer service quality important within small hospitality enterprises in Ghana?	178
6.8.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	180
6.9 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	182
6.9.1. Power Distance.....	182
6.9.2 Collectivism versus individualism	183
6.9.3 Masculinity versus Femininity	184
6.9.4 Uncertainty Avoidance	186
6.10 Results from Interview with the Leader of case hotel No. 2	187

6.10.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?	187
6.10.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	188
6.10.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	190
6.10.4 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 2.	191
6.11 Description of Case Hotel No.3.....	198
6.11.1 Findings from Interview, Direct Observations and Artefacts and Document Review: Hotel No.3.....	198
6.11.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.3.	199
6.11.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?	199
6.11.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	201
6.12 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	204
6.12.1 Power Distance.....	204
6.12.2 Collectivism versus individualism	205
6.12.3 Masculinity versus Femininity	207
6.12.4 Uncertainty Avoidance	208
6.13 Findings from interview with the Leader Case Hotel No. 3	210
6.13.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?	210
6.13.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	212
6.13.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	214
6.14 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 3.	216
6.15 Description of Case Hotel No.4.....	223

6.15.1 Findings from Interview, Direct Observations and Artefacts and Document Review: Hotel No. 4	223
6.15.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.4.	224
6.15.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?	224
6.15.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	226
6.16 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	228
6.16.1 Power Distance.....	229
6.16.2 Collectivism versus individualism	230
6.16.3 Masculinity versus Femininity	231
6.16.4. Uncertainty Avoidance	233
6.17. Results from Interview with the Leader Case (Hotel) No.4.....	234
6.17.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?	234
6.17.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	236
6.17.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	237
6.18 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 4.	239
6.19 Chapter Summary.....	246
CHAPTER SEVEN: ANALYSIS AND DISCUSSION OF FINDINGS FROM THE CASE HOTELS.....	247
7.1 Chapter Introduction	248
7.2 Revised Theoretical Framework of Internal Service Quality, Culture and Leadership Relationships.....	248
7.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?.....	250
7.3.1 Inter-departmental Relationships	251
7.3.2 Employees' Rewards	252
7.3.3 Employees' Training	253

7.3.4 Summary of Dimensions of Service Quality	255
7.3.5 Importance of Employees in Service Delivery.	258
7.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	259
7.4.1 Training and Career Development	259
7.4.2 Recognition.....	261
7.4.3 Amount of Work per Shift.....	262
7.4.4 Recruitment and Selection	262
7.4.5 Tools and Equipment.....	263
7.4.6 Employee Empowerment.....	264
7.4.7 Summary of Aspects of Internal Service	264
7.5 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?.....	265
7.5.1 Power Distance.....	267
7.5.2 Individualism and Collectivism	268
7.5.3 Femininity and Masculinity	269
7.5.4 Uncertainty Avoidance	270
7.5.5 Affective, Continuance and Normative Commitments and Culture	271
7.6 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	274
7.6.1 Leadership Style (Power Distance)	275
7.6.2 Leadership Style (Collectivism versus Individualism)	277
7.6.3 Leadership Style (Masculinity versus Femininity).....	279
7.6.4 Leadership Style (Uncertainty Avoidance Dimension).....	280
7.7 Chapter Summary	281
CHAPTER EIGHT: CONCLUSIONS AND RECOMMENDATIONS	282
8.1 Chapter Introduction	283
8.2 Conclusions	283
8.2.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?	284
8.2.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	285

8.2.3 How does Ghanaian national culture impact on internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?.....	288
8.2.4 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	292
8.3 Operational Recommendations.....	295
8.3.1 Training and Personal Development of Employees.....	295
8.3.2 Influence of National Culture on Internal Customer Service	296
8.4 Theoretical Contributions	297
8.5 Research Limitations	300
8.6 Recommendations for Further Studies	301
8.7 Chapter Summary	302
REFERENCES	304
APPENDICES.....	355
LIST OF APPENDICES	356
Appendix 1: Details of the interview guide for interview participants.....	357
Appendix 2: Interview Guide: Linking research questions and method for the study	358
Appendix 3: Research participation letter	360
Appendix 4: Research participants' information sheet	361
Appendix 5: Interview participants consent form.....	362
Appendix 6: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 1	363
Appendix 7: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 2	364
Appendix 8: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 3	365
Appendix 9: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 4	366
Appendix 10: Example of an employee's interview questions.....	367
Appendix 11: Example of an employee's interview transcript	371
Appendix 12: Example of hotel leaders' interview questions	376
Appendix 13: Example of a hotel leader's interview transcript	379
Appendix 14: Translated interview questions from English to Twi language.....	383
Appendix 15: Translated employees interview response from Twi to English language	387

LIST OF TABLES

1.1: Identified Gaps in the Literature and Implications for the Primary Data.....	7
2.1a: Employment status of the currently employed population 15 years and older by sex and locality	14
2.1b: Unemployed rates by sex, age and locality	14
2.2: Bolton Committee (1971) statistical definition of SME.....	16
2.3: EC (2005) definitions of small firms	17
2.4a:(UNIDO) definition for industrialized countries	18
2.4b:(UNIDO) definition for developing countries	18
2.5: Gross Domestic Product (GDP) in (GHc)	21
2.6: Small hotel firm definitional features	23
2.7: Hofstede’s Cultural Dimension Scores for Ghana.....	41
2.8: Comparison of elements of the Western “Ideal” Leadership with African social Leadership Concepts.....	57
4.1: Relationship between the research objectives and research questions	104
5.1: Approach to the research process	113
5.2: Chart for linking research questions and method for the study	114
5.3: Assumptions of Positivist and Phenomenology Philosophies	117
5.4: Relevant Situations for Different Research Methods	120
5.5: Case Study design and types	123
5.6: Tests for Quality of this Research	125
5.7: Case selection criteria for this study.....	128
5.8: Number and Percentage of Participating Employees in the Case Study	131
5.9: The Case Study Protocol for this Research	133
5.10 Origins of the modified interview questions.....	138
5.11: Six sources of evidence: strengths and weaknesses	140
6.1: Detailed Findings from Employees Interview, Observation, Document Review, and Artefacts: Case Hotel No.1.....	171
6.2: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 1.....	174
6.3: Detailed Findings from Employees Interview, Observation, Document Review, and Artefacts: Case Hotel 2	192

6.4: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 2.....	195
6.5: Detailed Findings from Employees Interview, Observation, Document Review, and Artefacts: Case Hotel 3.....	217
6.6: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 3.....	220
6.7: Detailed Findings from Employees Interview, Observation, Document Review, and Artefacts: Case Hotel 4.....	240
6.8: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 4.....	243

LIST OF FIGURES

3.1. Conceptual Model of Service Quality	79
3.2. Internal Service Quality Model	86
3.3. Internal service quality model: key contributing factors to gap 3....	90
3.4. Internal service quality model: relationship between gap1 and 3	92
3.5. Putting the Service Profit Chain to work.....	95
4.1. Theoretical Framework of the relationship between national culture, leadership style, internal service quality, employees' job satisfaction and organisational commitment	103
5.1. Research Design	112
7.1. The main theoretical framework of this research	250

LIST OF APPENDICES

Appendix 1: Details of the Interview Guide for Interview Participants.....	358
Appendix 2: Interview Guide: Linking research questions and method.....	359
Appendix 3: Research participation letter.....	361
Appendix 4: Research participants' information sheet.....	362
Appendix 5: Interview participants consent form	363
Appendix 6: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 1.....	364
Appendix 7: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 2	365
Appendix 8: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 3.....	366
Appendix 9: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 4.....	367
Appendix 10: Example of employees' interview questions.....	368
Appendix 11: Example of employees' interview transcript	372
Appendix 12: Example of leaders' interview questions.....	377
Appendix 13: Example of leaders' interview transcript	380
Appendix 14: Translated interview questions from English to Twi language.....	384
Appendix 15: Translated employee's interview response from Twi to English language.....	388
Appendix 16: Summary of Employees' Findings and Patterns/Themes: All Case Hotels	396
Appendix 17: Summary of Leaders' Findings and Patterns/Themes: All Case Hotels	404

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CHAPTER ONE: GENERAL INTRODUCTION

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Chapter Introduction

In this chapter, the background of the research is introduced with a brief overview for the need of the research on internal customer service quality delivery attributes prevailing in the small sized (hospitality) enterprises in Ghana. The aim, objectives and the research questions of the study are presented. This chapter highlights the rationale, originality, methodology employed and the intended contribution of the study.

1.2 Background to the Study

The research area is concerned with an investigation into internal customer service quality delivery and the relationships between components of national culture dimensions, employee job satisfaction and organisational commitment in small enterprises in the hospitality sector in Ghana.

Most literature on internal customer service has focused attention on major service industries, including banks, hospitals, retail firms, and multi-national hotels (Spinelli and Canavos, 2000; Wangenheim, Evanschitzky, Wunderlich, 2007; Chi and Gursoy, 2009; Mensah, Yamoah, and Adom, 2014) and not enough emphasis has been placed on small hospitality enterprises (Jung and Yoon, 2014).

One reason for the limited research in this field could be attributed to a lack of interest from the pioneers in service quality theories. The lack of research in the field of internal customer service delivery in this sector of the industry has prompted the author to carry out this research and focus on the indigenous hospitality providers in the Greater Accra region in Ghana to help close the gaps in the literature. The majority of studies on leadership principles have been based on Western models and there is a dearth of literature on country specific leadership styles in Sub-Saharan Africa (Bagire, 2014; Huang and Rundle-Thiele, 2014).

This study, therefore, contributes to closing the gaps in the literature in the area of country specific leadership development and assists in the

understanding of cultural influences on leadership styles in small hospitality enterprises in a developing country such as Ghana. This study investigates leadership styles as such, owners and supervisors are interviewed based on how culture affects their leadership style and not management style.

Literature on customer service quality in internal service in the small businesses and in the hospitality sector the developing world is under represented as compared to the developed countries (Savage, Labib and El-Feky, 2005; Fening, Pesakovic, and Amaria, 2008; Ruizalba, Bermudez-Gonzalez, Rodriguez-Molina, and Blanca, 2014).

The author emphasizes that the central focus in the study is based on the internal customer, that is, hotel leadership and employees. As such, no discussion of the culture of the hotel guests is covered in this research.

1.2.1 Research Focus

The author is particularly interested in this area of internal customer service quality in Ghana's hospitality industry, as according to Euromonitor (2016) the country's travel and tourism industry has been expanding rapidly due to the aggressive marketing promotion embarked on by the Ghana Tourist Board. As a result, tourism is playing a predominant role in Ghana's economic activities, ranking tourism receipts as the fourth largest earner of foreign exchange behind mineral and cocoa exports. In recent years, there has been a steady increase in the number of international tourist arrivals and average spend in Ghana according to official statistics (World Travel and Tourism Council (WTTC), 2017) and growth of tourism receipts (United Nations World Tourism Organization (UNWTO), 2017).

The hospitality industry is expected to play a decisive role in supporting the country's tourism development programme, because the sector is considered as an integral component in the tourism industry as a whole (Osei-Bonsu 2008; Mensah-Ansah, 2014). Nonetheless, the National Tourism Development Plan [2013-2027] (2012) of the Republic of Ghana states that there are significant gains in visitor numbers and increased visitor spend. Nevertheless, some problematic areas need immediate attention if Ghana's tourism industry is to be sustainable (Adu-Gyamfi, 2008). One such

area is Ghana's poor internal customer and external customer service quality, therefore, service quality issues have been included in the Tourism Development Plan by Ghana's Ministry of Tourism (2012) Pilot Programme Based Budget (PBB) for 2013-2015 (Ministry of Tourism, 2012) and Ministry of Tourism, Culture and Creative Arts (2016) Programme Based Budget Estimates for 2016-18.

1.2.2 Significance of Research Focus

Given the significance of the literature on practices and techniques of internal customer service delivery in developed western cultures, similar practices and techniques may not be effective in other socio-cultural environments (K'Obonyo and Dimba, 2007). They therefore, suggest that the prevailing cultural norms and beliefs may play an important role in effective internal customer service in different countries. A detailed review and discussion of the extant literature on small enterprises, and culture are presented in chapter 2 and service quality in chapter 3 of this thesis. The fundamental role of internal service quality is in the linkage of internal customers with external customers' satisfaction of service delivery, which may ultimately lead to a firm's bottom line.

This suggests that the creation and maintenance of effective internal customer service climate are essential for promoting desirable employees' behaviours in the workplace. Internal service quality practices and leadership styles in the literature may contribute to the formation of internal service climate. Hong, Liao, Hu and Jiang (2013) however suggest that quality practices and leadership could be more effective if the role of a country's national culture is considered in assessing employees' perceptions of internal service quality practices and leadership styles.

1.3 Research Aim

To investigate the impact national culture has on leadership style, employees' job satisfaction and organizational commitment in small hospitality enterprises in Ghana.

1.4 Objectives

The objectives of this research are as follows:

1. To investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana;
2. To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana;
3. To investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana;
4. To investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana.

1.5 Research Questions

1. Why is internal customer service quality important within small hospitality enterprises in Ghana?
2. How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?
3. How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?
4. How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

1.6 Methodology

With the scarcity of empirical research of the subject matter under consideration, and with the overriding aim of the study stated above, the research methodology leans towards a phenomenological approach; therefore, the strategy is of a qualitative nature. There are different methods of generating qualitative data (Silverman, 2013, 2017), but based on the research aim and objectives, and the type of research questions (how and why), a case study strategy which investigates a contemporary phenomenon

in depth and within its real life context (Yin 2009, 2014) was deemed appropriate for this study.

The research methodology for this study was the multiple case strategy, similar to the work by Debrah and Mmieh (2009) in their research in employment relations in SMEs and this addressed their call for research into possible impacts of culture on people management in the SMEs in Ghana. The decision to use a case study strategy, involving four hotels, was considered above other qualitative data collection methods because it was deemed an appropriate way to manage the analysis of of data obtained using within-case and cross-case analysis approach.

1.7 Expected Contributions to Knowledge

This research will contribute to the existing literature by building on the limited theory on internal customer service and potential impacts of national culture on job satisfaction and organisational commitment. This study's primary contribution is to fill the gaps (Table 1.1) identified in the literature through primary research and data collection.

The expected theoretical contributions are: (a) to develop on existing theories on Internal Service Quality (ISQ), in small hotels; (b) to increase understanding of how different national cultural values play dominant roles in Internal Service Quality (ISQ) delivery in different societies; and (c) to contribute to the call for African researchers, using African concepts to develop leadership theories that may be of importance not only to Africa, but to other cultures.

In view of the expected contributions, this study therefore, combines three areas of theoretical arguments; Internal Service Quality theories, leadership and Cultural theories to help bridge the gaps in the literature by synthesizing these three theoretical areas.

This study focuses on building on the internal service quality theoretical framework that has not been empirically tested in the environment of the present study. An assessment of how national culture and leadership style impacts on internal customer service in the context of employee job

satisfaction and organisational commitment in hospitality Small businesses will be part of the contribution to knowledge.

It is envisaged that this study will be of interest to the tourism, hospitality and catering organisations and practitioners in Ghana, and academic researchers on service management as the study will reveal the practices of internal customer service in Ghana.

Table 1.1: Identified Gaps in the Literature and their Implications for the Primary Data

Source	Gaps	Implication for Primary Data
Chen (2013)	How the concept of internal service quality to hotel service may improve service quality through cooperation between hotel workers and support for one another.	To explore and evaluate the concept of internal customer service quality within the small hospitality sector. The effectiveness of internal service attributes provision was explored from the perspectives of the employees and the leaders' viewpoints.
Okpara (2007) Huang and Rundle-Thiele (2014)	How the understanding of culture could impact on internal service practices to enhance employee satisfaction.	To explore empirically the influence of Ghanaian culture on employees' job satisfaction and organisational commitment in the small hospitality sector.
Kuada (2010)	How the most important African cultural attributes impact on leadership and organisational performance are required to guide leaders in the continent.	To build on the extant literature in the context of the influence of national cultural values, norms and traits on perceived leadership effectiveness by subordinates/followers.
Debrah and Mmieh (2009)	How culture may influence leadership of employees in the small businesses in Ghana.	This research is responding to the call for influence of culture on small leadership in Ghana

Source: Author (2015)

1.8 Thesis Structure

The structure for the thesis is set out in eight chapters and the contents of the chapters are individually summarised below.

Chapter One - General Introduction

In this chapter the general overview of the entire thesis which is based on internal customer service delivery in small hospitality enterprises in Ghana is introduced. It provides the background to the study. The aim and research methodology and the expected contributions that the study adds to existing knowledge are introduced.

Chapter Two - Small Hospitality Enterprises and National Culture in Ghana

In this chapter a review of the existing literature and an examination of the role of small enterprises in economic activities globally are presented. Also explored is the significance and characteristics of small enterprises in Ghana. The difficulty in giving a single definition for small enterprises is also discussed. This chapter further provides the basic contextual information about Ghana and its culture. Additionally, the available literature on cultural dimensions is explored and the scope to which culture may or may not influence employee job satisfaction and organisational commitment and leadership style in Ghana is discussed.

Chapter Three – Customer Service Quality in the Hospitality Industry

In this chapter a review of the literature on customer care and service quality theories including the importance of service quality delivery is provided. Contents within this chapter include an in-depth appraisal on the literature pertaining to the characteristics of service with reference to inseparability, intangibility, perishability heterogeneity and ownership. Service gap analysis and the dimensions of service quality models are also discussed. Further topics discussed in this chapter include the concept of internal service supporting activities, the drivers in the internal service profit chain and a discussion on the internal service performance gap model.

Chapter Four–Theoretical Framework, Research Questions and Proposed Contributions

In this chapter, the theoretical framework for the entire study is described. The framework encapsulates the theories of internal customer service, national culture and the potential effects on employee job satisfaction, organisational commitment and leadership style used as the foundation of the research and the areas to be investigated and explained. The description and rationale of the development of the theoretical framework and its contribution to knowledge is also explained in this chapter.

Chapter Five – Research Methodology

The case study research methodology used in this study is described in this chapter. In this chapter, a critical review of the existing literature on research philosophies and approaches that are available to researchers is discussed. A justification for the data collection method chosen for this study is discussed. The case selection method adopted and the rationale for choosing the method for this study is justified.

The pilot study is discussed and appropriate data analysis techniques adopted are identified. A description of the place where the study was undertaken, and the case study technique adopted to analyse the data collected from the interviews, observations, document review and artefacts are in this chapter.

Chapter Six – Findings and Presentation of Data

In this chapter, the within-case analyses of findings from the data collected from the interviews, observations, documents, and artefacts in each of the four case hotels are presented using the data display and analysis approach. The findings are analysed to discover themes and patterns emerging from the answers to address the main study questions.

Chapter Seven – Discussion of Findings

The salient topics which emerged from the four cases in relation to the extant literature are analysed and discussed using the cross-case analysis

approach in this chapter. With reference to, and consistent with, the findings in the preceding chapter, the major topic areas discussed are the importance of internal customers, the internal customer service attributes, culture, employee job satisfaction and organisational commitment, and culture and leadership style.

Chapter Eight – Conclusions and Implications of the Study

The conclusions that are deduced from the study and the contributions of the study to existing knowledge are discussed in this chapter. Congruent to the findings reported in the preceding chapter, Ghanaian culture impacts on employees' job satisfaction, organisational commitment and leadership style in the case hotels. The study's limitations are explained and recommendations for further studies are made.

1.9 Chapter Summary

In this chapter an overview of the insights that led to this research is provided. Particular reference has been made to the paucity of literature on culture and internal customer satisfaction of service, which leads to employee job satisfaction, organisational commitment and leadership style in the indigenous hospitality small in Ghana. Moreover, a strong justification for undertaking this research has been stated and the theoretical contribution offered to knowledge is potentially important. The aim, objectives and research questions of the thesis are clearly stated. The explicitly specified organisation of the study aids the reader to follow and understand the sequence of the subsequent chapters.

**CHAPTER TWO: SMALL HOSPITALITY
ENTERPRISES AND NATIONAL CULTURE IN
GHANA**

CHAPTER TWO

SMALL HOSPITALITY ENTERPRISES AND NATIONAL CULTURE IN GHANA

2.1 Chapter Introduction

This chapter is the first of two chapters devoted to the literature review undertaken for this study. This chapter covers small enterprises and national culture and the next chapter is on service quality. It is worth noting that, even though the main focus of the research is on small enterprises, most of the relevant literature is on SMEs because very limited research has been carried out on small businesses alone.

A review of the literature providing a historical overview of Ghana and its culture is presented in this chapter. The impacts of culture on employees' job satisfaction, organisational commitment and leadership style are then explored.

2.2 Overview of Ghana's Labour Market

Ghana's labour market consists of a rural subsistence sector and an urban capitalist sector and workers would generally prefer to work in the urban rather than the rural areas regardless of their skill level. The driving force behind workers' preferences for the urban areas is the wage premium. Large-scale mobility in the labour market dates back to the early 1960s when rural populations migrated to urban areas, which significantly led to high unemployment and underemployment (Taiwo, 2013).

Fields (2005) states that in Ghana there are four types of urban worker described as follows: firstly, the unskilled, shut out of the skill-driven formal wage employment sector and, as such, does not seek a job in that sector; secondly, the skilled or semi-skilled worker who seeks wage employment in the formal sector.

This type of worker may enter either into self-employment or family enterprise if the chance of gaining wage employment is diminished or through prolonged waiting time. Thirdly, a worker who chooses to embark on self-employment rather than wage employment and the fourth and final

category is the worker who, after working in the formal wage employment sector, eventually moves to the informal sector which largely consists of self-employment or family enterprise. People in this worker group are those who have retired, been made redundant or have left their job for personal reasons (Fields, 2005, 2011).

There is a scarcity of jobs in the study area and keeping wage employment is important, but there could be a situation where an employee leaves their employment if they are extremely unhappy in the job. In a situation like this, an individual may seek new employment or could choose to enter the self-employment or family enterprise market in the informal sector. In some instances, individuals may leave the urban areas, which have high unemployment rates to the rural areas with relatively low unemployment rates to become a family enterprise worker as suggested by Taiwo (2013).

Unemployment statistics from the Ghana Living Standards Survey 6 (2014) reveal the Greater Accra Metropolitan Area has the highest unemployment rate as compared to other localities in Ghana. This is because Accra, as the capital of Ghana, attracts migrants from other parts of the country who are in search of job opportunities in the city.

The unemployment statistics are based on an estimated household population of 26.3 million from the 2013 survey and with reference to the Ghana Living Standards Survey Round 6 (GLSS6) (2014) of the Ghana labour force, and the distribution of employment of the population per type of work is illustrated in Table 2.1a. Table 2.1b illustrates the unemployment rates by sex, age locality and Ghana as a whole. The statistics reveal that the urban areas have a high concentration of unemployment with the Greater Accra Metropolitan Area the highest as compared to the rural areas (GLSS6, 2014).

Table 2.1a: Employment status of the employed population 15 years and older by sex and locality

	Urban	Urban	Urban	Rural	Rural	Rural	Ghana	Ghana	Ghana
Type of work	Male	Female	All	Male	Female	All	Male	Female	All
Wage employment									
Wage employment	47.5	19.1	32.5	12.9	4.5	8.6	29.5	11.7	20.2
Self-employed with employees									
Non-agricultural	7.5	7.3	7.4	1.8	1.5	1.7	4.5	4.4	4.4
Agricultural	1.9	1.3	1.6	2.7	1.1	1.9	2.3	1.2	1.7
Self-employed without employees									
Non-agricultural	15.8	44.5	30.9	7.2	18.2	12.8	11.3	31.2	21.6
Agricultural	10.8	8.3	9.5	48.7	30.1	39.2	30.5	19.3	24.7
Contributing family worker									
Non-agric.	3.2	6.0	4.6	1.4	3.1	2.3	2.2	4.5	3.4
Agricultural	6.1	7.9	7.1	21.5	38.5	30.2	14.1	23.4	18.9
Domestic employee	0.4	0.3	0.4	0.1	0.2	0.1	0.3	0.2	0.2
Apprentice	3.1	1.4	2.2	2.5	1.1	1.8	2.8	1.3	2.0
Casual worker	3.4	4.0	3.7	1.2	1.7	1.5	2.3	2.8	2.6
Other	0.3	0.1	0.2	0.0	0.1	0.0	0.1	0.1	0.1
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: Ghana Living Standards Survey Round 6 (GLSS6) (2014: 47)

Table 2.1b: Unemployed rates by sex, age and locality

	Urban	Urban	Urban	Rural	Rural	Rural	Rural	Ghana
Sex/Age group	Accra*(GAMA)	Other	All	Coastal	Forest	Savannah	All	All
Male								
15 - 25	18.8	15.2	15.8	6.1	5.7	6.6	6.6	10.2
25 - 44	5.1	3.7	4.1	1.0	3.7	2.3	2.3	3.3
45 - 64	5.2	2.6	3.2	0.5	6.0	2.3	2.3	2.8
65+	0.0	2.3	1.9	0.0	6.1	2.9	2.9	2.6
All	6.8	5.8	6.1	2.1	5.0	3.6	3.6	4.8
Female								
15 - 25	25.6	14.8	16.7	7.8	6.8	7.7	7.7	11.7
25 - 44	4.5	5.2	5.0	2.3	3.8	3.1	3.1	4.1
45 - 64	5.8	16.1	21.2	0.9	5.7	2.6	2.6	3.2
65+	2.9	0.1	0.1	0.0	6.6	2.5	2.5	2.5
All	8.1	6.6	6.9	3.1	5.2	4.1	4.1	5.5
Both sexes								
15 - 25	22.4	15.0	16.3	6.9	6.2	7.1	7.1	10.9
25 - 44	4.8	4.5	4.6	1.7	3.8	2.8	2.8	3.8
45 - 64	5.5	3.0	3.5	0.7	5.8	2.5	2.5	3.0
65+	1.2	2.4	2.3	0.0	6.3	2.7	2.7	2.5
All	7.4	6.2	6.5	2.6	5.1	3.9	3.9	5.2

Source: Ghana Living Standards Survey Round 6 (GLSS6) (2014: 47)

Key: *GAMA is the Greater Accra Metropolitan Area

2.3 Small Enterprises

The importance placed on small enterprises is acknowledged by the Organisation for Economic Corporation and Development (OECD; 2005:16) in their statement that: *“SMEs and entrepreneurship are now recognised world-wide to be a key source of dynamism, innovation and flexibility in advanced industrialised countries, as well as emerging and developing economies. They are responsible for most net job creation in OECD countries and make important contributions to innovation, productivity and economic growth”*. Additionally, the organisation asserts that SMEs play an important part in national economies around the world, through employment and innovation (de Wit and de Kok, 2014; Ghana Government, 2014; OECD, 2017).

Small enterprises are the foundation and engine of most local and national economies. Moreover, advocates the importance of small businesses and states that these businesses are they the largest employer of workers rather than big businesses in the developing and developed industrial economies (Abor and Quartey,2010; Kongolo, 2010; Cravo, Becker and Gourlay, 2014).

Additionally, small businesses are widely seen as achievers of broad economic and socio-economic objectives and contribute towards poverty reduction in developing countries (Cook and Nixon, 2000; Okpara, 2011; Hashim, Ismail, and Hassan, 2016). Kongolo (2010) argues that SME development is key in hastening the achievement of increasing the living standards of people by sustaining life, which is the ability to provide basic necessities.

2.4 Defining Small Enterprises

The Bolton Committee Report (Bolton, 1971) states that small businesses are independent, managed by sole traders or partners and have a small market share. The Committee further categorised small businesses into two sets (“economical” and “statistical” definitions) by taking into account the economic and statistical aspects of the business operations (Kayanula and Quartey 2000).

The Committee's "economic" definition states that an enterprise is said to be small if it meets the following three criteria:

1. If the firm has a relatively small market share of their market place;
2. If it is managed by owners or part owners in a personalised way, and not through the medium of an organised management structure;
3. If it is independent, in the sense of not forming part of a large enterprise.

The "statistical" (Bolton Committee, 1971) definition of a small firm is based on three main areas;

1. Quantifying the size of a small firm sector and its contribution to GDP, employment and export;
2. Comparing the extent to which the small firm sector's economic contribution has changed over time; and
3. Applying the statistical definition in a cross country comparison of the small firm's economic contribution.

Table 2.2 provides different definitions employed by the Bolton Committee (1971) of the small firm in different industrial sectors. While some sectors are defined by the number of employees others are defined by turnover and, for road transport, by the number of vehicles.

Table 2.2: The "statistical" definition of a small firm

Manufacturing	200 employees or fewer
Construction, mining and quarrying	25 employees or fewer
Retailing and miscellaneous services	Turnover of £50,000 or less
Motor trades	Turnover of £ 100,000 or less
Wholesale trades	Turnover £200,000
Road transport	5 vehicles or fewer
Catering	All: excluding multiple and brewery managed houses

Source: The Bolton Committee Report 1971

The committee's economic and statistical definitions have been criticised by Kayanula and Quartey (2000) as not being consistent, for example, by stating that a small firm has no formal management structure as it is managed by its owners or part-owners, in a personalised manner.

Meanwhile manufacturing businesses could have up to 200 employees in which case owners and part-owners may have to delegate responsibilities to line managers to make important decisions.

They further argue that, with regards to how small a firm is, no single definition has been given, instead, the number of employees, turnover, ownership and assets of firms had been used, therefore, classifying small firms to be uniform, and not considering that firms may grow from small to medium and in some cases to large companies.

The confusion of the Bolton Committee’s statistical definition (Table 2.2) is compounded by the three different upper limits of turnover given for the different sectors; and the upper limits specified for the number of employees for two different sectors; and Kayanula and Quartey (2000) believe that the complexity of the definition does not allow nationwide comparison.

Internationally, the confusion on small enterprises definition still prevails with the European Commission’s (EC) (2005.2015). Categorisation of small firms to be those employing fewer than 50 people whose annual income and/or balance sheet does not exceed 10 million Euros and a medium size enterprise employs less than 250 workers and the balance sheet does not exceed 43 million Euros and or total revenue of not more than 50 million Euros (See Table 2.3.)

Table 2.3 EC (2005:2015) Definitions of Small Firms

Micro Enterprises	Those of between 0 and 9 employees.
Small Enterprises	Those of between 10 and 49 employees
Medium Enterprises	Those of between 50 and 249 employees

Source: EC (2005) in Deakins and Freel (2012:24)

According to Abor and Quartey (2010) the United Nations Industrial Development Organisation (UNIDO) (1999), defines small firms in relation to the number of employees, but goes further by differentiating industrialized (Table 2.4a) from the developing countries (Table 2.4b). In its classification, the main difference from other definitions is the different number of employees specified for small, medium and large enterprises; however there

is no definition of a micro business for industrialized countries. In the case of developed countries, medium firms are those who employ between 100 and 499 employees while in the developing nations the number is between 20 and 99.

In the industrialized countries, the number of employees in the small firms' sector is capped at 99 whereas the number of employees for the developing nations is set from 5 to 19, and no provision is made for micro-firms in the industrialized world.

Table 2.4a (UNIDO) Definition for Industrialized Countries

Large firms	500 or more employees
Medium firms	100- 499 employees
Small firms	99 or less employees

Source: UNIDO (1999)

Table 2.4b (UNIDO) Definition for Developing Countries

Large firms	100 or more employees
Medium firms	20-99 employees
Small firms	5 -19 employees
Micro firms	Less than 5 employees

Source: UNIDO (1999)

2.5 Defining Small Enterprises in Ghana

To add to the confusion over small enterprises definitions and specifically how they apply in Ghana, Kayanula and Quartey (2000) and Oppong, Owiredu, and Churchill (2014) affirm that, in Ghana, different governmental agencies cannot reach a common ground on SME definition. Whilst one agency, the Ghana Statistical Service (GSS) in its industrial statistics defines SMEs by using the number of employees and considers small firms to have less than 10 employees (Kayanula and Quartey, 2000). However, the National Board for Small Scale Industries (NBSSI) (2008) includes both number of employees and fixed assets to categorise SMEs (Oppong *et al.*, 2014).

- Micro enterprise employs less than 5 employees with fixed assets less than US\$10,000;

- Small sized enterprise employs between 6-29 people with fixed assets below US\$100,000 excluding land and buildings;
- Medium sized enterprise has between 30-99 employees; and
- Large-scale enterprise employs more than 100 people.

The majority of Ghanaian hotels have less than 29 employees, and are therefore classified as small sized enterprises and account for 69% of all registered accommodation in Ghana (Ghana Tourism Authority (GTA), 2012; Mensah-Ansah, 2014). These hotels are predominantly at the lower end of the accommodation market and are typically small, and family owned and managed. The rapid increase in the number of small hotels has been brought about by the growth of tourism in Ghana.

The World Bank (2012) report puts the number of hotel rooms in Ghana to be 24,410 in total, of which 902 are in the international hotel sector, meaning the majority of the hotels are in the small enterprises category. Unarguably, tourism and hospitality firms are predominantly operated as SMEs worldwide; however, research in the area has focused on large tourism and hospitality organisations and in the developed world (Nyakunu, 2014).

Furthermore, in the Sub-Saharan region of Africa, such as Ghana, there is limited research done on the small independent tourism and hospitality enterprises. However, these small enterprises in the tourism and hospitality sector do play a pivotal role in supporting the promotion of Ghana's tourism and therefore there is a need to focus research attention in the developing countries to understand the business factors affecting the sector (Mensah-Ansah, 2014).

2.5.1 Contribution of Small Businesses towards Ghana' GDP

Konadu-Agyeman (2000) acknowledges that Ghana's Structural Adjustment Programmes (SAPs) carried out in the 1980s had been praised as a success. The justification was that whilst Ghana's Gross Domestic Product (GDP) in the 1980s had been negative, the 1990s had demonstrated a positive trend. This trend continued through the 1990s with GDP increasing by 2.6% in the 1990s and in the first decade of the 21st century where GDP

increased by 25% during the 2000-2009 periods (The World Bank, 2011, 2013). The SAPs retrenched the number of public sector employees, which led to the privatisation of state-owned organisations. The SAPs led to the promotion of SMEs, which stimulated development and played a major role in employment creation, therefore contributing to poverty alleviation in Ghana (Debra and Mmieh, 2009).

The success and contribution of SMEs in Ghana is highlighted by Abor and Quartey (2010), Oppong *et al.* (2014) and the Services Portal of the Government of Ghana (2014) who indicate that SMEs in Ghana provide nearly 85% of manufacturing employment, contribute approximately 70% towards the nation's GDP and constitute almost 92% of businesses in Ghana.

Osei-Boateng and Ampratwum (2011) suggest that over 80% of the Ghanaian workforce is in the informal sector of employment with 20.4% out of 80% employed in family enterprises. The Informal sector comprises of all employment in unregistered sole traders entities. Examples of businesses that are classified as informal include: shopkeepers, car mechanics, catering outlets, market traders and transportation irrespective of the employees' status and regardless of whether the employment is their main or secondary job. Informal employment is seen as an important sector for job creation in the developing countries (Steel, 2017).

Employment includes own-account workers and employers who own enterprises, contributing family workers and paid domestic workers by households. Furthermore, employees in this informal sector do not pay income tax and employment is not subject to national labour regulations such as paid holiday, notice of dismissal or severance or sick pay (Hussmanns, 2004).

Gross Domestic Product (GDP) statistics issued by the Ghana Statistical Service (GSS, 2016) suggest that the hotel and restaurant sector contributed 7,938 Million Ghana Cedis (GHc) (4.3%) towards Ghana's GDP in 2013. Table 2.5 shows the overall GDP of Ghana, and the actual financial contribution and percentage contribution of the hotel sector.

The table indicates that, whilst there has been a decline in the % GDP contribution from the hotel sector to the Ghanaian GDP, in financial terms the sector has continued to make a contribution. The fall in % GDP reflects the success and growth of other sectors of the Ghanaian economy, and specifically since the start of oil production in 2010. Conversely, the fall in oil prices in 2015 may have contributed to the rise of the %GDP in the hotel sector (Oxford Business Group, 2017).

Table 2.5 Gross Domestic Product (GDP) at current market prices by Economic Activities in Ghana (Ghc Millions)

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Ghana's total GDP(Ghc millions, rounded)	17,403	21,252	27,975	34,470	41,876	54,394	70,627	87,390	103,939	123,722
Hotels and Restaurants (Ghc millions, rounded)	894	1,210	1,716	2,196	2,593	3,007	3,517	5,256	6,099	7,938
Hotels and Restaurants (% of overall GDP)	5.0	5.6	6.0	6.2	6.0	5.4	4.8	5.8	5.6	6.2

Source: Ghana Statistical Services (GSS) 2016)

This contribution goes to support the assertion made by Kayanula and Quartey (2000), Debra and Mmieh (2009), Abor and Quartey (2010) and Abban, Omta, Aheto, and Scholten (2013) that, in general, Ghana's SMEs are the bed rock of the nation's economic activities and also the creator of employment at local, regional and national levels. The hotels and restaurants are predominantly small businesses.

The contribution made by the hospitality and tourism sector towards Ghana's national income is important because tourism is currently rated as the fourth-largest foreign-exchange earner after gold, cocoa and remittances from Ghanaians in diaspora (Mensah-Ansah, 2014). According to the World Travel and Tourism Council (WTTC) (2017) Ghana's travel and tourism industry made a total contribution of GHC 11,542.0mn (USD 2,967mn) thus 7.1% of total GDP in 2016, with a forecast to rise by 5.2% rise in 2017.

In a similar vein, direct and indirect employment in the sector escalated from 693,000 jobs representing 5.9% of total employment in 2016 with expected rise by 3.9% in 2017 to 720,000 jobs.

Traditionally Ghana has depended on gold, timber and cocoa as the main foreign exchange earners. With ever-increasing awareness of the potential receipts from tourism, Ghana has moved away from over-dependence on the traditional products for foreign exchange. Consequently, Ghana has embarked on an active promotion of tourism and the supporting services.

The reason is the potential for the tourism sector becoming a major foreign exchange earner and contributor towards economic growth and job creation in Ghana (Havi and Enu, 2013; Mensah-Ansah, 2014). In the West African region, Ghana is one of the biggest tourism earners, accounting for 60% of all West African receipts. In the same vein, the economic significance of tourism in Ghana has been pivotal in attracting the highest tourism Foreign Direct Investment (FDI) in West Africa, totalling \$270million (The World Bank, 2014).

2.6 Small Hospitality Enterprises

Morrison and Conway (2007) reveal that academic contributions and research in the field of small hotel business only came into prominence at the beginning of 2000 where quite a number of scholars researched the area of small hotel enterprises. In common with the difficulty in providing a single definition for SMEs, definitions and classifications of small to medium sized hotel enterprises were not consistent between countries and international organisations.

Bridge, O'Neill and Cromie (2003) conclude that the different definitions and classifications existed for different purposes to satisfy policy-makers, taxation and research projects. The stance taken by Bridge *et al.* (2003) on the purposes of SME hotel definitions was strongly supported by Beaver (2003) who stated that the definitions for small business in several literature reviews were to justify the needs of their users on the basis of their value to particular projects.

2.7 Characteristics of Small Hotel Firms

Morrison (2002) states that a range of tangible and qualitative features of employment, market share, product/service ranges, and finance of small firms within the hotel industry could be used as criteria in defining the sector. Furthermore, Morrison and Conway (2007) recommend that small enterprises within the hotel sector could be defined by using a spectrum of qualitative and quantitative variables or features (See table 2.6) which could integrate matters regarding the number of employees, market share, service range and financial status.

Peltonen, Komppula, and Ryhanen (2004) contributed to the debate on the controversy of a single definition for small hotel enterprises by arguing that any purposeful meaningful, definition of small hotel firms should identify, explain and amalgamate the quantifiable and qualifiable features of the hotels as illustrated in Table 2.6.

Table 2.6: Small Hotel Firm Definitional Features

Quantifiable	Qualifiable
No. of employees and family members	Business orientation and motivation
Physical facilities and services provided	Management style and structure
Financial investment and statistics	Ownership configuration
Market share and level of operation	Service orientation and commitment
Economic rewards	Social rewards

Source: Morrison and Conway (2007:49).

The United Nations World Tourism Organisation (UNWTO) (2000) quoted in Morrison and Conway (2007:49) meanwhile defines a small hotel as supplying fewer than 50 bedrooms, employing fewer than 10 people, and operating in the lower reaches of the market. Conversely, Medlik and Ingram (2000) give their definition as a hotel with a minimal capital investment and which employs family or non-family labour and is considered as a business by the owner. It normally has between 20 to 30 rooms and less than twice the number of beds, a restaurant, a bar and offers other guest facilities and services on a very limited basis.

The majority of hotels in Ghana, therefore, can be characterised as small sized enterprises in view of Medlik and Ingram's (2000) definition of small hotels because most hotels have less than 20 rooms and employ less than 10 people (Ghana Tourist Authority (GTA), 2012; Mensah-Ansah, 2014).

Medlik and Ingram (2000) and Wanhill (2000) opine that statistical information relating to the hotel industry as a whole and the small firms within it, come from different sources therefore leading to the inconsistencies of data collection for classification and grading of hotels. However, there is a consensus that, globally, most hospitality enterprises fall into the micro, small and medium categories (Ayyagari, Beck, and Demirgüç-Kunt, 2007).

The scale and significance of small hotels is supported by Medlik and Ingram (2000) who vehemently argue that, regardless of the criteria used to measure hotels, either by the scale of investment, turnover, number of employees, number of rooms or number of beds, internationally the majority of hotels are small sized enterprises.

2.8 Small Hospitality Enterprises and the Tourism Industry in Ghana

The guests for these hotels are predominantly domestic and from the Economic Community of West African States (ECOWAS) (Mensah-Ansah, Martin, and Egan, 2011). Tourist arrivals from the ECOWAS accounted for the largest share besides returning Ghanaians. The increased number of arrivals from this sub region of Africa is because of the introduction of an ECOWAS passport and the abolition of visas among member states (free movement of citizens from ECOWAS countries).

Tourist arrivals from three West African countries are Nigeria, 11.3%; Cote D'Ivoire, 5.1%; and Togo, 3.1% (Ghana Tourism Authority, 2014). The Greater Accra region with Accra as the capital attracts the highest number of conference and business tourists. Motivations for visiting this region are, however, not mainly for the purpose of tourism, but predominantly for business reasons (Mensah-Ansah *et al.*, 2011).

With varying definitions for tourism, the most suitable definition, which could be used to describe the tourists who visit Ghana, could be the one,

which defines tourism in economic terms. The economic definition for tourism is “*The provision of transportation, accommodation, food and related services for domestic and international travellers. It involves travel of all purposes including recreation and business*” (Ansett Airlines 1977:773 in Lieper, 1979:392). Based on this definition, the typology of visitors who predominantly patronise the small hotels sector in Ghana could be classified as domestic tourists.

These are people visiting destinations within their country of residence and international visitors are those tourists from other countries, e.g. ECOWAS nations. The main purposes for visitation involve recreation or business, include overnight stay, and therefore, could be said to support the tourist definition because visitation includes overnight stay (United Nations World Tourism Organisation (UNWTO), 2010).

2.9 Overview of Service Quality Delivery of Small Enterprises in Ghana

It is widely acknowledged that small enterprises play a pivotal role as the engine of economic growth in both developed and developing nations in terms of employment creation, income generation and safeguarding the fair distribution of limited resources (Oppong *et al.*, 2014). In Ghana, it is regrettable that a lack of quality management, difficulties in raising finance from financial institutions and ineffective support for the small enterprises' operations have contributed to the decline of this sector's contribution towards job creation (Fening *et al.*, 2008).

Beaver and Jennings (2005) add to the discussion of the lack of quality management by stating that the main causes of small business failure could be traced to the inability of owners/leaders to practice quality management. Beaver (2002a and 2002b) further concurs that the problem with quality management is affected by the overall lack of management skills and capabilities within the small business sector.

In the case of indigenous small firms' owners/leaders in Ghana, Fening *et al.* (2008) report that owners'/leaders' understanding of quality practices is not clear as to whether they are conversant with the practices of quality management or not. Subsequently, they argue that if owners/leaders

do not understand how quality practices work in business operations, then there is the question of whether the owners/managers are ready and willing to learn.

In their study of quality management in SMEs in Ghana, Kwamega, Li and Ntiamoah (2015) found that some managers may be aware of quality management practices and its advantages and therefore would want to implement the practices, however, they caution that the employees may not know what they are. They therefore, suggest that top management's steady introduction and flow of information on quality principles could be essential. They go on to suggest that, the Government of Ghana through the Ghana Standards Board and Ministry of Trade and Industry should introduce quality criteria against which firms could compete for a national quality award. This government initiative, which aims to encourage SMEs to practice quality management, should be in partnership with businesses and stakeholders (Kwamega *et al.*, 2015).

Ndubisi and Agarwal (2014) point out that the lack of quality practices in the small to medium sized firms could be attributed to the incapability of firms to adequately use their resources to perform the tasks necessary for quality practices following their study in quality performance of SMEs in developing countries. On effective human resource practices, for example, Mallett and Waspshott (2014) acknowledge that, due to the size of small businesses, small firms find it difficult to attract and recruit highly qualified professionals or employees to implement quality human resources practices effectively because of the informality in recruitment and selection in this sector.

It is worth noting that, in the service sector, where competition is rife and innovations are easily copied, coupled with the ever-changing customer needs and expectations, sustainable competitive advantage is the key to success and that can be achieved by enhancing customer experiences through a well-trained and knowledgeable workforce (Altinay, Altinay, and Gannon, 2008).

Success and growth of small firms in the service industries impinges on their ability to implement effective quality management practices. In

support of the importance of quality practices in organisations, researchers on quality service opine that service quality practices have become more important and therefore service providers need to improve their service delivery to gain competitive advantage by enhancing customer satisfaction. This competitive edge could be achieved through service improvement and effective resource use (Long, Ajagbe and Kowang, 2014; Yarimoglu, 2014; Grace, King and Lo-Iacono, 2017).

2.10 Impact of Culture on Internal Customer (Employee) Service Quality in Small Enterprises in Ghana

This section of the literature review introduces some contextual information about Ghana and its culture. Available literature is explored on how culture and leadership styles influence directly or indirectly on internal service delivery in developing countries. Given the significance of the literature on practices and techniques of internal customer service delivery in developed western culture, similar practices and techniques may not be effective in other socio-cultural environments (K'Obonyo and Dimba, 2007).

Additionally, this study is attempting to close the gaps in the literature on how culture may influence leadership of employees and their satisfaction in the small businesses in Ghana and how culture may influence employees' workplace behaviour (Okpara, 2007; Debrah and Mmieh, 2009; Huang and Rundle-Thiele, 2014). For this reason, this study explores the effect of national culture using Hofstede's (1980) original four cultural dimensions theory ascertain potential influence on how Ghanaian culture may influence employee job satisfaction and organisational commitment in the area of study.

Different national cultures prevail in different societies and are important external factors that shape the values and beliefs of individuals' perceived job satisfaction and organisational commitment (Pacheco, der Westhuizen, Ghobadian, Webber and O'Regan, 2016).

2.10.1 Ghana and its Culture

The Republic of Ghana is a country in West Africa bounded on the south by the Atlantic Ocean and the west by the Ivory Coast, to the east by Togoland and the north by Burkina Faso. Its population is estimated at 28.2 million (The World Bank, 2017) of which approximately ten per cent live in and around the capital city of Accra. Organisationally, Ghanaian culture is embedded in a multitude of several discrete national cultural groupings which depicts the country's colonial heritage (Lee-Ross, 2005; Manuh and Sutherland-Addy, 2013; Taylor, 2014).

In terms of religious practices, two thirds of the population are Christians, fifteen per cent are of Islamic faith, and the others adhere to traditional beliefs (Addai, Opoku-Agyeman and Ghartey, 2013). The most ethnically mixed populated urban centres include Kumasi, Tamale, Tema, Takoradi and Cape Coast. Migration to these cities has been brought about by those in search of employment or purely for the enjoyment of urban living conditions (Awumbila, Owusu, and Teye, 2014).

According to the available document on the Government of Ghana's Cultural Policy of Ghana (2004), Ghana's collective national heritage comprises over 100 recorded linguistic and cultural ethnic groups with similar common values. Cultural compositions of the population involves 9 main tribes within which there are sub-tribes, for example, the Ga-Adangbe tribe represents 12 other sub-tribes with different dialects (National Commission on Culture, 2015).

Historically, this diverse ethnicity was brought about by pure accident, but all the groups have unique cultural features and traditions that give identity, self-respect and pride to the people of Ghana. The overriding feature in the Ghanaian moral and ethical values in the cultural context is the extended family tradition which, nonetheless, functions as a mutual aid in the society. In Ghanaian society, each member has the unwritten obligation to help each other in time of need and to receive help from members when needed (Manuh and Sutherland-Addy, 2013).

In Ghana, traditional leaders are expected to behave as fathers of their communities. The traditional leaders who are classified as chiefs do

make rules and regulations, which are followed by the community members. This paternalistic and non-democratic nature of traditional rule has fed into the leadership style and is seen as effective by followers or subordinates (Asiedu-Appiah, Agyapong and Lituchy, 2017).

During the colonial rule, Christianity, the economy and Western-style education were introduced in the coastal and southern regions while the other northern regions were ignored. The lack of western influences in the northern regions led the inhabitants to come under the influence of the Islamic religion compared to those from the southern regions who were introduced to Christianity (Abdulai, 2014). While the coastal and southern inhabitants benefited enormously from the new economic opportunities introduced by the European culture and education, the other regions did not.

In subsequence, the northerners were severely disadvantaged in their economic and educational development until 1957 when Ghana gained independence from the British and introduced the Accelerated Development Plan for Education for the universal schooling for all Ghanaian citizens (Ghana Social Organisation and Social Change 1994; Balwanz and Darvas, 2013; Manuh and Sutherland-Addy, 2013; CIA World Factbook, 2016).

2.11 The Concept of National Culture and Values

Hofstede's (1980) Cultural Consequences model has greatly influenced the study of cross-cultural and social psychology according to Gelade, Dobson, and Auer (2008). Hofstede's (1980) opines that the cultural dimension theory was neither ethnological study nor a study intended to define individuals' personalities and tribal orientations. Consequently, Hofstede, Hofstede and Minkov (2010) posit that national cultural dimensions describe national rather than individuals' characteristics and applied to a population in its entirety.

Hence, to understand the concept of national culture and its organisational implications, it is important to understand the meaning of culture. To understand the meaning of culture, it is imperative to explore what is termed as culture. Culture is a concept, which is broad and is difficult to give a single definition to because its contextualisation depends on the

area of social anthropology under research (Lawler, Walumbwa and Bai, 2007; Brocke and Sinnl, 2011). Nonetheless, most of the definitions have a common meaning. For example, Hofstede *et al.* (2010) describe culture as a collective phenomenon, which is shared partially with people who live or lived within the same social environment.

In corroboration with Hofstede's (1997) definition, Bourdieu and Nice (1980) in Hofstede (1997:5) also describes culture as "*the collective programming of the mind which distinguishes the members of one group or category of people from another*". Meanwhile, Chen (2013) suggests that culture is a model of fundamental assumptions learned by groups.

From Bourdieu and Nice's (1980) definition, Hofstede *et al.* (2010) further explain that, because individuals belong to a number of different groups and categories of people simultaneously, they tend to carry with them several layers of mental programming, which may correspond to different levels of culture.

Hofstede's explanation of culture is concurs with Tayeb (1994, p.431) who gives his definition of culture as "*historically evolved values, attitudes and meanings which are learned and shared by the members of a given community, and which influence their material and non-material way of life*".

Accordingly, Hofstede (1980) summarises culture as a pattern that is learned, but not inherited, within the social fabric. Furthermore, scholars on culture agree that individuals in a society or organisation are bound together as a homogenous society through shared values and norms (Yan and Hunt, 2005; K'Obonyo and Dimba, 2007; Eskildsen, Kristensen, and Antvor, 2010; Kuada, 2010; Adekunle and Jude, 2014).

To develop a holistic understanding of culture, Hofstede (1997:10) gives conceptualised examples to explain what he describes as layers of culture at the following levels:

- A national level culture according to one's country;
- A regional, ethnic, religious and linguistic level, due to the composition of culturally different regions, ethnic, religious and language groupings;

- A gender level, according to whether a person was born as a girl or as a boy;
- A generation level, which separates grandparents, parents and children;
- A social class level, associated with educational opportunities and with a person's occupation or profession; for those who are employed, and organisational or corporate level according to the way employees have been socialised by their work organisation.

K'Obonyo and Dimba (2007) corroborate Hofstede's (1997) theory on the concept of culture with the conclusion that culture is often difficult to change because it is shared by numerous people and, moreover, it is embedded in the institutions that people build together. Additionally, researchers on national culture have also acknowledged Hofstede's (1997) findings on the relationship between national cultural differences and work-related attitudes in different societies and postulate that, in the workplace, employees' behaviour is influenced by the innate cultural values as such, behaviour do differ from one society to another. (Lituchy, Galperin and Punnett, 2017).

2.11.1 Dimensions of National Cultures

Hofstede's (1980) empirical study of the values of people in over 50 countries using employees from IBM revealed common problems in different countries; however, the problems needed different solutions from country to country. Hofstede (2011) however, opines that the cultural attributes in his study were based on societal and not individual characteristics and the basic problems encountered were in the areas of:

- Social inequality, including the relationship with authority;
- The relationship between the individual and the group;
- Concepts of masculinity and femininity: the social implications of having been born as a boy or a girl;
- Ways of dealing with uncertainty, relating to the control of aggression and the expression of emotions.

As a result of these findings, Hofstede (1980) proposed a model of four dimensions of national cultures, which was used to measure aspects

of cultural differences among national cultures. Hofstede *et al.* (2010) later added two more cultural dimensions long-term versus short-term orientation and indulgence versus restraint, which are discussed in this chapter but not for data collection. For the purpose of this study, the four widely recognised culture dimensions (power-distance; individualism versus collectivism; femininity versus masculinity and uncertainty avoidance) were considered and justification for this stance are discussed in Section 2.11.9 in this chapter.

According to Deresky (2014), Browaeys and Price (2015) and Hofstede *et al.* (2010) initially identified four dominant cultural dimensions and later added two more as depicted in Table 2.7 as described by Hofstede *et al.* (2010).

- Power-distance (High, Medium or Low);
- Individualism versus collectivism (High, Medium or Low);
- Femininity versus masculinity (High, Medium or Low);
- Uncertainty avoidance (High, Medium or Low);
- Long-term versus Short-term orientation (High, Medium or Low); and
- Indulgence versus restraint (High, Medium or Low)

2.11.2 Power Distance

Hofstede *et al.* (2010) describe power-distance, the first of the four dimensions as the extent to which the less powerful members of organisations (e.g. workplace) and institutions (e.g. family, school and the community) within a country accept and expect that power is distributed unequally. He explains that in this dimension, power is distributed by the more powerful members or leaders in a society rather than by the less powerful.

This dimension is put into two categories which are low power distance where there is interdependence between less and more powerful people in a society versus high power distance where less powerful people should be dependent on the more powerful (Daniels and Greguras, 2014; Banerjee, 2016). Therefore, power distance in the workplace can be either large or small.

Power distance is defined as “*the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally*” (Hofstede *et al.*, 2010:61). In countries in which a high power distance culture is inherent, inequality is an accepted part of life where the order of authority is rooted in the organisationally centralized power, which is in a few hands. In effect, subordinates are expected to be told what to do and accept orders without challenge and, in the eyes of the subordinates, the ideal leader is a charitable autocrat or good father (Hofstede *et al.*, 2010).

In West Africa, Hofstede’s (1997) study suggests Ghana as having high scores (80) on the power distance index, meaning the country accepts the dictum of inequality in power distribution. From a cultural perspective, the Ghanaian traditional leadership who happens to be the chief is seen as the father of the community and subordinates follow the decisions made by the chief.

This leadership style could be described as benevolent autocratic which is predominantly found in a high-power distance society. Ghana, with a high score on the Hofstede power-distance index means subordinates expect and accept the unequal distribution of power and hence see an ideal leader as someone who will tell them what to do in the community or in the workplace (Asiedu-Appiah *et al.*, 2017).

Conversely, some studies (e.g. Fock, Hui, Au and Bond, 2013; Zoogah and Beugré, 2013) have found that leaders who often consult their subordinates may be perceived to be weak and incompetent. Additionally, unlike western societies with low power distance, cultures with high power distance disposition are found that relationship between employees and their leaders to be less open and employees’ naturally accept instructions from their leaders and communication tend to be one-way (Kim and McLean, 2014).

Furthermore, employees from a culture high in power distance expect their leaders to behave autocratically and may even feel uncomfortable if supervisors consult them. These findings are in contrast to employees from a

low power-distance country where followers and leaders consider themselves as inherently equal (Hofstede *et al.*, 2010).

Leaders are approachable and viewed as a resourceful democrat (Buck and Shahrim, 2005; Andreassi, Lawter, Brockerhoff, and Rutigliano, 2014). In the replication of Hofstede's (2001) model of cultural dimensions in the context of an African country, Lee-Ross (2005), categorised Mauritius as a country with low power-distance culture, yet concluded that employees in his study were reticent to be in disagreement with leaders.

This claim is in contrast with Hofstede *et al.*'s (2010) characteristics of societies with low power-distance, where followers and leaders consider themselves equal. Potentially, this study will evidence the power-distance dimension in Ghana and partially close the gap of culture and leadership style in the workplace.

Further, this study may shed some light on the theoretical proposition 2a *"internal customers' job satisfaction and organisational commitment are affirmatively influenced by the high power distance of Ghanaian culture"* as enshrined in the proposed theoretical framework in Chapter 4, paragraph 4.6.

2.11.3 Individualism versus Collectivism

The second dimension is individualism and collectivism. Hofstede *et al.* (2010: 92) suggest that individualism is inherent in *"societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family"*. Conversely, in collectivist societies, *"people from birth onwards are integrated into strong, cohesive in-groups, which, throughout people's lifetimes, continue to protect them in exchange for unquestioning loyalty"* (Ibid., 62.). In the workplace, the individualistic culture encourages employees to use their own initiatives and self-interest coincides with the leader's or employer's interest. Conversely, in collectivist societies, employees are perceived to be employed as a group and should belong to each other.

Employees in this situation will act out of personal interest just to satisfy the in-group interest to the extent that employees' earnings are

shared with relatives in their extended family (K'Obonyo and Dimba, 2007; Hofstede *et al.*, 2010; Eskildsen *et al.*, 2010; Andreassi *et al.*, 2014).

Historically, research on ethnic and cultural background of Ghanaian society found that there is a communalism culture is prevalent in the country. People from Ghana believe in the sense of belongingness, group cohesion, importance of community building (Senaji *et al.*, 2014). Hence, the communal cultural display is evident by Hofstede *et al.* (2010) score of low (15) in Ghana based on the individualistic versus collectivistic dimension meaning the country leans towards a collectivistic culture. In countries with a collectivistic culture, community spirit is evident in the workplace where groups of employees normally pool their resources together to help a work mate in need. Moreover, the recipient of this aid is under no obligation to repay the gesture.

People in African communities rely on each other thus belonging to a larger community and no one is on their own because one person's mishap is a community misfortune to deal with (Kuada, 2010; Owusu-Frimpong and Martins, 2010). Job security in the workplace is very important to employees in countries, which display collective cultures. This type of culture is prominent in the developing countries and employees will try not to put up behaviours that might threaten their job security (Blunt and Jones, 1986; Nzelibe 1986; and K'Obonyo and Dimba, 2007).

Additionally, Hofstede (1980) in K'Obonyo and Dimba (2007:13) confirms that, in a collectivist culture, employment tends to be based on family. Thus, relatives of leaders and existing employees are normally given first preference when hiring. Hence, employees are hardly ever dismissed for poor performance because dismissing one's relative is frowned upon. Hofstede *et al.* (2010), however, state that the hiring of family members could be beneficial in enhancing employees' motivation and minimising the problem of high turnover rate. Family employees tend to be conscious of the organisation's reputation and may be able to check unreasonable behaviours of subordinate family members in the firm.

Similarly, employing family members could have psychological effect on employees' intention to stay with their leader as per findings in a research

in family business (Mohammad, 2015). Lee-Ross's (2005) cross-cultural research among hotel employees in Mauritius revealed that the society leaned towards a collectivist culture dimension due to their extended family and in-group orientation and this supports Hofstede *et al.*'s (2010) characterisation of societies with collectivist cultures.

In addition, it has been acknowledged that Ghana's high collectivism index has led to the practices of nepotism and favouritism because individual members of families and associations would want to keep their obligations and commitments with their "in-group" and community. Thus, the collectivistic culture and extended family systems require community and family members are considered first for employment even though they might not have the skills or expertise to do the job in employment and recruitment situation (Bammens, Notelaers and Van Gils, 2014; Acquah, 2016; Asiedu-Appiah *et al.*, 2017).

These "in-groups", according to Lituchy and Michaud (2017), can be close family, extended family, religious or community organisations, and school or work. This study will potentially reveal the implications of the collectivist culture in Ghana and address the theoretical proposition 2b "*Internal customer job satisfaction and organisational commitment are affirmatively influenced by the collectivism of Ghanaian culture*" based on the literature on the collectivism versus individualism cultural dimension in Chapter 4, paragraph 4.6.

2.11.4 Femininity versus Masculinity

Femininity versus masculinity is the third dimension. Hofstede *et al.* (2010) refer to this as the distribution of emotional roles between the genders in a society. They also state that, in gender roles, masculine societies display assertive behaviour and therefore are competitive and tough. Consequently, people in masculine societies have the prominent opportunity for high earnings, advancement to higher positions and jobs, which are very challenging to perform.

On the other hand, a society which displays a feminine culture, is characterised with a desire to behave modestly and to take care of children,

the home and people, able to maintain quality work-life balance, perceived equitable distribution of rewards, willingness to cooperate with each other in the workplace contribute towards job satisfaction and job commitment (Kim and McLean, 2014; Viljoen, Kruger and Saayman, 2014).

In feminine societies, there is a good relationship in the workplace between leaders and subordinates and employees' desire employment security. Similarly, relationships and society are more important than material success (Duze, 2012; Andreassi *et al.*, 2014; Chinomona and Dhurup, 2014; Viljoen *et al.*, 2014; Lituchy and Michaud, 2017).

Ghana is deemed to be a fairly feminine society with a score of (40) according to Hofstede *et al.* (2010) because the Ghanaian society focuses on "working in order to live", leaders' endeavour for harmony, quality in working lives and resolution of conflicts by compromise and negotiation. Ghanaians value equality and incentives such as free time and flexibility are preferred (Hofstede, 2001; Hassan and Lituchy, 2017).

Hofstede *et al.* (2010:140) in their explanation of the masculine and feminine culture propose that "*a society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life*". There are differences between masculine and feminine societies as far as the balance between family and work is concerned. In masculine societies, people live to work, meaning, these societies are driven by internal motivation to accomplish things that they want to do therefore leading them to become workaholics. In these societies, the aspiration of balancing work with other elements of life could be linked to the long hours that people devote to their work (Sturges and Guest, 2004; Fitzsimmons and Stamper, 2014).

On the contrary, people in feminine societies tend to work to live (Hofstede, 1980). Emslie and Hunt (2009) conclude in their study that even though people in these societies need money to survive or to take care of their families, they may not be prepared to sacrifice the stability of their family lives to spend all their time in the work place for more money. Choosing to work only to support one's family might not be the best choice, but in feminine societies, the welfare of families comes before self-ambition. People

in femininity societies place more emphasis on life over work, rather than on competition and tangible rewards (Metwally and Punnett, 2017).

Unlike the societies with a masculine culture, where people have to work for long hours or work extra shifts or overtime to bring in enough money into the household, societies with feminine cultural traits are content with the basic hours to have time with the family (Emslie and Hunt, 2009). When one is poor, an individual has to earn money; however, in terms of the societal culture prevailing in Africa with Ghana as an example, people in feminine societies might not spend all their time in work, they could prefer to have work/family-life balance (Sturges and Guest, 2004; Asiedu-Appiah, *et al.*, 2017; Lituchy and Michaud, 2017).

This study will potentially explore the femininity versus masculinity dimension in the workplace using modified Hofstede *et al.* (2010) value survey questions in the context of Ghana. Additionally, this study will address the proposed theoretical proposition 2c “*Internal customers’ job satisfaction and organisational commitment are affirmatively influenced by the femininity of Ghanaian culture*” in Chapter 4, paragraph 4.6.

2.11.5 Uncertainty Avoidance

The fourth dimension of uncertainty avoidance describes the tolerance levels of different societies in dealing with uncertainty and ambiguity (Hofstede *et al.*, 2010). Hofstede (1997:113) defines uncertainty avoidance as “*the extent to which the members of a culture feel threatened by ambiguous or unknown situations*”. Furthermore, he explains that cultures with a high uncertainty avoidance prevalence have laws and rules, safety and security measures to minimise the situation.

Countries with this culture display emotional tendencies and are generally motivated by inner nervous energy. On the other spectrum, communities with low uncertainty avoidance display low levels of anxiety. Being aggressive and emotional is frowned upon in this type of society (Andreassi *et al.*, 2014).

Concerning Ghana, Hofstede *et al.* (2010) categorise the country to have a high score (65) meaning the Ghanaian society inherently prefers to avoid uncertainty

In Ghana with high uncertainty avoidance, leaders adopt paternalistic and/or autocratic leadership styles in decision making. This means decisions made by leaders in senior positions and older people in societies, should be accepted and treated with highest respect (Butler, Kwantes and Boglarsky, 2014; Lituchy and Michaud, 2017). In the same vein, employees in Ghana, even though they prefer decisions concerning the organisation to be taken by their leaders, the employees would also want their interests considered and not forfeited (Zhang and Zhou, 2014; Asiedu-Appiah *et al.*, 2017).

In societies with a high uncertainty avoidance culture, benevolent autocratic leadership is called for because leaders are perceived to be father figures and to care for their employees or subordinates. Additionally, employees or subordinates should be able to seek for both work related and non-work related issues, guidance and approval from the leader in the workplace (Senaji and Galperin, 2017).

Lee-Ross's (2005) findings from a study of Mauritius hotel employees corroborates Hofstede *et al.*'s (2010) postulation of uncertainty avoidance culture by concluding that the employees did feel threatened by unusual situations, which is a dominant characteristic within societies with high a uncertainty avoidance culture.

This study may confirm or shed some light on the work place behaviour concerning uncertainty avoidance aspects in the context of Ghanaian small hotel enterprises. In the same vein, this study will also address the proposed theoretical proposition 2d "*Internal customers' job satisfaction and organisational commitment are affirmatively influenced by the high uncertainty avoidance of Ghanaian culture*" in Chapter 4, paragraph 4.6.

2.11.6 Long-Term versus Short-Term Orientation

Long Term versus Short Term Orientation (LTO versus STO) is the fifth dimension, which was originally labelled as Confucian Work Dynamism because of the study carried out by using a questionnaire designed by

Chinese scholars which surveyed students in 23 countries (Bond, 1986.1993). Long Term versus Short Term Orientation is related to the choice of focus for people's efforts: the future or the present and past and was an attempt to fit in the uncertainty avoidance dimension into the Far East/Chinese culture (Hofstede *et al.*, 2010; Hofstede, 2011).

Long-term versus short-term orientations are given separate definitions to the opposite poles. Long-term orientation is defined as “*the fostering of virtues oriented toward future rewards in particular, perseverance and thrift*. Whilst short-term orientation is *the fostering of virtues related to the past and present in particular, respect for tradition, preservation of ‘face’ and fulfilling social obligations*” (Hofstede *et al.*, 2010:239).

In their study, Hofstede *et al.* (2010) found that long-term orientation characteristics, such as being able to adapt traditions to changing circumstances, having a sense of shame, thrift and perseverance as important goals predominantly are inherent in East Asian countries, first, followed by Eastern and Central European countries.

South and North European and South Asian countries were found to be in the centre, whilst, the United States of America, Australia, Latin America, Africa and Muslim countries were found to be mostly in the short-term orientation domain (Minkov and Hofstede, 2012). Interestingly, Ghana's very low score of (4) means the Ghanaian society displays great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results (Hofstede *et al.*, 2010).

2.11.7 Indulgence versus Restraint

The latest dimension, Indulgence versus Restraint, is based on the gratification to enjoying life and having fun as against the conviction that such gratification should be curbed and regulated by strict social norms (Engle and Nash, 2015).

After working with Minkov, Hofstede integrated some of the cultural dimensions identified in the findings of Minkov's (2007) values survey into the original four cultural dimensions put forward by Hofstede. Minkov's Indulgence versus Restraint dimension, therefore, was adopted in 2010 and

became the sixth cultural dimension. Indulgence versus Restraint, related to the gratification versus control dimension of basic human desires, is related to enjoying life (Hofstede, 2011).

Societies with the indulgence cultural dimension are seen to enjoy life and to have fun by allowing the free gratification of basic and natural human desires. Restraint on the other hand, could be found in societies that control the gratification of needs by strict regulation of social norms (Hofstede *et al.*, 2010).

The work by Hofstede *et al.* (2010) conclude that, at one end of the pole, indulgence attributes such as being happy, having leisure time and remembering positive emotions are prevalent in countries from South and North America, Western Europe and in parts of Sub-Saharan Africa, with Ghana cited as an example from Western Africa. At the opposite pole, countries from Eastern Europe, Asia and the Muslim world, exhibit restraint culture characteristics such as fewer very happy people, a lower importance of leisure and being less likely to remember positive emotions.

The countries with the happiest societies and those who take leisure time as important in their lives are from the poorer countries or not particularly wealthy. Regarding this dimension, Ghana scores 72 and with this high score, the Ghanaian society exhibits a willingness to enjoy life and have fun and, above all, place importance on leisure time and spending money as they wish (Hofstede *et al.*, 2010).

Table 2.7 Hofstede’s Cultural Dimension Scores for Ghana

Country	Power Distance	Individualism/Collectivism	Masculinity/Femininity	Uncertainty Avoidance	Long Term Orientation	Indulgence/Restraint
Ghana	80 (high)	15 (low) Collectivist	40 (low) Femininity	65 (high)	4 (very low) Short-term orientation	72 (high) Indulgence

Source: The Hofstede Centre-Strategy, Culture and Change (Online 2015): Hofstede *et al.* (2010).

2.11.8 Criticism of Hofstede's cultural dimensions

Hofstede *et al.*'s (2010) cultural dimension model has not come without criticism, even though the first four dimensions have generated several replications, citations and discussions in cross-cultural literature. Browaeys and Price (2015) note that the use of surveys in measuring cultures is wrong and basing the study on only one firm (IBM) could not have yielded enough information on the entirety of national cultures.

McSweeney (2002), one of the most critical people of Hofstede's work, argues that (1) the use of surveys was not an appropriate technique of measuring cultural differences, (2) Information about entire national cultures could not be dependent on a study of the subsidiaries of one company and (3) The IBM data were old and therefore outdated.

In his defence, Hofstede (2002) argues that, surveys should not be the only method of measuring cultural differences, but what was measured in the IBM survey were differences between national cultures. Hofstede explains that any set of meaningful equivalent samples from national populations could supply information about national differences. Furthermore, data have been validated against external measurements with recent replications showing no loss of validity.

In spite of the criticisms levelled against Hofstede's work concerning the methodology and the context of cultural dimensions, it is the most widely accepted of cross-cultural studies. Moreover, significant empirical research has confirmed that Hofstede's cultural dimensions is a valid approach in detecting cultural differences and is an effective basis for the analysis of regional differences (Hofstede *et al.*, 2010; Maseland and Van Hoorn, 2017).

Additionally, the review of the literature reveals that Hofstede's cultural dimension theory is the most widely adopted in cross-cultural studies (Viberg and Grönlund, 2013; McLeay and Wesson, 2014; Wang, Peng, Sia, Tong and Ku, 2016). The fifth dimension, the long term and short term dimension, has received the most criticism of Hofstede's work. The fifth dimension was added by Hofstede to circumvent the accusation of Western bias in his previous work by not studying the values in Confucius's teachings.

This dimension has been highly criticised as being ambiguous, for example, Hofstede places westerners for example, North Americans and the English towards short-term orientation, meaning they are more face saving (preventing the loss of one's dignity or self-esteem) societies than the Chinese (Fang 2003, 2014). The argument here is how Westerners could be more face-saving than the Chinese.

Face saving is one of the most important values in Chinese social psychology and therefore face is remarkably prominent in Chinese culture (Fang 2014). Hofstede's argument on these two poles could be somewhat confusing and the most difficult to understand or apply because distinctions between the two end poles are unclear and often seem contradictory (Fang, 2003; Signorini, Wiesemes and Murphy, 2009).

The long-term orientation versus short-term orientation dimension has not been well received by the cross-cultural research community since its launch, which has led to researchers in cross-cultural communication avoiding operationalising the fifth dimension in discussions, but referring extensively to the first four dimensions. This is because the concept of this dimension is perceived to look so Chinese that it appears strange to most western researchers. Furthermore, long-term orientation is particularly critical in studies in East-Asian countries as the dimension is based on Confucian values (Fang, 2014; Ahn and Mckercher, 2015).

The criticism of the indulgence versus restraint dimension is the ambiguity on focusing on happiness research, because happiness could be viewed, represented and discussed differently across cultures (Maclachlan, 2013).

2.11.9 Justification for not investigating Long-Term versus Short-Term Orientation and Indulgence versus Restraint Dimensions

In order to address the aim and objectives of this study effectively, the long-term orientation and indulgence dimensions were not investigated as the aspects within these two culture orientations do not adequately fit into the study area. A judgmental decision was taken by the researcher to use Hofstede's first four well-established and dominant dimensions.

The reason behind this decision is that the focus of the study is on the work actually done by Hofstede which has been tried and tested by many cross-cultural researchers (e.g. Huang and Vliert; 2004; Fang, 2003, 2014; Ahlawat, 2016; Sender, Arnold and Staffelbac, 2016). In addition, based on his own primary cultural dimensions, Hofstede (1980) has argued that the power-distance, uncertainty avoidance, individualism-collectivism and masculinity-femininity cultural dimensions do influence the environment of work, management and leadership style (Masouras and Papademetriou, 2014).

Further, the nature of concepts five and six do not have meaningful links to the stated aim of this study because the study was not concerned with leaders' and subordinates' impulses to enjoy life, have fun or spend money as they wished. Moreover, the researcher's decision to exclude the long-term orientation from this study in Ghana was based on the suggestion by Ahn and Mckercher (2015) who posit that the long term-orientation is particularly critical in studies in East Asian countries as the dimension is predominantly based on Confucian values.

Furthermore, on the study of the effect of culture on leadership, job satisfaction and organisational commitment, long-term orientation and the late addition of the indulgence versus restraint cultural dimension have not been widely operationalised in the field of cross-cultural studies, therefore presenting some difficulty in the comparison of the data of this study with any existing data. Researchers on culture and job satisfaction and organisational commitment (Huang and Vliert, 2004; Okpara, 2007; Hauff, Richter and Tressin, 2015; Parham, Lewis, Fretwell, Irwin and Schrimsher, 2015; Sender *et al.*, 2016) excluded entirely or only made brief mention of long-term orientation or indulgence dimensions in their studies.

Likewise researchers on culture and leadership (Blunt and Jones, 1997; Testa, 2007; Muczyk and Holt, 2008; Testa, 2009; Irawanto, 2011; Jackson, Meyer and Wang, 2013; Mustafa and Lines, 2013, 2014; Jackson, 2015, Muenjohn and Armstrong, 2015; Jackson, 2016; Dikko, 2017) either ignored or briefly mentioned one of the two dimensions, but these were not utilised in the data collection and analysis.

2. 12 Employees' Organisational Commitment

Organisational commitment has been a major topic, which has been widely discussed in organisational research albeit authors having different definitions (Meyer and Parfyoona, 2010; Kam, Morin, Meyer and Topolnytsky, 2016). Mowday, Steers, and Porter (1979:226) define organisational commitment as *"the strength of an individual's identification with and involvement in an organisation"*. They state that organisational commitment is characterised by three factors, which are inter-related.

Firstly, an individual must have a strong belief in and acceptance of an organisation's goals and values; secondly, there must be willingness to exert considerable effort on behalf of the organisation; and thirdly, the presence of a strong desire to maintain membership in the organisation. Meanwhile, Allen and Meyer (1996:252) define organisational commitment as the *"psychological link between an employee and their organisation that makes it less likely that the employee will voluntarily leave the organisation"*. These two definitions do, however, imply the strength that binds an individual to a particular organisation.

Generally, there are three components of organisational commitment that have described a distinct mind-set, which forces employees to commit to an organisation in the organisational research literature (Kam *et al.*, 2016). These components are (a) affective commitment (AC) - the desire to remain, (b) continuance commitment (CC) - the perceived cost of leaving and (c) normative commitment (NC) - the perceived obligation to remain (Stanley, Herscovitch and Topolnytsky, 2002; Glazer, Daniel and Short, 2004; Meyer and Allen, 2004; Gelade, Dobson, and Gilbert, 2006; Betancourt, Botero, Ramirez and Vergara, 2014).

Affective commitment is described as employees' emotional attachment and the enjoyment of working in or being a member of an organisation. Employees in this commitment category tend to stay with their organisation for a longer period of time out of their own choice (Adekule and Jude, 2014; Dikko, Mutalib and Ghazali, 2017; Gallie, Zhou, Felstead, Green and Henseke, 2017).

Conversely, employees who display the continuance commitment count the costs of leaving their organisation and choose to stay; not necessarily that they want to, but because they might not have an alternative employment opportunity. Normative commitment is based on employees who are committed to their employer and therefore choose to stay with the same firm because they may feel they may let their employer down if they were to leave (Gelade *et al.*, 2006; Elele and Fields, 2010; Lee, Lee, Chuang, and Wu, 2014; Zopiatis, Constanti and Theocharous, 2014; Wasti, 2016).

Whereas there appears to be overwhelming acceptance of the three components of organisational commitment, Kam *et al.* (2016), it is only recently that researchers have examined the behavioural consequences of commitment profiles. Commitment profiles reflect a broader trend in organisational research toward greater use of a person-centred approach.

The person-centred approach allows for the possibility that a set of attributes (e.g., commitment mind-sets) might be experienced differently, and have different implications, if individuals are treated in a more holistic way (Wang & Hanges, 2011; Meyer, Stanley and Vandenberg, 2013). The person-centred approach to organisational commitment is a concept, which explains that, employees' organisational commitment is not influenced by only one form of commitment but by the other two components of commitment (Kam *et al.*, 2016).

2.12.1 Employee's Job Satisfaction

Job satisfaction has been a major academic research area in the recent past in the field of organisational behaviour. In addition, a significant number of studies have been devoted to the topic with ever-increasing debate on the definition of job satisfaction (Vigan and Giauque, 2016). The lack of agreement on the definition of job satisfaction is due to the cross-disciplinary nature of the theory. The concept involves many academic disciplines ranging from psychology, social sciences, economics and management, for example, which are evident in published journals (Cantarelli, Belardinelli and Belle, 2016).

Job satisfaction has been defined in numerous ways, but according to Eskildsen *et al.* (2010) a classical and widely referred to definition is that given by Locke (1976:1304) which states that job satisfaction is a “*pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience*”. Job satisfaction has been well explored in the literature because of its links with job performance, organisation performance and the overall influence on customer service quality, satisfaction and loyalty (Torres, 2014; Lu and Gursoy, 2016).

Satisfied employees tend to be more engaged with their work, committed with their firms, participate more strongly and effectively in work-related activities and are less likely to leave the organisation. Therefore, it is essential that organisations endeavour to enhance the levels of job satisfaction amongst their employees because employees’ job satisfaction has repercussion on an organisations profitability and growth (Mafini and Dlodlo, 2014).

Job satisfaction could be through either intrinsic motivation, which is the desire to perform an activity for its own sake, recognition and appreciation as examples. The motivators in the theory of extrinsic motivational factors include promotion and growth, good wages and rewards or tangible incentives. In a given situation of employees motivation in the workplace, both intrinsic and extrinsic motivation factors can coexist and operate simultaneously (Kuvaas, Buch, Weibel, Dysvik and Nerstad, 2017; Mukherjee and Chatterjee, 2017).

Workplace resources such as supportive work-family culture (organisational support, leadership and colleagues) are some motivational processes that could lead to positive organisational outcomes. These outcomes could make the workplace more pleasant in which to work and enhance employees’ well-being. Support from leaders, colleagues and the organisation could contribute towards employees’ job satisfaction (Tang, Siu and Cheung, 2014; Hauff *et al.*, 2015).

Other job satisfaction motivational factors may include quality of work-life enrichment, which embraces factors such as adequacy and quality of employees’ facilities within the organisation, leadership style employed and

teamwork (Noor and Abdullar, 2012). Job satisfaction could also be enhanced if employees have friendly and helpful colleagues and studies have found that there is a link between job satisfaction and teamwork (Mafini and Dlodlo, 2014;Körner Wirtz, Bengel and Göritz, 2015).

2.12.2 Leadership Style

Leadership has been widely researched and a review of the literature shows wide range of different theoretical approaches to explain the complications of the leadership process. Whilst some researchers theorise leadership as a trait or as a behaviour, others conceptualize leadership from relational perspective (Northouse, 2015). Northouse (2016: 6) posits that, in the past 60 years, there have been more than 65 different classification systems developed to define the dimensions of leadership.

Northouse (2016) further suggests that despite the different theories in which leadership is defined, the central elements to the phenomenon of leadership are: (a) leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups and (e) leadership involves common goals. Centred on these factors, he proposes the following definition of leadership: *“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal”*. In essence, the focus of leadership is on personal attributes and the ability to inspire and motivate followers.

Based on the aim of this study, with the focus on influence of national culture on employees’ job satisfaction, organisational commitment and leadership style, the Dorfman, Javidan, Hanges, Dastmalchian and House (2012) humane-oriented leadership behaviour is considered relevant to this study because of the concern for community building which is one of the characteristics of Ghanaian cultural behaviour. Humane-oriented leadership behaviour includes being supportive, considerate, compassionate, and generous. Leaders care for followers are modest and sensitive to others, whereas those who act independently or act alone are perceived to be less effective (Politis and Politis, 2017).

In contrast to earlier leadership theories, which are based on skills and behaviour approaches, Greenleaf (1970) coined the term servant

leadership and has since become leading author of seminal work on the subject matter. Greenleaf professes that servant leadership dictates that leaders be responsive to the concerns of their followers, empathise with them and support them. In essence, servant leaders should put followers first, motivate them and help them develop their full personal abilities.

Additionally, servant leaders behave ethically, by serving the greater good of the organisation, community and society at large (Northouse, 2016). Other researchers (Liden, Wayne, Liao and Meuser, 2014; van Dierendonck and Patterson, 2015; Northouse, 2016; Sousa and van Dierendonck, 2016) have shed some light on Greenleaf's (1970) postulation of servant leaders through various studies on the subject support and they support Greenleaf's (1970) propositions of servant leaders behaviour.

Top, Oge, Atan and Gumus, (2015) study of relational levels of intensity between paternalistic and servant leadership styles and national culture goes further by suggesting that servant leaders are most likely to exhibit altruistic behaviours. Altruistic leaders tend to have the desire and willingness to put aside self-interest in order to benefit followers.

Servant leadership however, does come with some criticism with regards to the contradictory title of "servant Leadership". Being a servant leader implies following, and following is considered as the opposing end of leading. In addition, servant leadership incorporates influence but how influence function as part of the servant leadership process is not fully explained (Northouse, 2016). Northouse therefore, argues that how does a leader be the servant or how can one lead and serve simultaneously is the most unclear aspect of servant leadership theory.

Another leadership worthy of note is the "benevolent dictator" or paternalistic leadership style. Paternalistic leaders behave as fatherly figures toward their followers. They also consider the organisation as a family entity, make most of the key decisions and reward loyalty and obedience but in the same vein, punish noncompliance (Northouse, 2016; Sousa and Dieredonck, 2017). Paternalistic leaders are not to be considered as authoritarians because they tend to seek opinions of their followers but they have the reserved right to give the final decision.

Further, as caring leaders, they consult their followers in matters that concern them in order to find a satisfactory solution, which benefits everyone (Spears and Lawrence eds., 2016; Ugurluoglu, Aldogan, Turgut and Ozatkan, 2018).

Both servant and paternalistic leadership styles are prevalent in societies with collectivist cultural values, which strongly stresses human integration, group cohesiveness in a trustworthy environment. Benevolent paternalistic leadership focuses on “we” in-group and unselfish consciousness of collectivism rather than “me” self-interest attitude (Mansur, Sobral and Goldszmidt, 2017). Top *et al.* (2015) found in their research that there is a strong relationships between servant leadership and paternalistic leadership and both influence followers’ perception about leadership style in the workplace.

2.12.3 National Culture and Organisational Commitment

A plethora of empirical research has examined organisational commitment in the context of work effort, organisational citizen behaviours, job performance, and intention to stay (Jiang, Takeuchi and Lepak, 2013; Mowday, Porter and Steers, 2013). This study tries to fill the vacuum in the literature in the area of organisational commitment as a culturally influenced construct or studies that have attempted to explain the differences in commitment levels in the national context. Additionally, the review of the literature may shed some light on the objective that was to investigate the potential influence of culture on internal customers’ job commitment in small hospitality enterprises in Ghana.

According to Gelade *et al.* (2006), the study of national variations in organisational commitment could potentially have practical implications for organisations seeking to maximize commitment levels among employees with different experiences, expectations and cultural backgrounds in different countries. Glazer *et al.* (2004) assertion of the effect of culture on organisational commitment is confirmed by Gelade *et al.*’s (2006) and Eisinga, Teelken and Doorewaard (2010) research on cultural implications with organisational commitment in their study on the relationship between

organisational commitment and culture. Consequently, employees' cultural traits have some bearing on the extent to which the employees develop a bond with their organisations and in small family firms, employees from the family may have the perception that they partly own the business (Glazer *et al.*, 2004; Ramos, Man, Mustafa and Ng, 2014; Wasti, 2016).

Hofstede's (2001) explanation of individualism and collectivism in the workplace explains how people in the individualist cultural countries lean towards the affective commitment dimension. He then explains that people from developing countries are typically associated with the characteristics of the normative organisational commitment dimension. Reason for employees in the developing countries, especially those in the Sub-Saharan region of Africa, being characterised with normative organisational commitment could be due to their belief of having moral duty and indebted obligation to colleagues or their leader in the workplace (Meyer and Parfyonova, 2010; Yahaya and Ebrahim, 2016).

In the case of Ghana's collectivistic, high power-distance culture, leaders tend to take a paternalistic attitude towards their employees and, moreover, leaders do involve themselves with employees' families and other practical life issues. Hence, employees tend to feel obligated to their leaders and reciprocate the leader's good deeds towards them by committing normatively to stay with their organisation (Gunlu, Aksarayli and Percin, 2010; Lituchy and Michaud 2017).

This type of commitment is akin to the collectivism theory and the preference for a supportive social framework in which individuals do expect relatives or in-group members to take care of them in exchange for unflinching loyalty (Hofstede, 1985). This is in comparison to the individualistic Western society in which individuals are presumed to take care of themselves and their immediate families only (Nwagbara, 2011; Kellermanns, Dibrell and Cruz, 2014).

Unsurprisingly, studies by Parkes, Bochner, and Schneider (2001), Andreassi *et al.* (2014) and Sanda and Kuada (2016) support Hofstede *et al.*'s (2010) individualism and collectivism concept, by linking organisational

commitment and individualism and collectivism dimensions to countries with different socio-economic conditions.

Several academics (e.g. Parkes *et al.*, 2001; Gelade *et al.*, 2006; Andreassi *et al.*, 2014; Chinomona and Dhurup, 2014) support Hofstede *et al.*'s (2010) conclusion that, in developing countries with low incomes, inactive economic activities and high unemployment rates, employees have the tendency to remain with their organisations because they have little opportunity to change jobs. Additionally, demographical characteristics, for example gender, age marital status and educational levels could have influences on employees' engagement and commitment to one single organisation as was found in a study of how age and gender influence organisational commitment among civil servants in a sub-Saharan country (Ajayi, 2017).

Similarly, research on employees' engagement in hotels by Rigg, Sydnor, Nicely and Day (2014) concluded that employees over 40 years were more committed to their firms than their younger colleagues. They conclude that, over time, employees over 40 years old in an organisation may have either bonded with colleagues, assured themselves of pursuing their desired career or have developed good relationships with their leaders therefore finding it hard to leave. Similarly, Kipkebut (2013) also confirms the relationship between age and organisational commitment in his study of the effects of demographic characteristics on organisational commitment in Kenyan universities.

Furthermore, researchers have found that teamwork, which is a prominent characteristic in societies with high collectivist cultures, has a stronger relationship with organisational commitment in the workplace than in low collectivist cultures. For example, Rode, Huang and Flynn (2016) conclude that teamwork could be construed as a long-term commitment that integrates an employee into an organisation. This assertion followed their study of the relationships among human resource management practices and organisational commitment based on the collectivism perspective in four countries (Nyambegera, Sparrow and Daniels, 2000; Nyambegera, Kamoche and Siebers, 2016).

Conversely, people from the economically developed countries do have greater freedom of choice of the type of work and organisation they might like to work for. In this situation, individuals can fulfil their self-actualisation and this may lead to a greater and stronger affective commitment with their organisations (Parkes *et al.*, 2001; Gelade *et al.*, 2006; Hofstede *et al.*, 2010; Andreassi *et al.*, 2014; Chordiya, Sabharwal and Goodman, 2017).

2.12.4 National Culture and Job Satisfaction

A closer review of the extant literature has revealed that there is limited research done in the area of the potential relationship between national culture and job satisfaction and, more particularly, in the developing countries in Sub-Saharan Africa and most importantly in Ghana (Abugre, 2014). Given the lack of empirical research on the relationship between culture and job satisfaction, this study will therefore attempt to close the gap by exploring the potential impact of national culture on employees' job satisfaction in the small hospitality enterprises in Ghana. Furthermore, an explanation of how culture may influence employees' workplace behaviour could enhance job satisfaction and may be of great importance to organisations, managers, leaders and academics in the field of cross-cultural management.

In the context of job satisfaction, studies in this field are somewhat limited to countries in the Western world, however, these studies overlook cultural differences and ignore the influence of national culture on job satisfaction levels in international studies (Eskildsen *et al.*, 2010; Andreassi *et al.*, 2014; Girma, 2016). In support of the influence of national culture on job satisfaction in different countries, research by Adigun and Stephenson (1992), on employees in an advanced country and a developing country concluded that the intrinsic factors of motivation and job satisfaction were different between the two countries.

Whilst the workers in the advanced country leaned towards the intrinsic elements of job satisfaction (work itself, achievement and recognition), the developing country counterparts were motivated mainly by

extrinsic factors (pay, fringe benefits and promotion). Similarly, Ghanaians are motivated extrinsically however, in a study of factors influencing job satisfaction among hotel employees in Ghana, employees' relationships with supervisors or leaders was also highlighted as a notable factor influencing job satisfaction (Amissah, Gamor, Deri and Amissah, 2016).

From the view point of Huang and Vliert (2010), rich countries with an individualist culture tend to appreciate challenging and intrinsically motivating jobs more than those in developing countries with collectivist characteristics. The above assertion is supported by Roe, Zinovieva, Dienes and Ten Horn (2000) in Huang and Vliert (2004:331) who concluded that, in countries with a collectivist culture, economic and social security is of paramount importance to life.

Furthermore, social affiliation and job security are deemed to be of a higher priority than individual goals and, as a result, employees are less interested in the intrinsic factors of job satisfaction as compared to those with an individualist trait (Autio, Pathak, and Wennberg, 2013 Sharma, 2017). In summary, theoretical propositions 2a-2d presented in chapter 4, paragraph 4.6 are based on the above two sections on national culture and organisational commitment and job satisfaction.

2.12.5 National Culture and Leadership Styles

On organisational leadership, Browaeys and Price (2015) contribute to the literature by affirming that culture, inevitably, has an important influence on leadership styles in different countries as much as employees' attitudes to work ethics. The "Global Leadership and Organisational Behaviour Effectiveness" (GLOBE) research on culture and leadership effectiveness by House, Hanges, Javidan, Dorfman and Gupta (2004) concludes that effective leadership can be firmly traced to the norms, values and beliefs of the people being led in a society or in an organisation.

On culture and leadership, Pekerti (2008), Hofstede *et al.* (2010) and Dorfman *et al.* (2012) posit that leadership culture cannot be divorced from the other component parts of society; therefore leaders and the led are all part of the wider notional societies. Dorfman *et al.* (2012) and Aktas, Gelfand

and Hanges, (2016) state that, to understand the behaviours of leaders, one must first understand societal cultures such as personality types, family orientation and function, the school system and historical events that the country's generation has experienced.

Gill, Fitzgerald, Bhutani, Mand and Sharma (2010) cite India as a nation which exhibits high power-distance and collectivism in their work culture and with reference to Hofstede's (1997) national culture dimensions, nations with high cultural power-distance accept and expect unequal power distribution in the society. In such societies, employees do have a low desire for empowerment and may be willing to accept orders from their leaders.

Hence, such societies believe that, by accepting demands from their leaders, they may develop a stronger relationship with their leaders (Magnini, Hyu, Kim and Uysal, 2013; Dikko, 2017). Conversely, employees in societies with a low power-distance expect their leader to consult them and that they are free to express their opinions and to approach their leader (Wheeler, 2002; Yan and Hunt, 2005; Gill *et al.*, 2010; Wanasika, Howell, Littrell and Dorfman, 2011).

Scholars on culture and leadership, such as Ashraf, Farooq, Din and Mohy (2014) and Fairhurst and Connaughton (2014) argue that leadership styles and behaviours are intertwined with the cultures of different countries. Therefore, in some cultures, autocratic leadership behaviours may be endorsed while leaders in other societies exhibit participatory behaviours (House, Javidan, Hanges and Dorfman, 2002; Kuada 2010; Abugre, 2014; Lee, Scandura and Sharif, 2014).

As stated by Hofstede *et al.* (2010), an autocratic leadership style is prevalent in cultures that rate high in power-distance, collectivism, masculinity and uncertainty avoidance and are characterised by an external environmental orientation. This orientation, is the belief that the environment exercises important control on aspects such as luck and the fate of individual efforts at work. They argue that autocratic leadership may be suitable or appropriate for societies who respect hierarchical order and whose members are reluctant to bypass the formal chain of command.

Thus, it is not uncommon to find traits of autocratic leadership in developing countries where subordinates tend to rely on their leaders for decision-making. Conversely, democratic leadership may be appropriate in developed countries that score low on power-distance, high on individualism and femininity, low on uncertainty avoidance and are characterised with the belief that individuals are masters of their own fates. Success at work is a result of one's ability and effort (Muczyk and Holt, 2008; Hofstede *et al.*, 2010).

It is worth noting that, even in an authoritarian leadership environment, leaders display a paternalistic quality. This is because leaders are supposed to be seen to possess genuine authority, but in the same vein are expected to exercise their power sparingly and in a humane and considerate manner by their subordinates (Blunt and Jones, 1996; Muczyk and Holt, 2008). Accordingly, leaders perceive themselves to be the parent and provider of support and wellbeing of employees and employees who in turn reciprocate the perceived parenthood by showing loyalty and respect to the leader (Yan and Hunt, 2005; Ahmed, Wan Ismail and Amin, 2014).

Leadership style can affect the way employees feel about their work and about themselves. On the one hand, poor leader-employee relationships characterised by low leadership supportiveness, low communication and lack of feedback can reduce employees' well-being leading to the feeling of stress by individuals in the workplace.

On the other hand, a high-quality relationship between leaders and employees characterised by trust, confidence, recognition and feedback can enhance affective well-being of employees and in-group cooperation for a common goal (Northouse, 2015.2016). Stress among employees may be influenced by poor employees' relationships with colleagues and leaders (Van Dierendonck, Haynes, Borrill and Stride, 2004; Donaldson-Feilder, Munir and Lewis, 2013). This study may be able to reveal the potential influence of culture on leadership as proposed theoretical propositions 3a-3d as depicted in Chapter 4, paragraph 4.6.

2.13 African Leadership Style

The discussion below explains leadership styles using African cultural values as per the extant literature. Leadership styles have been propagated in Africa from varying management and leadership practices and theoretical perspectives from the Western world from colonial times to the present. Unfortunately, most of the leadership style theories prevailing in the West have not been successful in Africa because many Africans are unable to relate to them. This is because Africans have the perception that, to embrace the Western ideals, they may have to forego their authenticity of leadership in the African context where leadership concepts are socially constructed as against the individual Western construct (Blunt and Jones, 1997).

Africa has not significantly benefited from the Western theories of leadership, therefore there is a call for an indigenised model based on culturally oriented values (Blunt and Jones, 1997; Theimann, April and Blass, 2006; Iwowo, 2015). Leadership in the African context is based on humanistic societal values, unlike the individualistic Western culture (Blunt and Jones, 1997 Jackson, 2015). A comparison of elements of the Western “Ideal” Leadership with African leadership philosophy is illustrated in Table 2.8.

Table 2.8: Comparison of elements of the Western “Ideal” Leadership with African Social Leadership Philosophy

Element	Western Leadership	Leadership in Africa
Influences on leadership practices	Paramount concern for organisational performance Individualistic	Emphasis on control mechanisms rather than organisational performance. Importance of extended family and kin networks
Managing authority	Relative equality of authority and status between leader and subordinates Delegation/ decentralisation Empowerment	Authoritative rather than authoritarian/paternalistic leadership patterns Centralisation Reluctance to judge individual performance
Managing uncertainty	Uncertainty accepted as normal Continuous change viewed as natural	Change-resistant Social networks important in providing individual security.
Managing relationships	Deep trust seldom offered Tolerance of others openness valued Open confrontation of differences Open debate and conflict valued. Deep private conversation and dialogue avoided Drive to secure commitment and high morale	Deep trust earned over time Emphasis on harmony with others Confrontation and differences privately dealt with Open debate and conflict avoided. Deep private conversation and dialogue valued <ul style="list-style-type: none"> Extended social networks importance for sustainability.

Source: Brunt and Jones (1997:19) and Thiemann, April, and Blass (2006:17-18)

The absence of African-centred education and leadership development has contributed to the lack of the foundational theories that are required to build the structures of strong and stable societies (Owusu-Frimpong and Nwankwo, 2012; Kamoche, Siebers, Mamman and Newenham-Kahindi, 2015).

Furthermore, it is argued that leadership as a concept in African institutions should be closely linked to African cultural values. Therefore, Africans should turn to their principles if they want to produce effective leadership across the continent. The search for suitable leadership styles for Africa evolved around the *Ubuntu* concept and the emergence of traditional African solidarity (Obiakor, 2004; Mbigi, 2005; Obiakor, 2014)). These leadership values based on the concept of *Ubuntu*, means, “*I am who I am through others*” or “*I am because we are*”. Traditional values portray the view of Africans in their communities in the light of customs and traditions, as embedded in the people’s culture and way of life in society. This philosophy is based on brotherhood, collective responsibility and empathy.

The integral values of *Ubuntu* impinge on sharing, that is commitment to help one another in the face of hardship and social obligation. This is regardless of any power differential. Leaders have to earn the respect of their followers even though there is deference in ranks regardless of any power differential; commitment to social solidarity and the premise that “*human is human because of other humans*” (Theimann *et al.*, 2006:12; Iwowo, 2015:413).

Ubuntu, therefore, encapsulates African social phenomena from which leadership styles could be understood and explained in African context (Karsten and Illa, 2005; Mangena, 2016). Taking Sub-Saharan Africa, for example, even though there are different countries with multicultural societies, the region is characterised by humanistic values, harmonious teamwork, compassion, human dignity, building relationships, personal interaction and mutual respect for one another (Jackson, 2015).

In essence, this collective cultural characteristic in the Sub-Saharan African societies are similar to the cultural characteristics reported by

Hofstede et al. (2010). This study, therefore, uses aspects of leadership style based on cultural values and societal norms which are pertinent and practiced in the Sub-Saharan region from the extant literature (Bolden and Kirk, 2009; Mbigi, 2005; Browning, 2006; Kauda, 2010; Muchiri, 2011; Iwowo, 2015).

On the African leadership construct, Dartey-Baah, Amponsah-Tawiah and Sekyere-Abankwa (2011) suggest that leadership could be defined and understood in the context of societal values, national culture and the organisational operating environment. They opine that leadership cannot be isolated from authority in the traditional African society, whether the leadership originated from wisdom, old age or from status and formal position.

Hence, people occupying high positions are perceived to be exercising leadership, and are believed to provide leadership skills in achieving group tasks (Gyekye, 2003 in Dartey-Baah et al., 2011: 62; Awoniyi, 2015). Kuada (2010) explains that African leadership behaviour is enshrined in the manner in which the leaders build relationships with their followers. In other words, leaders must have followers and their performance and that of their organisation could be determined by the nature of their relationship with the followers, therefore leader-follower relationships could be dependent on a voluntary psychological contract between them.

On leadership and follower relationships, Hofstede (1980: 57) succinctly states that *“Whatever a naive literature on leadership may give us to understand, leaders cannot choose their styles at will; what is feasible depends to a large extent on the cultural conditioning of a leader’s subordinates or followers”*. This style of leadership, according to Bolden and Kirk (2009) involves social order; including values, attitudes and ideologies, which are best put together as group dynamics and functions involving the group members.

In another perspective, African leaders seem to apply relationship techniques purposely to patronise the followers rather than motivating them to commit to the organisational goals (Kuada, 1994). This behaviour, according to Kuada, is described as a form of autocratic-benevolent

relationship. Interestingly, Bolden and Kirk (2009) elucidate at the end of their study of African Leadership that the Afro-centric leadership style does have a strong desire for inclusive and participative characteristics based on humanistic and collectivist principles.

Moreover, leadership development in Africa is a fundamental part in the development of the communities or societies in which they operate. It is common to find leadership styles in countries with high power-distance being bureaucratic and with a central decision making policy (Galperin and Alamuri, 2017).

In this situation, position, authority and seniority drive leadership. Subsequently, employees' commitment and loyalty tend to be mostly associated with the leader of the firm. In essence, employees' personal relationships with the leader could lead to job satisfaction and increased organisational commitment and this paternalistic approach could enhance employees' job satisfaction (Lok and Crawford, 2004; Mustafa and Lines, 2014; Zhong, Wayne and Liden, 2016).

The claim that employees' personal relationships with their leader could lead to job satisfaction (Lok and Crawford, 2004; Mustafa and Lines, 2014) is supported by a study of national culture and leadership in the hospitality industry. This study concluded that positive personal relationships could develop between employees and leaders if they are from the same country and with similar cultures.

Further, employees have the perception that working for a leader from the same country could enhance cultural congruence through intuitive understanding, effective communication and bond-forming from people from the same country, which therefore may increase job satisfaction (Testa, 2007). A note of caution though, the study was based on employees from different countries and not from one particular country working in one organisation.

In summary, alongside effective leadership practices Gill (2008), Naipaul and Wang (2009), and Huang and Rundle-Thiele (2014) encourage potential leaders to treat individuals equally, endeavour to be fair to everyone and not to practice favouritism, which could be a practice in developing

countries due to the nature of the leadership culture in these countries. The limited African leadership theory portrayed in cross-cultural literature lacks a clear theoretical framework of its own and this has therefore, led to over-reliance on “western” theories based on Anglo-American scholarly perspectives in the field of leadership (Bolden and Kirk, 2005; Nkomo, 2011; Jackson, 2015).

2.14 Chapter Summary

With all the difficulty in agreeing on a common definition of small enterprise, there is a consensus in using the number of employees as the focal point. Globally, small businesses including those in the hospitality sector play an important role in countries’ economic growth and employment creation.

Furthermore this chapter explores Hofstede’s (1980) four primary cultural dimensions and their potential influence on employees’ job satisfaction, organisational commitment and leadership styles in the workplace (Lee and Way, 2009; Hofstede *et al.*, 2010). The discourse in this chapter guides the aim, objectives and research questions that address the paucity of country specific literature in the Sub-Saharan region, such as Ghana.

Finally, the literature in this chapter has major implications for the study’s research methodology, which may possibly be able to fill the theoretical gaps between culture, leadership and internal service delivery in the present study as depicted in Chapter 1 Table 1.1. In the following chapter, the literature on service quality is reviewed with an emphasis on internal customer service.

**CHAPTER THREE: CUSTOMER SERVICE
QUALITY IN THE HOSPITALITY INDUSTRY**

CHAPTER THREE

Customer Service Quality in the Hospitality Industry

3.1 Chapter Introduction

In this chapter, the second part of the literature review is introduced with the aim of exploring the widely referred to service quality theories in order to address research question one “Why is internal customer service quality important within small hospitality enterprises in Ghana?” and question two. “How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?”

The focused theories, which will be examined, are Service Gap Analysis and Dimensions of Service Quality models (Parasuraman, Zeithaml and Berry, 1988), Internal Service Quality model (Frost and Kumar, 2001) and Internal service attributes (Heskett, Jones, Loveman, Sasser and Schlesinger, 1994).

These theories will potentially provide key foundations for gaining an understanding of service quality and its determinants. The possible impact of internal service quality on employees’ job involvement, job satisfaction, career satisfaction and organisational commitment within organisations is also discussed.

3.2 Overview of Service Quality

With the ever-increasing complexity of the current competitive business environment, which has intensified competition among companies offering the same or similar products in the hospitality sector, one of the main important ways to gain competitive advantage over rivals is by offering higher service quality to both internal and external customers (Huang and Wang, 2014; Mohammed, Guillet and Law, 2014).

In their argument in support of quality service in the twentieth century, Haksever, Render, Russell and Murdick (2000) posit that quality is no longer a strong competitive advantage possessed by only a relatively few organisations as it used to be in the late 1970s and 1980s. Quality has simply become a prerequisite for all organisations for being in business, thus

quality has become a matter of survival. Hence, the high expectations of service quality and business survival in this volatile environment has necessitated service quality delivery through customer care, improvement in efficiency, internal service quality, staff training and development strategies.

These vital strategies for business survival and competitiveness may lead to a firm having a loyal customer base of satisfied customers that could result in business growth and profitability (Heskett *et al.*, 1994; Eraqi, 2014; Torres and Kline, 2014; Williams and Owusu-Acheampong, 2016).

Service organisations now have to serve an increasingly discerning and demanding public, who are more eager to complain and transfer their allegiances to perceived providers of service quality, because consumers now demand and expect better service quality alongside product quality (Bitner and Wang, 2014; Palmer, 2014). Increased customer expectation of service, coupled with the increasingly hostile nature of the business environment, has forced the service sector to invest in the delivery of higher levels of service quality as the most effective strategy for competitive differentiation (Asante-Gyabaah, Oppong and Idun-Baidoo, 2014; Dedeoğlu, B.B. and Demirer, H., 2015).

Unlike the quality attributes of tangible goods, in the case of service, quality is only assessed during the service delivery process and after the service has been consumed, which involves customer contact (Wong, 2013). For example, a guest's experience in staying in a hotel starts from the front office when checking in to using the facilities within the hotel to the point of checking out (Fitzsimmons, Fitzsimmons and Bordoloi, 2014; Lee *et al.*, 2014). Consequently, this customer contact creates an opportunity for service providers to either satisfy or dissatisfy the customer. For the consumer, the uncertainty of what to expect increases the risk in the purchase decision process for services more than for tangible goods.

Eraqi (2006) and Singh (2016) add to the concept of the "moment of truth" by explaining that the dynamic dimension of quality comes during the process of service delivery. The service delivery process provides opportunities for the customer to be delighted by the efforts of service employees. Service employees have the chance to enhance the tangible

aspects of the service which is, unarguably, the prime cause of customer dissatisfaction and which can dampen the service expectation. Furthermore, Singh (2016) goes on to argue that it is not easy to achieve the dynamic dimension of service quality because of the nature of spontaneous acts. Admittedly, these acts cannot be pre-arranged or rehearsed prior to the service delivery due to the heterogeneity of service but nonetheless the service acts are the important criteria by which to satisfy a customer (Gronroos, 2007, 2011).

Furthermore, due to customers' interactions with all the dimensions of a service, encompassing the ambience of the restaurant (tangibility) and the front-line employees (inseparability), the perception of the customer's satisfaction of service quality is therefore, based on the unique attributes of service. With the characteristics of service making purchase decisions of service products subjective and a gamble, therefore, delivery of service quality is very important for all service providers (Wilson, Zeithaml, Bitner and Gremler, 2016).

3.3 Nature of Service

Services have different characteristics or features from goods and these differences lead to service marketing difficulties as compared to manufactured goods. Even though there are some services that are intangible, other services however, come with some facilitating goods (Lovelock and Wirtz, 2016).

3.3.1 Pure Service

Pure service can be defined as *“any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything”* (Kotler, Armstrong, Harris, Piercy, 2013a:238). The distinction between a product and service is difficult to make, because the purchase of a product is accompanied by some facilitating service (e.g. installation) and the purchase of a service often includes facilitating goods (e.g. food in a restaurant) (Lovelock and Wirtz, 2016).

3.3.2 Service Product Bundle

The service-product-bundle ranges from tangible dominant at one end of the pole to intangible dominant at the other end of the pole. Hence, the service-product bundle is an integration of three main component parts, which are the core product, the supplementary services and the delivery process (Lovelock and Wirtz, 2016).

Fitzsimmons *et al.* (2014), however, put the elements of the service-product bundle in five categories, which are supporting facility, facilitating goods, information, explicit services and implicit services. Gronroos (2007) also posits that for managerial reasons, the service product-bundle or service package should be classified into five elements. He categorises the services-product bundle as the core service, the enabling or facilitating services and goods, the enhancing or supporting services and goods, technical quality and the functional quality.

Gronroos further goes on to suggest that the technical quality and the functional quality are the elements that actually address the service processes and customers perception of the service processes. As a result, this is what is known as the service encounter (moment-of-truth) where customers could be satisfied or dissatisfied. Gronroos (2007) description of technical and functional elements could be compared to Lovelock and Wirtz (2016), delivery process element.

In conclusion, the service-product elements even though from different concepts explain the distinction between services and products based on tangibility/intangibility spectrum categorisation structure. The elements of the service-product bundle even though some authors theorise three elements and others five, it they all explain the same concept of service and product theory Gronroos, 2007; Fitzsimmons *et al.*, 2014; and Lovelock and Wirtz, 2016).

3.3.3 Service Characteristics

Services have a number of distinctive characteristics, which differentiate them from goods and have implications for the manner in which services are marketed (Rust and Oliver, 2000; Kim and Mattila, 2013). Given

the nature of service, several marketing and service management authors agree on how the five unique attributes of service characteristics, (a) Intangibility; (b) Inseparability; (c) Heterogeneity; (d) Perishability; and (e) Ownership compound the difficulty of service provision as against physical products (Solomon, Marshall, Stuart, Mitchell and Barnes, 2009; Lovelock and Wirtz, 2016; Fitzsimmons *et al.*, 2014).

In the case of a restaurant service, a customer's willingness to dine in a particular outlet may stem from the perceived image of the establishment as far as service quality is concerned (Mhlanga, 2013; Petzer and Mackay, 2014; Rauch, Collins, Nale and Barr, 2015). The expected quality of service is an important aspect of a customer's decision to dine in a chosen restaurant.

The expected quality of service is based on a number of factors. Firstly, "word-of-mouth" communication via referral from the restaurant's clients, and image as well as the restaurant's public relations. The second factor could be based on the customer's past experience from dining in the restaurant or the need for the customer to dine in the restaurant (Parasuraman *et al.*, 1985). The third factor could depend on the customer's needs based on value, image, convenience or ego (Lovelock and Wirtz, 2016).

A customer's involvement in the service process occurs because of the simultaneous production and consumption nature of service. For example, it is not possible to get a haircut without going to the barber or having the barber come to you and this highlights the importance of the customer/employee interface, the "Moment of Truth".

This is when the customer gets involved and observes the service delivery process. Therefore, the involvement of the customer in the service delivery process could affect (positively or negatively) the outcome of the service rendered (Kasper, van Helsdingen and Gabbott, 2006; Wilson *et al.*, 2016; Gronroos, 2016).

In the case of service delivery in a restaurant, the simultaneous production and consumption is different. This is because the back of house staff carries out most of the production processes. Poor attitude or lack of

attention by the front-line staff (servers) may influence the customer's perception of the service received. This could lead to dissatisfaction with the meal experience, even if the food itself might have been of exceptional quality (Kotler *et al.*, 2013a; Chiang, Birtch and Cai, 2014).

3.3.4 Intangibility

Employees in service organisations help to minimize the problems of intangibility by providing some tangible actions of service in the eyes of the customer, in contrast to tangible product attributes. Further, to reduce the intangibility aspect of service, organisations need to recruit, select, and train employees on customer service orientation so that employees, themselves, help to improve the tangible cues of services that involve few tangible elements to help boost customer confidence (Bowen, 2016). Gummesson (2014) however, criticises the intangibility aspect of service because most service performances involve some tangible elements.

Nevertheless, the intangibility of service and customer experience increases the impact of the employees' roles and the effectiveness of internal processes that may contribute to the memories customers are left with from service transaction (Andaleeb, 2016; Shaw and Hamilton, 2016).

Due to the intangibility of hospitality products, it has been suggested that, to satisfy both the physical and psychological expectations of guests, hotels and restaurants should endeavour to provide a good product (the meal or the room) and a good service (delivering the meal or room appropriately (Chon and Maier, 2010).

To overcome guests' mental intangibility problem in service delivery, service firms now use the internet to communicate about the service experience by making the intangibility aspects of the service on offer more tangible for customers both before and after purchase (Wilson *et al.*, 2016). The advent of internet and mobile technology has significantly impacted on the marketing of service products by firms and the opportunity to develop their service offerings.

In addition, the internet helps hotels to communicate to prospective guests about the services on offer for example, on-line booking systems. For

example, bedrooms, fixtures and fittings, the appearance and impression of staff are used as a reference point for would-be guests' purchase decision (Lovelock and Wirtz, 2011; Grüter, Schneider and Myrach, 2013; Gronroos, 2016).

Another significant impact of the internet in service delivery is the transformation of many formerly inseparable elements of service into separable ones. The Internet services, therefore, are now regarded as a platform from which customers can evaluate and judge service delivery globally (Berry, 2016; Holte, 2017). Contrary to the popularity of the use of internet to make the intangibility of service more tangible, Grüter *et al.* (2013), however, suggest that not all hotels are able to effectively use visual presentation formats such as videos.

Grüter *et al.* (2013) further claim that the use of video formats such as virtual tours could incur significant costs to small hotels. In consequence, the high category hotels are more likely to provide these internet services rather than the lower category ones who use text and pictures to cut costs.

Another influential development of service intangibility is the “try-before-you buy” concept to generate potential new paying clientele if they are satisfied with the service. This is the situation when service firms do allow customers to try out some services free for a given period to allow customers to acquaint themselves with the service before making purchasing decision (Foubert and Gijsbrechts, 2016).

On one hand, this marketing approach is to overcome the relationship between service intangibility and perceived risk and the uncertainty in the purchase decision. On the other hand, this approach has its drawbacks, for instance, dissatisfied customers would be lost for good especially if the service is new and not properly tried and tested in the market (Foubert and Gijsbrechts, 2016).

This “try-before-you buy” is not without its controversy. There is the tendency that the “try-before-you buy” subscription of on line media services charge customers automatically after signing up for the free trial. Consequently, customers pay for subscriptions that they intended to cancel after the trial period, but did not (Le Marie, 2017).

3.3.5 Inseparability

Services are normally produced and consumed at the same time, therefore service intangibility means that services cannot be separated from their providers (Haksever *et al.* 2000). Bowie and Buttle (2011) add that, due to the simultaneous production and consumption meaning the customer cannot be separated from the service delivery process of hospitality services, employees in the sector become an important part of the hospitality product because of their interaction with the customers.

Due to the nature of the delivery process, Fitzsimmons *et al.*, (2013) conclude that quality control intervention opportunities are eliminated from the production to the consumption interface, which reinforces the importance of internal processes and frontline employees. Whereas a physical product can be inspected before the purchase decision and eventual delivery, services must rely on quality assurance systems to ensure the quality of service delivered, for example, service quality by design or unconditional service guarantee (Lovelock and Wirtz, 2016).

In a restaurant situation, a diner's experience of service cannot be held back while the restaurant checks plates of food for errors before consumption unlike physical product. Employees providing the service inadvertently become part of the service, because of the inseparability of the service from the guests and the providers.

In view of this, managers should concentrate their efforts on employee training and empowerment instead of dwelling on managerial control systems which, in their opinion, may ensure consistency and employee predictability (Ford, Sturman and Heaton, 2012; Kotler, Bowen and Makens, 2013b; Mishra and Garg, 2016).

3.3.6 Heterogeneity

Because services depend on who provides them, and when and where they are provided, their provision is highly variable. Armstrong, Kotler and Opresnik (2016) use service in a restaurant as an example. One waiter or waitress may be cheerful and efficient, whereas another, standing just a few feet away, may be unpleasant and slower. Also, the quality of a single

employee's service may vary in accordance with his or her energy and mood or frame of mind at the time of each customer encounter. Gronroos (2014) argues that guests using same service for example, online check-in system may have different experiences using the system because a guest may not understand the on-screen instructions. In such a situation, the service failure could not be attributed to the variability of service.

According to Bowie and Buttle (2013), hospitality operations can suffer considerably from variability in the standards of service delivery. Services involve a high level of customer and employee interaction, which therefore makes every service performance a unique event. They explain that the human interaction cannot be standardised; as such, it is impossible for hospitality firms to deliver a very non-variable customer experience.

Hence, from the perspective of managerial implications of variability of service consistency, reliability and the role of employees is important in service delivery. Hence, training, empowerment and motivation of employees and their satisfaction should be important issue for service firms (Lovelock and Wirtz, 2016).

Kotler *et al.* (2013b) opine that customer satisfaction will depend hugely on the behaviour of customer-facing or frontline service employees. They state that, no matter how rigorous an organisation's service quality control systems are, if service employees are unable to do their work adequately and subsequently deliver sub-standard service quality, then even the most innovative and effective marketing strategies could be to no avail.

Subsequently, Altinay *et al.* (2008); Fening *et al.* (2008) and Tracey, Hinkin, Tran and Emigh (2014) suggest that investing in recruiting the right employees and providing excellent training and personal development schemes may be some of the steps towards service quality delivery control. Empowering employees to take reasonable actions or do what is necessary to ensure that customers are treated fairly and to handle customer complaints effectively and satisfactorily may be a useful tool towards customer satisfaction of service delivery and eventual loyalty to a service firm (Kotler *et al.*, 2013b; Kotler and Armstrong, 2016).

Customers are individuals with different tastes and knowledge about services they purchase. Two customers served the same meal, at the same time, in the same restaurant and by the same employee may have very different experiences because of their knowledge, experience and feelings. Training of hospitality employees to perform according to the company's standard operating procedures may be an option available to respond to the problem of variability. This is reflected in training policies and the way staff dress, i.e. uniforms (Bowie and Buttle, 2013).

3.3.7 Perishability

Bowie and Buttle (2013) and Armstrong *et al.* (2016) describe services as products that cannot be stored for later use or sale, because they are simultaneously produced and consumed. Hotels cannot sell last night's unsold bedrooms on the following night. Unlike manufactured products, which can be stored for later sale, services if not sold cannot be stored and therefore that service has 'perished'. Hospitality companies have to manage their capacity effectively with the fluctuating nature of demand patterns.

The key operation here is to optimise customer satisfaction by balancing demand and supply by setting the price at peak times to deliver the maximum return and to lower the price during low season periods, with the aim to generate extra sales revenue through attractive promotions (Huang, Lin and Wen, 2010; Heo, Lee, Mattila and Hu, 2013). Kotler and Keller (2016) suggest that organisations should consider hiring part-time employees to augment the permanent employees to serve during peak demand periods or, alternatively, provide the necessary facilities for the consumers to serve themselves. These strategies when utilised effectively may help to improve the efficiency of service delivery.

3.3.8 Ownership

Service is defined as "*any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything*" Kotler *et al.*, 2013a:238). The purchase of a service, unlike a manufactured product, does not transfer ownership of anything. Haksever *et*

al. (2000) and Fitzsimmons *et al.* (2014) explain that, when a customer buys a toy, they become the owner of the toy and can do whatever they please with it unlike purchasers of most services who do not have such an opportunity to own the service.

For example, if a guest buys a hotel room for a given number of nights, the guest is merely obtaining the right to use the room for the stated dates. At the end of the stated date of the customer's stay in the hotel, the right to stay in the room is ended, no asset has been purchased besides hiring the room for the period of stay and, as such, they do not have ownership of the room.

There are some exceptions to the non-ownership characteristic of service according Haksever *et al.* (2000) and Lovelock and Wirtz (2016). A typical exception is when the service is embedded in a physical product. For example, when dining in a restaurant, the food or beverage is the asset of the customer, the same can apply to spare parts installed during vehicle repairs; however, it is argued that the value added by the accompanying products usually is less than that of the service elements attached. They add that, it is the intangible aspects of the labour and expertise of service employees that dominates the creation of value in service performance (Lovelock and Wirtz, 2016).

3.4 Service Quality Dimensions (SERVQUAL)

With the age of ever-increasing consumer demand for service quality delivery, coupled with a fierce competitive environment that began in the 1980s, there is the need to consider essential strategies for success and survival by service providers. The need to develop appropriate strategies for service quality delivery, therefore, has attracted the attention of researchers worldwide (Chowdhary and Prakash, 2007; Mensah *et al.*, 2014). SERVQUAL is an instrument developed by Parasuraman, Zeithaml and Berry (1985) to specifically measure how consumers perceive service quality across a wide range of service providers.

The instrument, when tested, revealed that consumers evaluated service quality by measuring or comparing service yet to be received, that is,

the expectations of service quality with the service actually received. This is referred to as the perceptions of service quality (Parasuraman *et al.*, 1985).

The five definitive dimensions that external consumers use to judge services are reliability, assurance, tangibility, empathy and responsiveness. Based on the “gap model”, an internal service quality model, Frost and Kumar (2001) developed the INTERSERVQUAL to measure the differences between internal customers’ satisfaction and expectation from frontline service employees to support staff service provision. Accordingly, vital aspects affecting internal service quality among employees are similar to those affecting external customers (Chen, 2013; Pantouvakis and Bouranta, 2013).

- *Reliability*: The ability to provide the pledged service on time, accurately and dependably. It means the ability to perform a service right at the first time and being able to honour all promises made by a service organisation (Parasuraman *et al.*, 1988). In the case of internal service, reliability is similar to external service provision, in that firms should be able to carry out the promised service reliably and correctly. Furthermore, how dependable are organisations in handle employees’ internal service problems are some aspects that could enhance employees’ job satisfaction (Frost and Kumar, 2001).
- *Assurance*: This dimension relates to the knowledge, competence, and courtesy of service employees and their ability to convey trust and confidence. Parasuraman *et al.* (1988) elaborated on competence, as the possession of the required skills and knowledge to perform the service required, and courtesy, as the politeness, respect, consideration, and friendliness of contact personnel. Included in this dimension are the trustworthiness, believability, and honesty of service employees. Services provided to the internal customers should be adequate to make employees feel confident in their work. Additionally, leaders should be able to convey trust and be polite to the employees and colleagues to each other (Frost and Kumar, 2001; Liu and Liu, 2014). For this study, courtesy, politeness and trust aspects

of assurance would be solicited from the research participants to address employees and leaders relationship in the workplace.

- *Tangibles*: Tangibles include the physical evidence of the service attributes in the form of physical facilities, appearance of service providers, tools or equipment used to provide the service, physical presentation of the service, and other customers in the service facility. Tangible aspects of internal service quality is not dissimilar to those expected by paying customers, for instance, providing clean uniform, staff facilities and provision of effective tools and equipment for the staff to work with could portray that service organisations care for their employees (Parasuraman *et al.*, 1988; Frost and Kumar, 2001).
- *Empathy*: The caring and individualised attention provided to customers. It includes approachability and ease of contact with service providers and making the effort to understand the customers and their needs. Leaders should be approachable and internal customers' demands should be listened to and appropriate service provided by firms to cater for their needs (Parasuraman *et al.*, 1988; Frost and Kumar, 2001; Northouse, 2016).
- *Responsiveness*: The willingness to help customers and provide prompt service by all employees. It includes timeliness of service. Delivering the promised service promptly. In internal service, responsiveness could be how swiftly leaders react to employees' demands and the sincerity and timely provision of required service. (Parasuraman *et al.*, 1988; Frost and Kumar, 2001). In Frost and Kumar (2001) adaptation of the Gap model to measure the service quality of internal customers (front-line and support staff) in the airline industry, responsiveness was found to influence internal quality the most. Conversely, reliability appeared to be the most important criterion that external customers consider in evaluating a firm's quality of service (Parasuraman *et al.*, 1988).

In the hospitality industry, delivering service quality is a major concern because of the complications in measuring service quality and this is compounded by the difficulty in defining hospitality service performance.

Further, in the hospitality, perceptions of quality are highly dependent on the interaction during service delivery between employees (internal customers) and external customers, which may either delight or dissatisfy the customer (Getty and Getty, 2003; Bowie and Buttle, 2013). Hence, hospitality managers should understand the importance of internal service quality delivery, which is discussed later in this chapter.

3.4.1 Criticism of SERVQUAL Instrument

Despite the criticism levelled against the SERVQUAL instrument (Cuthbert, 1996; Oh, 1999; Rodrigues, Hussain, Aktharsha and Nair, 2013), and different versions of service quality measurement (Gronroos, 1982; Garvin, 1983.1988; Demirci and Kara 2014), the SERVQUAL model is the most easily understood and widely used version of SERVQUAL instrument (Parasuraman *et al.*, 1990; Kang and James, 2004).

In their summary of the review of the literature, Adil, Al Ghaswyneh and Albkour (2013); Fukey, Issac, Balasubramanian and Jaykumar (2014), support the notion that SERVQUAL measures the differences between customers' perceived performance and expectation of service as with the proponents of the SERVQUAL theory. Additionally, findings from a study on the reliability and validity of the SERVQUAL instrument in South Africa lent support to the instrument's trans-national and cultural stability (Pitt, Berthon, Prendegast and Nel, 2015).

The assessment of service quality has identified the five principal dimensions as discussed (See section 3.4, p.75) and the factors that influence customer expectations of service quality. Word of mouth communications (recommendations from friends and family); Personal needs (individual characteristics and circumstances); and Past experience (past experience with using a service) are the factors influencing customers' expectations. Furthermore, customers judge the quality of service by either comparing the expected to the received service based on service dimensions, which may result in either customers being satisfied or dissatisfied (Fitzsimmons *et al.*, 2013).

When the original five dimensions were tested in a hospitality situation Antony, Antony and Ghosh (2004) concluded that, the order of importance of the five dimensions to customers was different from the SERVQUAL model. The SERVQUAL rates *reliability* as the most important dimension to customers, while *responsiveness* was perceived to be the most important dimension and *reliability* second in the hotel service. This has resulted in the adaptation of the original SERVQUAL model by Parasuraman *et al.* (1985) to measure the level of service quality expected by developing derivative models of service quality dimensions.

The derivative models which, according to the authors of LODGQUAL Getty and Thompson (1994), DINESERV Knutson, Stevens, Patton and Yokoyaama (1995), and HOLSERV Wong, Dean and White (1999) are suitable in the hotel and lodging sector due to the nature of services provided (Crick and Spencer, 2010).

3.4.2 Service Quality Dimensions (SERVPERF)

SERVPERF is another service quality scale, which has been evaluated in terms of comparing reliability and validity with SERVQUAL instruments in measuring service quality in the service sector (Rodrigues, Barkur, Varambally and Golrooy, 2011). Cronin and Taylor (1992) only use performance to measure service quality on the SERVPERF scale (Qin, Prybutok and Zhao, 2009). From the findings of their studies, Cronin and Taylor (1992) argue that the expectation component of SERVQUAL should be replaced by performance.

Rodrigues *et al.* (2011) expound that, researchers are of different opinions as to which instrument scale is more reliable, and opined that not much work has been done to conclude the similarity or dissimilarity of the use of either SERVQUAL or SERVPERF instruments.

In view of the various claims by proponents of the two instruments, Herk, Poortinga and Verhallen (2005) cited in Carrillat, Jaramillo and Mulki (2007:477) cautioned that care should be taken if the scales are to be applied in countries outside the USA and Europe because perceived service quality differs across countries due to different cultural values. In supporting

this view, Vanhée, Dignum and Ferber (2014) suggest that national culture should be taken into consideration and the measurement scale modified according to the country's culture so as to avoid distortions in responses from respondents from the country under investigation.

In support of the consideration of national culture in measuring service quality, Qin *et al.* (2009) used the SERVPERF instrument in their study of the fast food industry in China by including recoverability in the measuring instrument to depict the Chinese collectivist culture. They found the Chinese to be more concerned with quick responsive actions in the event of service delivery failure.

Conversely, in presenting the findings of their research into fast food restaurants in India, Jain and Gupta (2004) concluded that SERVQUAL performed better than SERVPERF because the expectation scores gave deeper information than the perception only scores from their study's results.

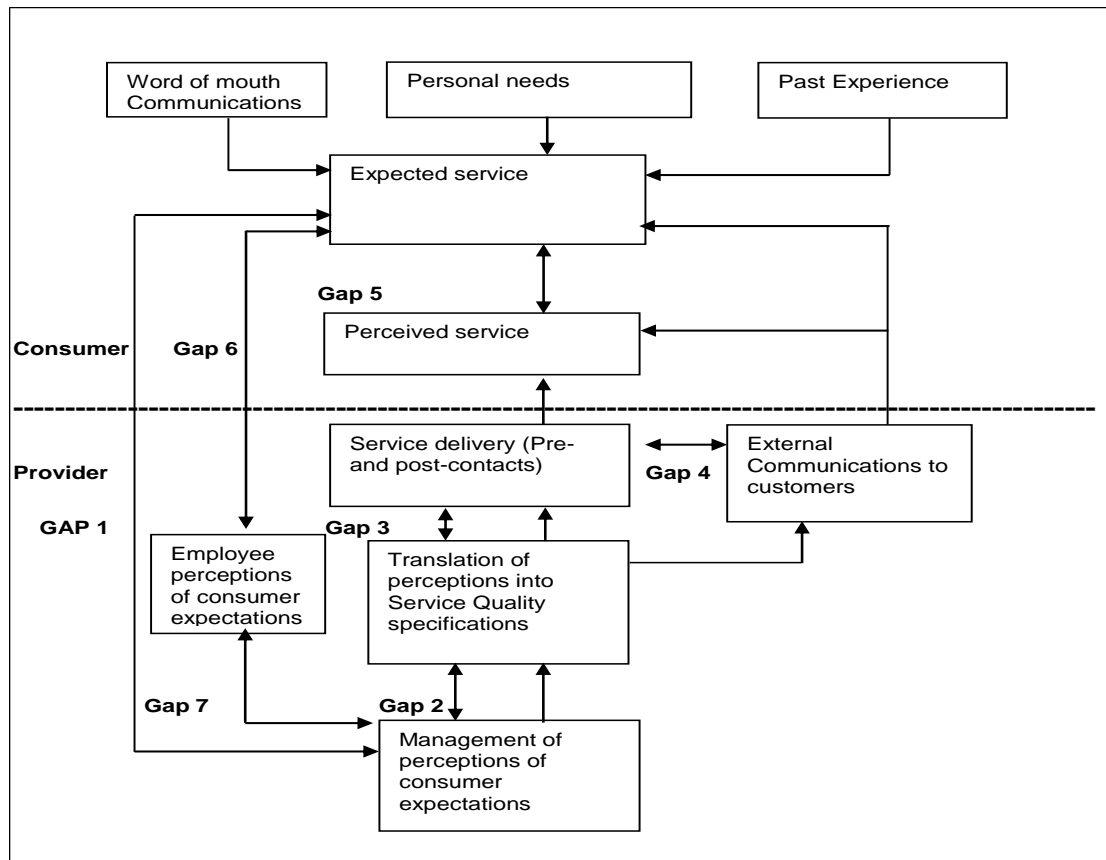
3.4.3 The Conceptual Model of Service Quality

Following on from the development of the service dimension instrument, Parasuraman *et al.* (1985) also proposed the service quality model, which identified five gaps that explain the reasons why companies can fail to deliver the service that customers expected in their study in 1985. Luk and Layton (2002), however, have extended the original service quality model by Parasuraman *et al.* (1985) further by adding two more gaps as depicted in (figure 3.1).

Even though the literature covers the two models with brief explanations of all the gaps, this study investigates the original service gap 3 and gap 5 as depicted respectively in the 5 gaps model by Parasuraman *et al.*'s (1985) and the 7 gaps model by Luk and Layton (2002). Gap 3 was included to explore the key performance factors that contribute towards effective internal service quality and gap 5 explored the internal service quality aspects of reliability, assurance, tangibility, empathy and responsiveness in the case studies in order to help address the aim, objectives and research questions.

It is worthy to note that, this study explores internal service quality delivering and not designed to include external customers' perceptions of service received in this study therefore, gap 6 which deals with employee perceptions of consumer expectation and gap 7 which looks at management perceptions of consumer expectation were not investigated in this study.

Figure 3.1: Conceptual Model of Service Quality



Source : (Parasuraman *et al.*, 1985 ; Luk and Layton, 2002)

- *Gap 1*: this is the knowledge gap, which is the difference between customers' actual needs and expectations and management perceptions and service quality specifications. Bowie and Buttle (2013) posit that in the context of the hotel industry, managers often think that they know what the customers want, therefore managers develop marketing efforts on the basis of their own understanding of customer service expectations. They also give an example of an independent hotelier who has the aspiration for restaurant operations

that is considerably higher than the needs and wants of the potential customers. This knowledge gap might be as a result of poor or no marketing research into customer expectations, or lack of management education about what customers may expect in service can cause this misunderstanding between customers and management (Lovelock and Wirtz, 2016). Research evaluating service quality in a hotel chain by Antony *et al.* (2004) found that a hotel tries to close gap 1 by having the manager interacting with the guests to solicit their opinions of service in that particular hotel and act on their advice.

- *Gap 2:* this is the policy gap and is the difference between management's understanding of customer expectations and the quality standards established for service delivery (Lovelock and Wirtz, 2016). In hospitality operations, service quality standards designed by managers should match the customer expectations. An example is when hospitality businesses do not set formal service standards or effective customer service processes or design. In the same vein, some hotels have endeavoured to set service specifications, but fail to take the customers' perspective into consideration due to poor policy decisions (Antony *et al.*, 2004; Bowie and Buttle, 2013; Lovelock and Wirtz, 2016).
- *Gap 3:* this gap is referred to as the performance or the delivery gap. This is the difference between service quality specifications and service delivery and external communication (Parasuraman *et al.*, 1985; and Lovelock Wirtz, 2016). In the hospitality industry, this type of service failure could be attributed to the ineffective functions of the human resources department. Reasons for this failure could be due to poor recruitment, poor training, lack of internal communication, lack of empowerment, poor leadership or supervision, poor reward systems and role conflict. Technological failures, that is ineffective equipment and tools for employees to do their jobs, the mood of the customer, and the nature of service characteristics may influence the service breakdown in this gap because of the simultaneous aspects of service

delivery (Bird and Wennberg, 2014; Bowie and Buttle, 2013; Amissah *et al.*, 2016). Notwithstanding, this gap emphasises the critical role of employees as they mediate the issues which may lead to job satisfaction and organisational commitment (Wilson *et al.*, 2016).

- *Gap 4*: this is the gap between service delivery and external communications or the gap between service delivery and the promises made in advertising and sales communications to customers. Promises made should be deliverable otherwise customers will be disappointed. According to Antony *et al.* (2004) the disappointment may result in customers measuring the reliability, assurance and responsiveness elements of the dimensions of service quality negatively. To close this gap, Lovelock and Wirtz (2016) opine that firms should seek the views of front of house and back of house staff when they develop new communication programmes.
- *Gap 5*: this is the perceptions gap, this gap refers to the difference between what has been actually delivered to the customers and what customers perceive they have received. Customers' perception of what was delivered is considered the most serious service failure gap of all the gaps, because customers are sometimes unable to accurately evaluate service quality (Lovelock Wirtz, 2016).
- *Gap 6*: this additional gap reveals the differences between the understandings of employee perceptions and consumer expectations of service. For example, room service providers in a hotel may perceive that the 'value for money' of room service products could have less prominence in guests' expectations of service. On the other hand, value for money for services used might be thought of as being important in guests' judgments of perceptions and expectations of service received (Luk and Layton, 2002).
- *Gap7*: this gap is the discrepancy between employees' perceptions and management's perceptions. This is the difference between the understanding of management and employees' perceptions of customer expectations (Luk and Layton, 2002).

In summary, word of mouth communications, personal needs, past experience and external communications are the key determinants of the service expected by customers in this gap (Parasuraman *et al.*, 1985; Luk and Layton, 2002; Lovelock and Wirtz, 2016).

3.5 Internal Customer Service

The emergence of the internal customer service concept was to counteract the negative impact of downsizing, which was traditionally viewed as the best option to reduce costs and has eventually become a focal point in enhancing organisations' service quality delivery dynamics (Paraskevas, 2001).

The concept of internal customer service emerged through the idea of making jobs in the service industry more attractive to existing and future employees according to Sasser and Arbeit (1976) and Nagel and Cilliers (1990). Therefore, the functions of the internal customers (employees) in organisations have been viewed as important elements of external customer service because satisfied employees tend to be productive (Jun and Cai, 2010; Chiang and Wu, 2014; Huang and Wang, 2014).

With the increased competition in the service industries, organisations have realised that service and quality must be built from within. The importance of internal customers has resulted in a growing number of firms implementing service and quality improvement programmes that are designed to develop the skills and knowledge of their employees, therefore boosting internal customer satisfaction and loyalty (Arnett, Laverie and McLane, 2002; Bellou and Andronikidis, 2008; Nazeer, Zahid and Azeem, 2014).

For example, in the hospitality industry, there is an ever-increasing competitive pressure to survive therefore, organisations are placing great efforts to better understand customers' needs and to provide the services that meet their expectations. Due to the increased competition in the hospitality services, firms are now focusing their attention on their employees to deliver high quality service to external customers by treating the employees as customers and as a strategic tool for gaining competitive edge

(Akroush, Abu-ElSamen, Samawi and Odetallah, 2013; (Yarimoglu, 2014; Grace and Lo-Iacono, 2015).

Empirical research examining the service industry maintains that the internal customers (employees) needs and wants must be fulfilled first before the needs and wants of the external customers. This is because, if the employees are not satisfied with the internal service quality, they may then be unwilling to offer high quality service to the external customers (Farner, Luthans and Sommer, 2001; Chiang and Wu, 2014; Ruizalba *et al.*, 2014).

The Service Performance Gap (Parasuraman *et al.*, 1988) and the Service Profit Chain (Heskett, Sasser and Wheeler, 2013) will be analysed, discussed and evaluated in terms of how effective practice of the attributes indicated in the models could complement each other to enhance employees' job satisfaction, which may also lead to external customer service quality delivery.

3.5.1 Importance of Internal Customer Service Quality

This section is to explore the importance of internal customers in organisations in order to be able to address the research question “Why is internal customer service quality important within small hospitality enterprises in Ghana?”

The internal customer is the person within the establishment who receives the work of another and then adds their contribution before passing it on to someone else in the service chain (Chen, 2013). In hospitality, the internal customer is the next person down the line who actually serves the meal or drink to the paying customer. In a restaurant, the process line could begin with the store person through the chefs, service staff before the meal gets to the end user, who is the external customer (Paraskevas, 2001; Conduit, Matanda and Mavondo, 2014).

Berger and Brownell (2013:11) define internal service as “*Service within, with the philosophy holding that employees, supervisors and managers must be treated well and given good service in the same way that external customers are provided with excellent care*”. In the context of the internal customer, Nagel and Cilliers (1990:4) describe this customer as “*any*

member of an organisation receiving products or services by other members in the organisation". They explain that, in any organisation, there are situations whereby departments and employees have to supply products and services to each other.

The customer chain in a service delivery system begins at one point with the service firm's external supplier and ends at another point with the external customer. Between these two end points are the chains of exchanges that take place within back-of house and front-of house employees and departments. These exchanges are therefore, considered as internal supplier-customer interfaces, which Paraskevas, (2001 p.252) explains as "*each department being the customer of the department which precedes it and supplier of the department which follows in the chain*".

In a hotel situation, there could be several service chains depending on the firm's departmental structure. For example, typical hotel departments could be in the form of (a) food store; (b) kitchen; (c) restaurant; (d) conference and banqueting, (e) maintenance; (f) housekeeping; (g) front office. These departments represent different internal suppliers and customers, some provide support services (e.g. maintenance repairing equipment in the kitchen for food production) to the delivery process whilst others deal directly within the service delivery process (e.g. kitchen preparing food order to be sent to the restaurant) (Paraskevas, 2001).

In other words, employees from one department may rely on colleagues from other departments for the supply of inputs and information in order to provide effective and efficient customer service (Chiu, Cho and Won, 2014). Just as with external customers, employees expect and demand high levels of internal service quality from their colleagues. In the same vein, they would be frustrated if their needs were not met adequately and this could result in an employee's job dissatisfaction (Bouranta, Chitris and Paravantis, 2009; Ruizalba *et al.*, 2014; Gronroos, 2016; Sharma, Kong and Kingshott, 2016).

It is worthy to note that, unlike external customers who have the choice to use different service supplier if not satisfied with an existing provider, internal customers do not have such opportunity. Internal service

employees do not have the choice of suppliers within the service climate therefore, becoming captive customers with little or no choice of alternate supplier (Sharma *et al.*, 2016). Service firms striving to improve external customer service quality may have to focus on providing high levels of internal service quality for front-line service departments and support service units. Internal supplier and customer service provision could improve if firms encourage cooperation between employees and departments in service delivery (Boukis and Gounaris, 2014; Gilliam and Rayburn, 2016; Jia, Reich and Jia, 2016).

For effective internal service process, organisations should aid employees in internal-supplier functions identify who their internal-customers by (a) recognising each internal customer (b) understanding their internal customer needs and expectations and (c) understanding the extent to which their internal customer needs are met. In essence, employees act as both providers and recipients of internal service within an organisation (Pfau, Detzel and Geller, 1991; Blocker and Barrios, 2015).

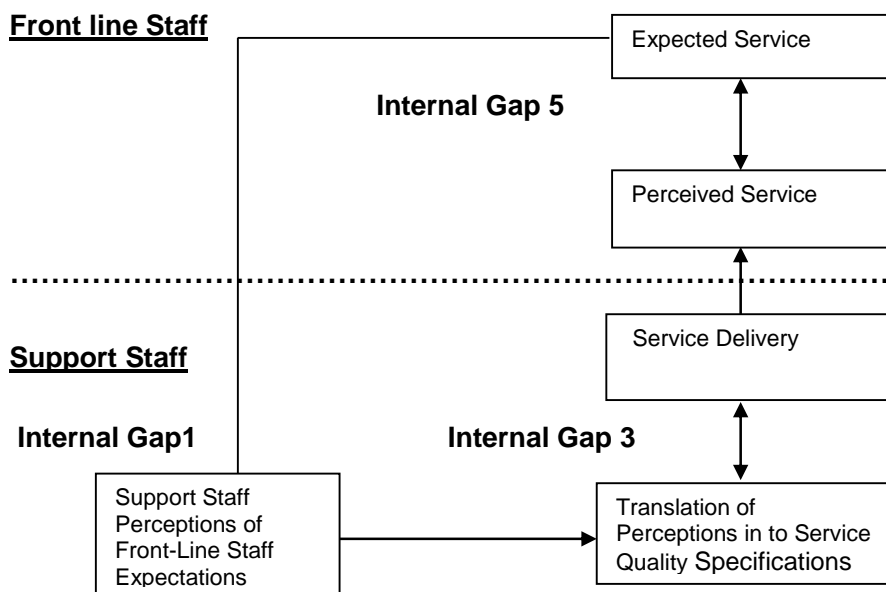
To meet the customer's requirements means to listen to the customer and to respond to what he or she wants and to what is agreed, but customers are not only external to the company, that is, the people outside who are the end users of restaurants meals and services. There are also the internal customers who should be listened to and respond to their needs and wants (Kotler *et al.*, 2013a).

Paraskevas (2001), however, cautions that hotels should be careful of over promising on the internal services because increased offerings may decrease the effectiveness and efficiencies of the hotel. He states that internal customers, just like external customers, instinctively may inflate their demands. Organisations should draw a line with respect to the level of demands that internal suppliers may be able to fulfil in order not to increase costs.

The above literature is to help investigate whether the actors in this study do understand the importance of internal customers in service quality provision within small hospitality operations.

Frost and Kumar's (2000) used Internal Service Quality gap model (INTERSERVE) fig. 3.2 to illustrate front-line employees expectations of service and support staff understanding of those expectations. The concept is based on the original gaps 1, 3 and 5 developed by Parasuraman *et al.* (1988) and these internal service gaps, play important part in the exploration of internal service delivery in the small hotels in this study.

Figure 3.2 Internal Service Quality Gaps Model



Source: Frost and Kumar (2000:366)

Gap 1: Similar to Parasuraman *et al.*'s. (1988) SERVQUAL model which measures the difference between external customer expectations of service and a firm's understanding of those expectations, Frost and Kumar's (2000) INTERSERVE Model seeks to identify the difference in (internal suppliers) back-of house employees' perceptions of the (internal customer) front of house employees' expectation of service delivery. In this research, leaders' perceptions of employees' expectations of service would be explored in conjunction with national culture norms to address the aim and objectives for this study.

Gap 3: Is referred to as the 'Internal Service Performance Gap' and it explains the difference between service quality specifications and the actual

service delivered resulting in a service failure. This gap reveals employees' inability to and/or unwillingness to perform the service at the desired level set by management, consequently, being a common shortfall in service businesses (Parasuraman *et al.*, 1988).

Gap 5: As with the original gaps model, this is where external customers' expectations of a service is compared with their perceptions of the particular service. Likewise, this gap is concerned with the front line employees (internal customers) within a service firm. The gap focuses on the comparison of front-line employees' (internal customers) expectations of service provided with their perception of that service provided by the support staff (internal suppliers).

A typical example in the hospitality service could be restaurant food servers' expectations and perceptions of support staff (kitchen staff) service delivery. This study however, explores how leaders in the study area attempt to close the gap in the context of internal customers (employees) (Frost and Kumar, 2000).

Parasuraman *et al.* (1998) conclude, from their study of the Service Performance Gap 3, that all the key contributing factors that may affect employees' inability and/or unwillingness to render the required level of service as demanded by management are due to excessive service delivery specifications.

Hence, they recommend that, it is important for the management to understand the concept of customer's expectations of service, especially in the industries where service providers and customers frequently interact. Knowledge of customer expectation of service delivery may create the opportunity to establish appropriate specifications which may help reduce or improve the problems within the service gap.

3.5.2 Key Contributing Factors of Internal Service

In order to explain the provision of internal service attributes in this study and to address the set objective "*To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana*".

Additionally, to answer the research question “*How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?*” it is necessary to explore the literature on the key contributing factors of internal service. The key factors of internal service elements within service quality specifications in Gap 3 (Fig. 3.3) determine the level of service delivery to external and internal customers alike, according to Zeithaml, Berry and Parasuraman (1990). These factors are role ambiguity; role conflict; employee-job-fit; technology-job-fit; supervisory control; perceived control; and teamwork.

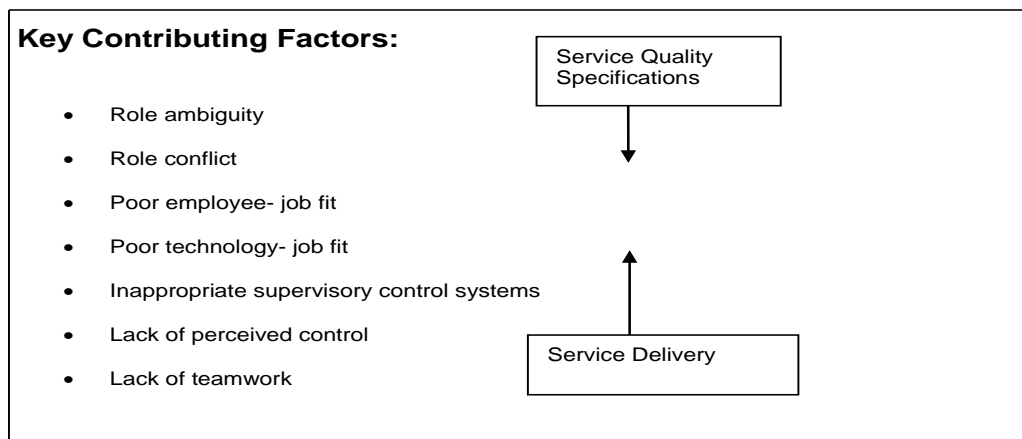
- Role ambiguity – this is when employees are unsure of what their managers or supervisors expect from them and how to satisfy those expectations; the issue that may arise here is lack of communication to employees concerning job instruction and procedures.
- Role conflict – the point where employees perceive that they cannot satisfy all the demands of all the individuals and departments (internal and external customers) they must serve. What might be prevailing here is the lack of internal support from other units or employees who are overloaded with more work than they have time for. Role conflict is defined as “*The extent to which employees perceive that they cannot satisfy all the demands of all the individuals (internal and external customers) they may serve*”. Employees’ role overload may therefore impact on customer service quality (Parasuraman *et al.*, 1990:92). Role conflict on one hand could be in a situation whereby there is such demand on the employees in their job role that it becomes difficult for them to effectively serve the customers. On the other hand, this could be in a situation where too many customers want to be served at the same time or when employees have a number of demands in their jobs that it becomes difficult for them to efficiently serve customers. The increased demand on employees could result in role overload, which could lead to an employee feeling distressed whilst trying to attend to all the customers (Zeithaml *et al.*, 1990).

- Employee-job fit – this is the difference between employees' skills and the capability to do their jobs well; the problem occurs when a leader does not hire suitably qualified people to do their jobs effectively.
- Technology-job fit – the effectiveness and appropriateness of tools and technology that employees use to perform their jobs; a common issue in this attribute is concerned with when employees are not supplied with the tools and equipment to discharge their duties effectively. Alternatively, it can occur, when tools and equipment in use are constantly breaking down or inefficient productivity would be adversely affected (Sageer, Rafat and Agarwal, 2012; Choudhry, 2017).
- Supervisory control systems – the appropriateness of the evaluation and reward systems in the company; another vital issue is when employees working hard to serve customers are overlooked and not given the recognition and reward they deserve (Bansal, Mendelson and Sharma, 2001; Skudiene, Everhart, Slepikaite and Reardon, 2013; Conduit *et al.*, 2014). Employees' recognition for hard work either verbally thanking them or in the form of tangible rewards could enhance their self-esteem, increase confidence and motivation in the workplace (Karatepe, Yavas and Babakus, 2007; Douglas, Douglas and Davies, 2010; Bustamam, Teng and Abdullah, 2014; Chiang *et al.*, 2014; Kosfeld, Neckermann and Yang, 2017.)
- Perceived control – the extent to which employees perceive that they can act flexibly rather than by rote in problem situations encountered in providing services; problems occur here when employees are powerless to make individual decisions to satisfy customer needs. Employees might not need to seek permission from the leader to solve a customer's complaint (Meng and Han, 2014). In service delivery, the simultaneous production and consumption aspect of service characteristics requires employees, especially the front-line operatives to be empowered to handle customer complaints swiftly without seeking permission from the superiors. Empowered employees may

tend to willingly do their work by providing better services (Babakus and Karatepe, 2003; Yen,Yeh and Lin, 2016).

- Teamwork – the extent to which employees and managers pull together for a common goal; there could be a lack of teamwork due to departmental rivalry or poor service delivery from the support staff to the front-line employees. Employees are not encouraged to work together to provide service quality to customers. Effective leadership style in service firms and leaders relationships with the employees could lead to increased motivation, job satisfaction and teamwork within the workforce (Musunguzi, Rutebemberwa, Namale, and Dahal, 2017).

Figure 3.3 Internal Service Quality Model: Key Contributing Factors to Gap 3



Source : Zeithaml *et al.* (1990 :91)

3.5.3 Internal Service Quality

Internal service quality serves as the foundation that ignites a knock-on effect to an organisation’s growth and profit (Heskett *et al.*, 1994; Hong *et al.*, 2013). As such, the relationships between internal service quality and internal customer satisfaction are significantly highlighted (Bellou and Andronikidis, 2008).

In view of the importance of internal customers, researchers on quality service, for example, Lovelock and Wirtz (2016) acknowledge that

organisations should not only focus on the quality of product/service aimed at the external customers, but also on the quality of services delivered to their employees (Karia and Asaari, 2006). Johnston, Clark and Shulver (2012) opine that even though internal service is primarily concerned with the internal customer and internal service delivery there seems to be a lack of research in the area of services marketing and management literature that specialises in theories of customers and services. They however, acknowledge that the literature that existed had covered a wide range of internal service areas highlighting the importance of internal service and the nature of internal service.

Johnston, Scholes and Whittington (2011) agree to the suggestion in the services marketing and management literature that the definition of customers should include employees because, in order to satisfy external customers, the internal customers must be satisfied first. The result of this definition brought about the concept of internal service which will be discussed later in this chapter.

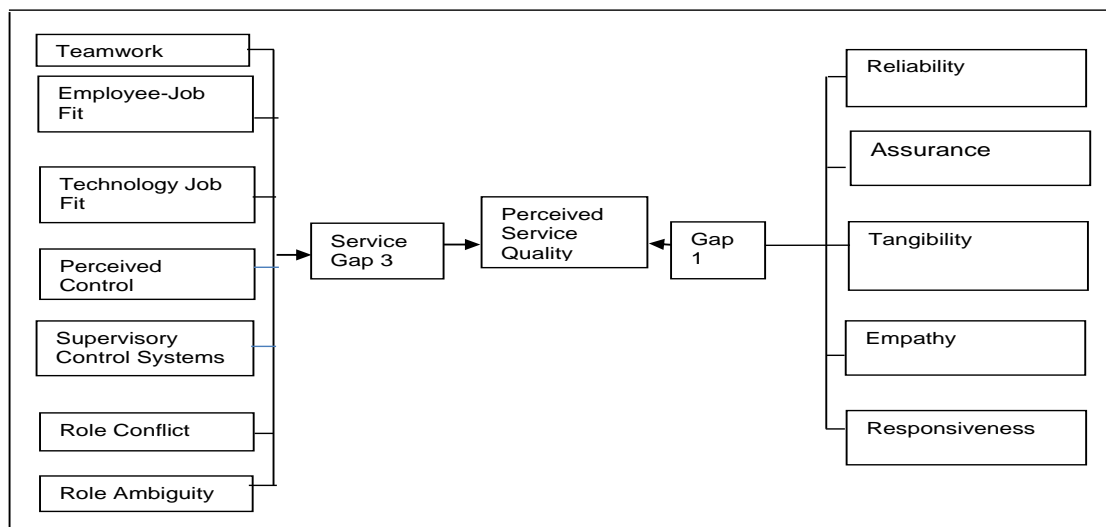
3.5.4 Internal Service Quality Model

In another closely related study, Frost and Kumar (2000) explain the relationship between gap 1 and gap 3 (Fig. 3.4) of the internal service quality model. The model illustrates how perceived service quality is linked to gap 1 on one side and gap 3 on the other. Gap 1 reflects the customer view of service quality and the difficulty in understanding the views of customers stems from the basic characteristics of service, which were discussed earlier in this chapter. Within gap 1 are the attributes of dimensions of service quality, which internal customers use to judge the expected service and the perceived service rendered to them.

Therefore, customer perceptions of service quality will depend on the attributes of the service quality dimensions. These attributes can be delivered effectively if leaders can adequately close gap 3 and either eliminate or improve the shortfalls within this service performance gap. The literature on key factors of internal service provision within the gap 3 analysis will be explored in this study. This will close the gap

“The call for research on the relationship between quality management practices and small enterprises internal service quality in Ghana” (Fening *et al.*, 2008) and contribute to the extant literature in the area of internal service quality in the small business hospitality sector.

Figure 3.4 Internal Service Quality model: Relationship between Determinants of Internal Gap 1 and Internal Gap 3.



Source: Frost and Kumar (2000:368): Adapted from: Zeithaml *et al.* (1990:131).

In the hospitality service provision, Reynoso and Moores (1995), Ahmed and Rafiq (2004) and Rauch *et al.*(2015) add to the literature on service delivery from their study on effective attributes that could promote internal customer initiatives in the hotel sector with the developed six sequential steps that could enhance the performance of hotel employees in customer service. These steps, which are not dissimilar from the service quality specifications by Parasuraman *et al.* (1990), are:

- Creation of internal awareness - through employee training;
- Identification of internal relationships - an analysis of the internal service chain;

- Identification of internal customer expectations – front of house departments have higher expectations from their internal suppliers than the back-of house departments;
- Communication of expectations to suppliers – departmental meetings and inter-departmental group work;
- Changes to meet expectations – the problem solving process in the service encounter;
- Measure satisfaction – through employee opinion surveys.

Johnston and Clark (2012) contribute to the theory on the relationships between internal customer and external customer service quality by positing that organisations have recognised the value of internal customers by realising that poor internal customer service has a direct effect on external customer service. Furthermore, they state that, for a service organisation to provide service quality, the leader's internal policies, procedures and practices should not constrain the service to employees and should encourage all departments to work together.

Ahmed and Rafiq (2004), Johnston *et al.* (2012), and Chiang and Wu (2014) posit that, to adequately operate an internal customer service culture within an organisation, the organisation should primarily strive to effectively address interpersonal and interdepartmental conflicts.

Furthermore, these organisational conflicts may be brought about by communication problems, role conflict, poor leadership, burn-out, emotional labour, lack of team work and contact overload syndrome (Berger and Brownell, 2013; Armoo and Neequaye, 2014). Hence, Berger and Brownell (2013), and Karatepe, Beirami, Bouzari and Safavi's (2014) state that inadequate and ineffective handle of organisational conflicts, could render the internal customers feeling dissatisfied with the services delivered to them and they may leave the employment as a result.

3.5.5 Relationship between Internal and External Service Quality

Researchers on internal service quality delivery in the 1990s including Gronroos (2007, 2011), Berry (1995), Gwinner, Gremler, and Bitner (1998), Zeithaml, Bitner and Gremler (2013) and Mittal, Frennea and Westbrook

(2014) all discuss how the activities of employees within an organisation have a potential connection with a service firms' customers. These activities are therefore crucial elements in developing good working relationships with an organisation's customers.

As a result, employees' skills, attitudes, tools and other support services available to them are all determinant precursors of potential customer retention and loyalty. In the context of the hospitality industry, Wang (2011: 117) states that: "*employees are one of a sightseeing firm's assets, and what affects a hotel's operating performance the most is its employees' ability to provide services that generate a 'sense of value' approved by customers*".

Wang (2011) explains that a hotel's survival depends hugely on employees offering impeccable service quality to both external and internal customers. The internal activities may include dealings between departments and employees, whether as front of house employee or operating from back of house. He therefore, concludes that, to make external customers satisfied with a firm's service provision, the firm's internal customers must be satisfied first, because an employee's job satisfaction improvement depends more or less on the quality of internal services rendered.

The level of the internal customer service quality delivered may encourage employees to provide excellent external customer service, therefore bolstering the level of external customer satisfaction, which may eventually contribute to a firm's business profitability and growth (Ineson and Berechet, 2011; Jung and Yoon, 2014). For this study, the researcher explored the understanding of the link between internal and external service satisfaction from the leaders from the case hotels.

3.5.6 Service Profit Chain

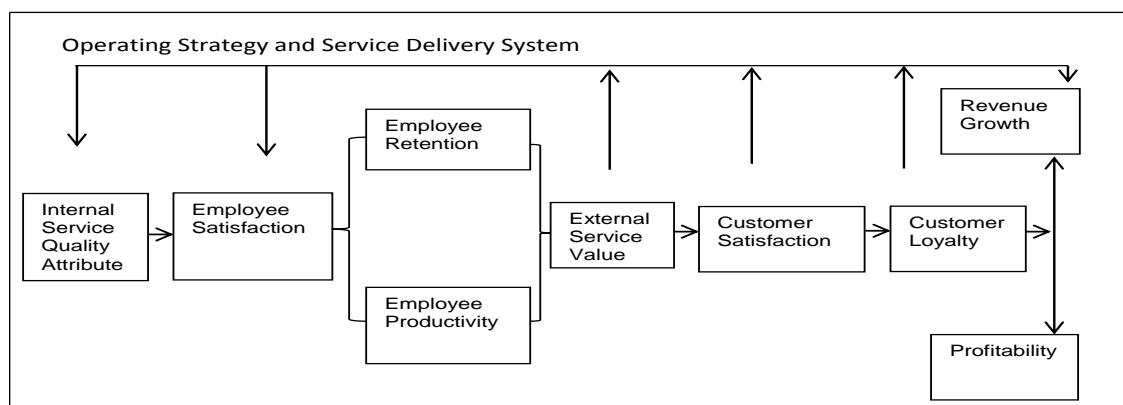
To conceptualise the effect of internal service quality on employee job satisfaction, customer satisfaction, an organisation's growth and profitability, Heskett *et al.* (1994) used the conceptual model "Service- Profit Chain" Fig. 3.5 to illustrate the causal relationships between internal customer service quality and external customer satisfaction. Based on their study, Heskett *et*

al. (1994) propose that internal service quality serves as the foundation which ignites a knock-on effect to an organisation’s growth and profit. The presumption of the Service-Profit Chain model is that to enhance internal service quality in a working environment, specific attributes or services should be provided with all the driving forces of performance within the chain and these must be closely interlinked and integrated.

The chain begins with the internal service attributes including job design, which takes employees’ perspectives into consideration, employee selection and development, employee rewards and recognition, and tools for serving customers. Heskett *et al.* (2013) and Gummesson (2014) argue that good internal service affects employee satisfaction leading to employee loyalty which may eventually affect their productivity and decision not to leave the organisation.

The work ethics and organisational commitment may affect external customer satisfaction, therefore enhancing external customers’ loyalty to the organisation leading to repeat business and referrals by word-of mouth to friends and family (Kaurav, Paul and Chowdhary, 2015; Kelloway, 2015). Having a loyal customer base may then contribute to business growth and profitability (Ineson and Berechet, 2011; Hogreve, Iseke, Derfuss and Eller, 2017).

Figure 3.5: “Putting the Service Profit Chain to Work”



Source: Adapted from Heskett *et al.* (1994)

Nevertheless, many researchers (Yee, Yeung and Cheng, 2011; Kim, 2014) in the field of internal service quality, have tested Heskett *et al.*'s (1994) service profit chain concept in different service sectors and while some support the original theoretical framework, others seem to disagree on the appropriateness of how entire drivers in the chain could lead to business growth and profitability. For example, Silvestro and Cross (2000) found productivity to be negatively correlated with internal service quality when testing the service profit chain model in the grocery retail sector.

In another study of a grocery wholesaler, Farner *et al.* (2001) conclude that the internal customer service concept does have a varied and complex relationship with external customer service. Meanwhile, a study examining the relationship between employee satisfaction and customer satisfaction and the potential impact on both profitability and business growth in the hospitality sector by Chi and Gursoy (2009) resulted in mixed findings.

Chi and Gursoy (2009) suggest in their findings that customer satisfaction positively impacts on financial performance while employee satisfaction does not impact on financial performance directly, but can contribute to customer satisfaction. They indicate, however, that there is a potential relationship between internal customer satisfaction and external customer satisfaction and between external customer satisfaction and financial performance. They go on to conclude that satisfied internal customers are more likely to be motivated to provide good service to the external customers.

Employee job satisfaction may be a contributing factor to propel an organisation to achieve its financial goals in the hospitality industry based on Kim (2014) study which applied the service profit chain model in Korean restaurant sector. Their conclusion is supported by Ineson and Berechet (2011) and Kandampully, Keating, Kim, Mattila and Solnet (2014) who found in their study that employees' job satisfaction and commitment lead to loyal external customers who contribute to a firm's growth and profitability. The notion being that if a firm takes care of its internal customers, they will in turn take care of the external customers (Gelade and Young, 2005; Lee and Park, 2008; Sharma *et al.*, 2016).

Notwithstanding, arguments surrounding the effectiveness of Heskett *et al.*'s (1994) service profit chain model, Silvestro and Cross (2000) and Silvestro (2014) posit that the model is based on quality management theories which affirm that the contributions and performance of employees are critical to the provision of external customer service and business performance. Even so, there have been some criticisms of the service profit chain model as to its claim of the relationship between internal customer satisfaction and financial performance.

Proponents (Silvestro and Cross, 2000; Silvestro, 2014) of the model with their empirical study, however, propagate the direct relationship between employee job satisfaction and a firm's profitability; external customer service satisfaction and internal customers' job satisfaction.

Furthermore, Gremler, Bitner and Evans (1994: 37) and Namasivayam, Guhait and Lei (2014) trace the links between employee and customer satisfaction to Bill Marriott, the founder of the Marriott International hotel chain, who famously said "*you can't make happy guests with unhappy employees*". They explain that the reason behind Bill Marriott's claim is that if internal customers are satisfied, they will take pride in their work and may increase their love for their jobs and the organisation. Therefore, employees' job satisfaction may lead to external customer satisfaction.

To support Marriott's assertion on how important internal service is, Rosenbluth (1991:33) cited in Gremler *et al.* (1994:37) opines that employees in his company "*have to come first, even ahead of customers*". Rosenbluth's (1991) belief is not dissimilar to the argument propagated by Marriott. Despite the popularity of the internal customer service concept, Looy, Gemmel and Dierdonck (2013) argue, however, that implementing the concept has proven to be very difficult because it is hard for some organisations to adopt a culture in which the internal customer is being treated with the same respect as the external one.

For organisations characterised by customer-employee interaction, the Service-Profit Chain model is the most easily understood and accepted in practice. Service practitioners with little experience as in the case of small businesses and operators intuitively understand the cause and effect of the

chain from internal customers' behaviour to external customers' behaviour to a firm's profitability and growth (Grønholdt and Martensen, 2016). The literature review of the Service Profit Chain model is to help address one of the study's objectives "To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana".

3.6 Chapter Summary

The main ethos of internal service customer principles is the acceptance that for any organisation to satisfy its external customers, it must satisfy the internal customers (employees) first. Evidence from the literature reveals the similarities of the internal service attributes within the Parasuraman *et al.* (1990) service performance Gap 3 and the Heskett *et al.* (1994) service-profit chain model, the exploration of these attributes is to address the second objective "To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana".

Additionally, examination of the attributes is to answer the second research question "How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?" and the research proposition two "Internal customers with appropriate service attributes are more likely to have positive service experiences in the workplace" for this study.

Whilst majority of studies have focused on aspects of the service profit chain and gap 3 factors, this study tries to investigate how culture discussed in the previous chapter may moderate the internal service attributes highlighted in this chapter. It is worth noting that the focus of this study is on internal customers as stated in the research aim, objectives and questions. Hence, the literature on external customers was to support the link between internal and external customers. An explanation of the proposed theoretical framework and research propositions based on literature on culture and internal service quality for this study is presented in the next chapter.

CHAPTER FOUR: THEORETICAL FRAMEWORK

CHAPTER FOUR

Theoretical Framework

4.1 Chapter Introduction

The aim of this chapter is to present a theoretical framework for the entire study, as developed from the literature review. The framework encapsulates the theories of internal customer service, national culture effects on employee job satisfaction, organisational commitment and leadership style used as the foundation of the research and the areas to be investigated and explained. The description and rationale of the development of the theoretical framework is also offered in this chapter.

4.2 Key Links to Literature

After assiduous review of the literature on small businesses, national culture dimensions and internal service quality it has become apparent that, there seem to be some links between some aspects of the overall literature. It is worth noting that some internal service attributes found in the literature are also enshrined in some of the values, norms and workplace behaviour in different cultures.

Internal service issues such as inter-departmental relationships, communication, leadership, teamwork, recognition, rewards and work-life balance are considered to be contributing factors that may help to increase employees' job satisfaction and organisational commitment (Kaplan, Cortina, Ruark, LaPort and Nicolaidis, 2014). Additionally, these attributes are also significantly important in some societies. In terms of culture, these attributes are embedded in cultural traits, values and behaviours. For example, a paternalistic leadership style, the feeling of group belongingness, respect for one another, rewards, harmonious relationships and care for the family, are considered highly in some cultures such as Ghana (Asiedu-Appiah *et al.*, 2017).

4.2.1 Rationale of the Theoretical Framework

A theoretical framework is defined as “*a network, or ‘a plane’, of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena*” (Jabareen, 2009:51; Haddadi, Johansen and Andersen, 2016).

The framework formed a vital part of this study’s design in that it encapsulated the concepts from the literature review and research propositions that underpinned and informed the research. It diagrammatically explained the key factors to be studied and the presumed relationships between the concepts (Miles and Huberman, 1994; Miles, Huberman and Saldana, 2014; Ravitch and Riggan, 2016).

To better understand the complexity of contemporary social phenomena the framework combines three service quality models, thus, Heskett’s *et al.* (1994) (Internal Service Attributes), Frost and Kumar (2000) Internal Quality Service Model Gap 1, 3 and 5 and Dimensions of Service Quality Parasuraman *et al.* (1988) to provide a focus for qualitatively deriving theories from text and data.

In consequence, the concepts, which form part of this framework, should support one another in order to articulate their respective phenomena to establish a framework-specific philosophy. The proposed framework was to help construct a unified theoretical framework from the multi-disciplinary literature (Jabareen, 2009). Additionally, the framework linked the theory of internal service quality, cultural dimensions (Hofstede *et al.*, 1980) to employee workplace behaviour, which could lead to job satisfaction, and organisational commitment as well as leadership style.

4.2.2 Explanation of the Theoretical Framework

To assess the impact of effective internal service attributes, influence of national culture on workplace behaviour and leadership style of this study, the researcher linked the framework to multiple bodies of knowledge from different disciplines as suggested by Jabareen (2009) and presented in (figure 4.1).

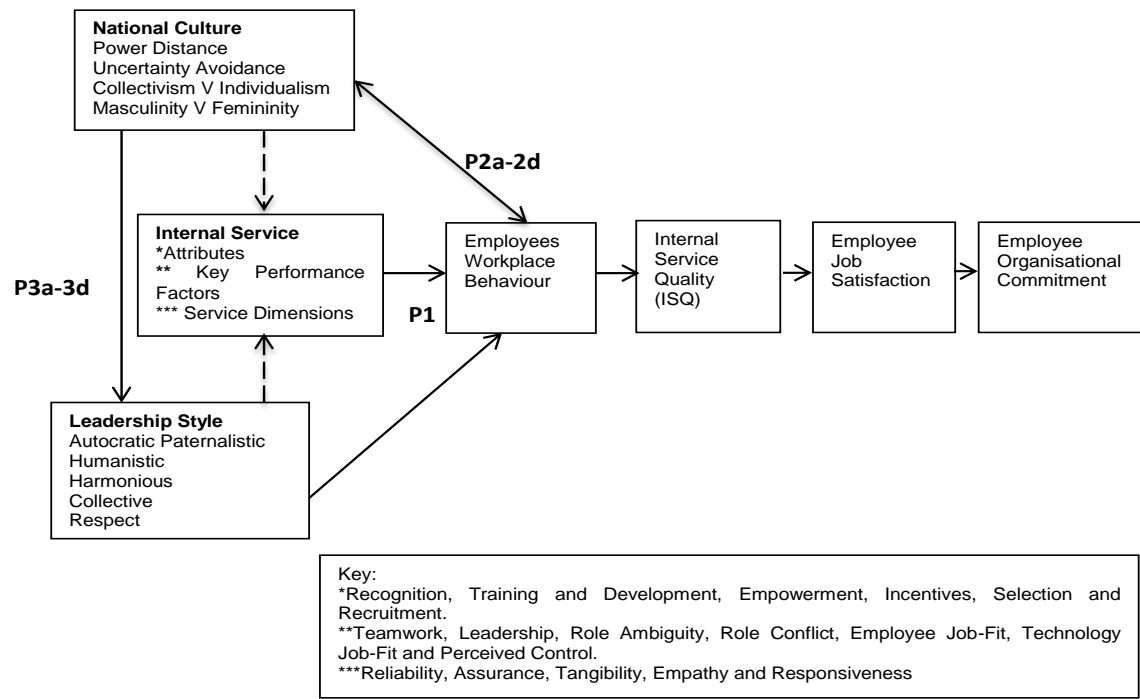
Firstly, the mode of the framework was to combine three service quality models, thus, Service Profit Chain (the internal service attributes) (Heskett *et.al.*, 1974); Service Performance Gap 3 (key contributing factors) and Gap 5 (dimensions of service quality) (Parasuraman *et al.*, 1988; Frost and Kumar, 2000). The effectiveness of the delivery of internal service attributes may determine internal customers' (employees) perception of the level of internal service quality accorded. This perception could therefore, influence their workplace behaviour leading to either increase or decrease the level of job satisfaction and organisational commitment (Heskett *et al.*, 1974; Kaurav *et al.*, 2015; Myrden and Kelloway, 2015; Sharma *et al.*, 2016).

Secondly, the potential influence of national culture on internal customers' (employees) workplace behaviour and employees' perception of internal service quality that might affect job satisfaction and organisational commitment was investigated using the elements of Hofstede *et al.* (2010) well established four cultural dimensions.

Thirdly, the framework explored the influence of national culture on leadership style and how leadership based on culture may influence employees' workplace behaviour. Again, Hofstede *et al.* (2010) original four cultural dimensions were used to close the literature gaps in culture and leadership style in the area of this study.

Lastly, the arrows with dashes illustrate how some elements of internal service attributes, key performance factors and service dimensions already exist in some cultures. For example, fair employees' rewards, empathic leaders, politeness and courtesy are some of the features found in some leadership styles in some societies. Additionally, how leaders implement the internal service attributes may influence employees' behaviour.

Figure 4.1: Theoretical Framework of the Relationship between National Culture, Leadership Style, Internal Service Quality, Employees' Job Satisfaction and Organisational Commitment.



Source: Author (2017)

4.2.3 Links between research questions and the theoretical framework

Despite the understanding from the literature of the relationships between internal and external customer service satisfaction among practitioners in service delivery in the developed world, very little has been written on the subject matter in the developing world. Moreover, research on the potential impact of national culture on small businesses in the context of leadership and internal service is also very limited (Jackson, Amaeshi and Yavuz, 2008; Muchiri, 2011; Owusu-Frimpong and Nwankwo, 2012; Kamoche *et al.*, 2015).

To explain the importance of internal service quality and the impact of national culture on internal customer service delivery and leadership style in small hospitality businesses in Ghana, four research questions were devised as guidance in order to achieve the stated aim and objectives of this study. Table 4.1 below shows how the research questions were derived from the

set objectives, holistic theoretical propositions and sources of secondary data, which have been used to underpin the theoretical framework.

This study's research questions 1 and 2 explored the phenomena of the importance of internal customer service as per the extant literature in this study area. Research question 3 was used to investigate the potential impacts of national culture on internal customers' job satisfaction and organisational commitment. Finally, research question 4 examined the influence of national culture on leadership style. From the review of the literature, theoretical propositions (P1-P3) were developed to explore whether existing theory would be supported by this empirical study, additionally try to address the research aim, objectives and questions.

Table 4.1 Relationship between the Research Objectives and Research Questions

Research Objective	Research Question Set	Holistic Theoretical Propositions	Secondary Data Source
1. To investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana	1. Why is internal customer service quality important within small hospitality enterprises in Ghana?	The understanding of the importance of employees to organizations has strong impact on internal quality service delivery.	Berry (1995), Parasuraman, <i>et al.</i> (1988), Gronroos (2007), Gwinner <i>et al.</i> (1998), Babakus and Karatepe (2003), Fitzsimmons and Fitzsimmons (2013), Johnston and Clark (2012), Kotler <i>et al.</i> (2013), Bowie and Buttle (2013), Eraqi (2014).
2. To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana	2. How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	Internal customers with appropriate service attributes are more likely to have positive service experiences in the workplace.	Parasuraman <i>et al.</i> (1988), Zeithaml <i>et al.</i> (1990), Heskett <i>et al.</i> (1994) Frost and Kumar's (2000), Farner <i>et al.</i> (2001), Paraskevas (2001) Gronroos (2007,2011,2016), Gounaris, (2008) Berger and Brownell (2009, Solomon <i>et al.</i> (2009), Lovelock and Wirtz (2016).
3. To investigate and explain the impact of Ghanaian national	3. How does Ghanaian national culture affect internal	Internal customers' job satisfaction and organisational	Mowday <i>et al.</i> (1979), Hofstede (1980), Schwartz (1990), Allen and Meyer

culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana	customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	commitment is affirmatively influenced by Ghanaian culture (power distance, collectivism, femininity and uncertainty avoidance).	(1996), Nyambegera <i>et al.</i> (2000,2016), Glazer <i>et al.</i> (2004), Huang and Vliert (2004), Lee-Ross, (2005), Gelade <i>et al.</i> , 2006), Okpara (2007), K’Obonyo and Dimba (2007), Elskildsen <i>et al.</i> , 2010), Elskildsen and Kristensen (2010), Hofstede <i>et al.</i> (2010) Kuada (2010), Gunlu <i>et al.</i> (2010), Abugre, (2014) Sanda and Kuada (2016) Lituchy and Michaud (2017).
4. To investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana	4. How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	Leadership style is affirmatively influenced by Ghanaian culture (power distance, collectivism, femininity and uncertainty avoidance).	Hofstede (1980), Wheeler (2002), Lok and Crawford (2004), House <i>et al.</i> (2004), Obiakor, (2004); Mbigi, (2005) Yan and Hunt (2005), Browaeys and Price (2015,) Thiemann <i>et al.</i> (2006) and Holt (2008), Bolden and Kirk (2009), Naipaul and Wang (2011), Gill <i>et al.</i> (2010), Hofstede (2010), Kuada (2010), Baa-Dartey <i>et al.</i> (2011).

Research Question 1: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

To be able to obtain responses from leaders and employees in the cases about the importance of internal service quality in the hospitality sector, research question 1 was developed from the literature in order to help explain the depth of knowledge of the interviewees on the subject matter. Empirical research indicates that internal service quality is the level of satisfaction that service employees receive from internal service, which may affect the level of service the employees give to the paying customers (Ineson and Berechet, 2011; Sharma *et al.*, 2016).

Actions of leaders in delivering effective internal service may interact with employees’ perceptions of the service delivered, which may result in

their service behaviours that might affect the external customer's experience as discussed in Chapter 3. There is no proposition made for this question, as the primary aim of the question was to have a general overview of why the main actors (leaders and employees) in this study perceptions of the importance of internal customer service delivery.

Research Question 2: How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

This main research question and sub set of interview questions were developed to identify and explain if there are gaps or barriers in internal service delivered between the small hospitality businesses and what existing literature on internal service provides. The internal service quality specification and attributes by Zeithaml *et al.* (1990), Frost, and Kumar (2000) were explored and presented in Chapter 3 of this study. The following proposition was therefore, drawn from the internal service quality literature covered in in this study which could help answer the research question and the set objective:

P1: Internal customers with appropriate service attributes are more likely to have positive internal service experiences in the workplace.

Research Question 3: How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

The above research question and the follow-up sub-set interview questions were to help provide an explanation of influence that national cultures may have on internal customer job satisfaction and organisational commitment and if they are the main predictor. It is well noted in the literature of service quality that satisfied internal customers do commit themselves to their organisation (Heskett *et al.*, 1994; Haksever *et al.*, 2000).

However, empirical research indicates that job satisfaction and organisational commitment of internal customers could be attributed to cultural values as posited by Hofstede's (1980) quantitative study of IBM employees. Theoretical propositions P2a-2d were made based on cultural

dimensions literature investigated in the light of workplace behaviour in Chapter 2 of this study. These propositions were designed to help address the aim, objectives and the above research question.

- P2a: *Internal customers' job satisfaction and organisational commitment are affirmatively influenced by the high power distance of Ghanaian culture.*
- P2b: *Internal customers' job satisfaction and organisational commitment are affirmatively influenced by the collectivism of Ghanaian culture.*
- P2c: *Internal customers' job satisfaction and organisational commitment are affirmatively influenced by the femininity of Ghanaian culture.*
- P2d: *Internal customers' job satisfaction and organisational commitment are affirmatively influenced by the high uncertainty avoidance of Ghanaian culture.*

Research Question 4: How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

This main research question 4 and the sub-set interview questions were to explain if national cultures positively or negatively influence leadership behaviours and internal customer attitude towards their leaders in organisations. A review of the extant literature states that internal customer dissatisfaction and conflict with leaders is one of the reasons for lack organisational commitment (Naipaul and Wang, 2009).

This study's theoretical propositions (P3a-3d) were based on the potential influence of cultural dimensions on leadership style in the study area. These propositions were to help answer the aim, the set objective and above research question:

- P3a: *The high power distance dimension of Ghanaian culture influences Ghanaian leadership style.*
- P3b: *The collectivism dimension of Ghanaian culture influences leadership style.*

- P3c: *The femininity dimension of Ghanaian culture influences leadership style.*
- P3d: *The high uncertainty avoidance dimension of Ghanaian culture influences leadership style.*

4.3 Chapter Summary

The theoretical framework developed in this chapter explores the phenomena of internal service delivery attributes and the influence of national culture and internal customer expectations of service quality. The concept of the framework has been based on the literature on internal and external customer service, service quality, job satisfaction, organisational commitment and effects of national culture and leadership style on internal customers.

The objectives and research questions of this study have been derived from the theoretical concepts to address the areas of concern. The framework contributes to literature and is unique in combining culture, leadership, external and internal customer service quality theories to fill gaps in the literature. The research methodology employed in this study is discussed in the next chapter.

CHAPTER FIVE: RESEARCH METHODOLOGY

CHAPTER FIVE

Research Methodology

5.1 Chapter Introduction

The aim of this chapter is to explore and explain the rationale for the research design, research philosophy, the methods used to collect and analyse data and the methods of case selection. In this chapter, the methodological strategy, which was employed to logically underpin the answers to the research questions of this study were:

(1) Why is internal customer service quality important within small hospitality enterprises in Ghana?

(2) How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

(3) How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana? And

(4) How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

will also be evaluated and justified. Justification of the research methodology employed and an evaluation of the validity and reliability of the research strategy for the study is provided. Ethical issues concerning the research are also explained.

5.2 Research Design

Research design is the general plan for conducting studies in order to find answers to research question(s) that are most likely to address the research aim and objectives. In other words, it is a logical plan encompassing the initial set of questions to be answered in order to get the most valid findings or conclusions (Yin, 2009).

The main purpose is to guide or help researchers to focus on the initial research questions, which were derived from the clear objectives to avoid the situation whereby the evidence gathered may not address the primary aim, objectives or research questions. The research design (figure

5.1) was used as a blueprint for this study and it illustrates the chronological sequence for the collection and analysis of data (Collis and Hussey, 2013; Yin, 2009, 2014; Bryman and Bell, 2015; Easterby-Smith, Thorpe and Jackson, 2015; Saunders, Lewis and Thornhill, 2015).

The flowchart of the research design started with the identification of the research problem, which led to the formulation of this study's aim and objectives with corresponding research questions to achieve the aim and objectives and development of this studies theoretical framework. In addition, different research approaches such as quantitative methodology were explored to find the most appropriate strategy that could be able to address the research questions.

The process included research protocol, contact with organisations, case selection, sources of information, appropriate data collection methods and design of interview questions with pilot test (Saunders *et al.* 2015). Other steps followed were the data collection using face-to-face interviews, direct observations and artifacts.

Interviews were conducted in English or Twi language if needed. Data collected in Twi language was translated and transcribed with those in English and participants were informed of their responses for accuracy and validity.

The translated interview questions, sample of the transcripts and interviews tape recorded in Twi language were verified by a Ghanaian academic in the UK who is fluent in English and Twi languages (both written and spoken) for correctness of the translation in order to support validity and reliability credence of the study. Additionally, a professional educator in Twi language in Ghana checked the translated material to ascertain accuracy of the interview responses

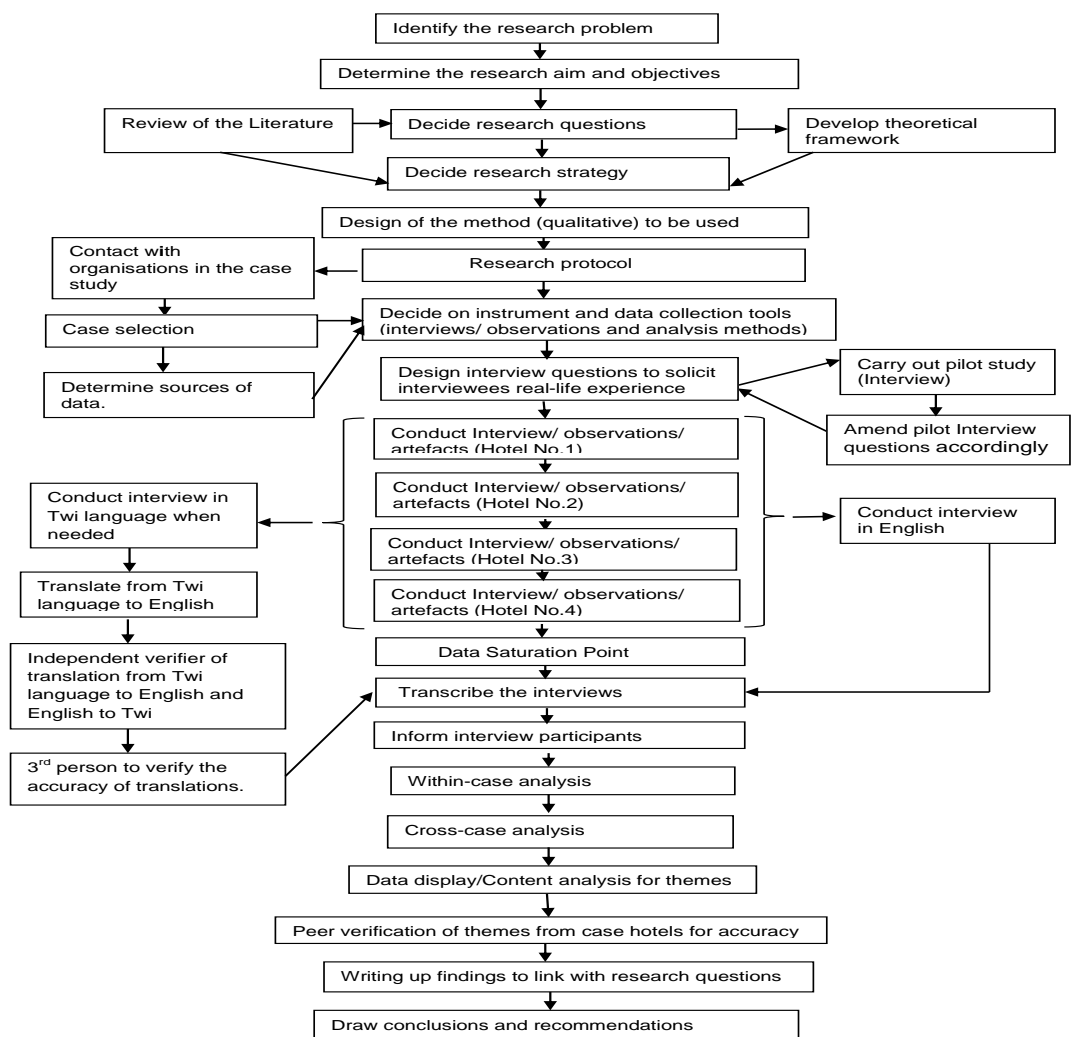
. Within-case analysis was undertaken followed by cross-case analysis to determine differences and similarities from the findings from each case hotel. Data display and inductive content analysis for pattern or themes emerging from the findings.

Example of themes that permeated from the findings as presented in Appendices 16 and 17 went through peer verification to increase validity. The

final processes included discussion of the findings and drawing of conclusions and recommendations.

Overall, the research design process aided the sequences that this study went through to address the key issues on the decision for case selection, what data to collect and how to collect it (Eskildsen *et al.*, 2010; Saunders *et al.*, 2015) and based on a qualitative method of data collection.

Figure 5.1: Research Design



Source: Author (2017)

5.2.1 Approach to the research process

The overall approach to this research process as illustrated in Table 5.1 was considered instrumental in addressing the various ways by which data of this study was collected and analysed as indicated by Collis and Hussey (2013). This study's process was as follows: (a) explanation of sources upon which data was collected, which for this study were based on research objectives, (b) the data collection method(s) used, (c) the place where data was collected, (d) when data was collected, (e) how data was collected and (f) how data was analysed and explained (Collis and Hussey (2013).

Table 5.1: Approach to the research process

Why data was collected (Research Objectives)	What data was collected	Where data was collected	When data was collected	How data was collected	How data was analysed
<p>1. To investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana.</p> <p>2. To explore To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana.</p> <p>3. To investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana.</p> <p>4. To investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana.</p>	<p>Qualitative data using interviewing method Observations, document review and artefacts</p>	<p>In Accra/ Tema Region of Ghana</p>	<p>6th - 20th January 2014</p>	<p>The researcher carried out the data collection by visiting the hotels in the case study. Interviewing employees, leaders of the hotels using semi- structured interview questions, Tape recorded or hand written. Document review, observations and artefacts. Interviews in Twi language were verified by a language expert to ascertain accuracy of translation. Interviewees were informed of their responses after transcription for their approval.</p>	<p>Within-case analysis, inductive data display and cross-case analysis were used. Additionally, Inductive data display in the form of content analysis were to analyse the data collected. Themes/patterns emerged from all 4 case hotels were used to explain the findings.</p>

Source: Adapted from Collis and Hussey (2013:39)

5.2.2 Linking research questions and method for the study

In addition, the research design was influenced by the work of Mason (2002) who provided a chart linking research questions to data collection sources and methods and justification for such links in Table 5.2. For this research, the questions set were influenced by the explanatory nature of the study, which was to solicit the opinions of participants (Yin, 2014).

Furthermore, to provide the rationale for using interviews and other sources of evidence to give credence to the data collected. The research questions for this study were also linked to secondary data source from the literature as illustrated in the table below.

Table 5.2: Chart for linking research questions and method for the study

Research Questions	Data sources and method	Justification	Secondary Data Source
1. Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?	<p>Interview: Leaders and employees in the case hotels:</p> <p>Direct observations</p>	<p>Interviews will provide the leaders and employees their own accounts of how effective internal customer service quality. Will evaluate the importance of internal customer based on their experiences and knowledge.</p> <p>To provide a greater insight of service delivery process in a contemporary setting. Observation of attitudes and behaviours.</p>	Parasuraman, Zeithaml and Berry (1988) Gronroos (2007, 2011, 2016) Berry (1995) Gwinner <i>et al.</i> (1998) Babakus and Karatepe (2003) Veal (2011), Debrah and Mmieh (2009) Chen (2013), Yin (2009, 2014) Eraqi (2014)
2. How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	<p>Interview: Internal customers (Employees)</p> <p>Interview: Leaders of the case hotels:</p> <p>Direct Observations Document review Artefacts</p>	<p>Interviews to provide internal customers' (Employees) account and their experiences. Their judgments about those experiences to reveal their perceptions of the attributes delivered to them.</p> <p>It would be possible to ascertain whether the internal customers have ideas about appropriate attributes that should be delivered to them.</p> <p>Interviews with the leader may provide data on how and why attributes of internal customers are delivered.</p> <p>To provide information on employee and leader attitude and behaviour towards each other.</p> <p>Review of documents to reveal existing operational procedures, E.g. training, health and safety.</p> <p>Artefacts to highlight any</p>	Collis and Hussey (2013) Easterby-Smith <i>et al.</i> (2015) Bryman (2015) Saunders <i>et al.</i> (2009, 2012, 2015) Yin, (2009, 2014) Parasuraman <i>et al.</i> (1988), Zeithaml <i>et al.</i> (1990), Frost and Kumar's (2000), Farner <i>et al.</i> (2001), Paraskevas (2001) Gronroos (2007, 2011, 2016) Yin (2009, 2014)

		physical evidence.	
3. How does Ghanaian national culture affect on internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?	<p>Interview: Internal customers (Employees)</p> <p>Interview Leaders of the case hotels.</p> <p>Possible Direct Observations</p>	<p>The accounts and experiences reported by internal customers will reveal something of how they gained employment, their relationships with the leaders and other employees.</p> <p>Interview with internal customers in the cases for opinions on their employment and relationships with the leaders.</p> <p>Interview will reveal how culture, tradition, norms and beliefs interface with their job satisfaction and organisational commitment.</p> <p>To observe the relevant cultural behaviours in the workplace</p>	<p>Mowday <i>et al.</i> (1979) Hofstede (1980) Schwartz (1999) Allen and Meyer (1996) Nyambegera <i>et al.</i> (2000) Glazer <i>et al.</i> (2004) Huang and Vliert (2004), Lee-Ross, (2005) Gelade <i>et al.</i> 2006), K'Obonyo and Dimba (2007) Okpara (2007) Elskildsen <i>et al.</i> (2010) Elskildsen and Kristensen (2010) Hofstede <i>et al.</i>(2010) Yin (2009, 2014),</p>
4. How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	<p>Interview: Leaders of the case hotels.</p> <p>Interview: Internal Customers (Employees)</p> <p>Possible Direct Observations</p>	<p>Interview with leaders will provide information about how culture may influence their leadership style.</p> <p>Their experience of and knowledge of why a particular leadership style is more favourable small hospitality enterprises in Ghana</p> <p>Interview with the internal customers will yield data on their expectations from their leader.</p> <p>Interview will reveal something about how culture impact on their behaviour towards their leaders.</p> <p>To observe leaders and gather information on behaviours of leaders towards their internal customers and vice versa.</p>	<p>Hofstede (1980) Blunt and Jones (1997) Gelade <i>et al.</i> (2006) K'Obonyo and Dimba (2007), Kuada, (2010) Elskildsen <i>et al.</i> (2010), Elskildsen and Kristensen (2010). Hofstede <i>et al.</i>, (2010) Jackson (2015) Iwowo (2017)</p>

Source: Author (2017)

5.3 Research Philosophy

From the review of the methodological literature, different authors and researchers use different terminologies in describing research philosophies, but the two main research philosophies frequently mentioned and used are those of positivism and phenomenology (Seale, 1999; Collis and Hussey, 2013; Saunders *et al.*, 2015).

It is common for some authors such as Saunders *et al.* (2015) to use the term 'interpretive' instead of phenomenological by indicating that the interpretive approach has a clearer philosophical perspective and prevents confusion with a methodology known as phenomenology. Positivism or the positive philosophy is associated with empiricism, which is "a belief in the

importance of observation and the collection of facts, assumed to exist prior to theories” (Seale, 1999:25).

On the other hand, the perspective of positivism is the application of a highly structured methodology to facilitate replication, which could be used for generalisations in the physical or natural sciences (Seale, 1999; Saunders *et al.*, 2015). They conclude that, the positivist approach tends to seek facts or causes of social phenomena, with the subjective position of the individual disregarded. Moreover, this methodology places more emphasis on objectivity and rigour rather than on feelings as the route of investigating the research problem.

Furthermore, the foundation of positivism is based on the belief that studies conducted in natural science should be no different from the study of human behaviour and rely on the assumption that social reality exists independently of humans (Collis and Hussey, 2013; Bryman, 2015; Easterby-Smith *et al.*, 2015).

In contrast with the positivist approach, Collis and Hussey (2009:47) state, “*phenomenology is concerned with the understanding of human behaviour from the participant’s own frame of reference*”. Hence, interpretative techniques are normally the research method approach, which tries to describe and translate the subjective aspects of human activity by concentrating on the meaning of social reality, instead of the measurement of social phenomena (Saunders *et al.*, 2015). After assiduous review of the differences between positivism and phenomenology, the features of phenomenological assumptions ultimately influenced the researcher’s choice of research design, data collection method and analysis of this study.

Positivism leans towards quantitative whilst phenomenology leans towards qualitative research strategies (Creswell, 2014). Consequently, given this study sought to focus on analysing meaning and social phenomena and theoretical abstraction a case study approach using a small number of cases was considered most appropriate. (Yin, 2014; Easterby-Smith *et al.*, 2015; Saunders *et al.*, 2015).

Drawing from the nature of the phenomena to be investigated in this study, and the use of case study strategy with small number of cases to

explain the influence of culture on job satisfaction, organisational commitment and leadership style, the phenomenology philosophy is deemed more appropriate than the positivist philosophy. This stance is based on assumptions of positivist and phenomenology philosophies detailed by Saunders *et al.* (2015) as depicted in Table 5.3.

Table 5.3: Assumptions of Positivist and Phenomenology Philosophies

Feature	Positivist paradigm	Phenomenological paradigm
Assumptions	External, objective of social actors. Value - freedom	Socially constructed, subjective
Observation	The observer must be independent. Focus on facts and causality.	Is part of what is being observed, cannot be separated. Focus on meanings and social phenomena
Explanation	Focus on demonstration of causality	Aim to increase general understanding of the situation
Research progress through	Test hypotheses via deductive approach	Gathering rich data from theories from which ideas are induced
Concepts	Need to be operationalised so that they can be measured (highly structured)	Should incorporate stakeholder perspective. The use of multiple or mixed designs to establish different opinions of a phenomenon.
Units of analysis	Phenomena to be reduced to simplest elements	May include the complexity of whole situations
Generalisation via	Statistical probability.	Theoretical abstraction.
Sampling technique	Using large samples selected randomly in order to generalize to the population. Quantitative methods	Using small samples researched in-depth. Qualitative methods

Source: Saunders *et al.* (2015).

In support of the phenomenological assumptions in Table 5.2, which differentiate positivism as being of a natural science orientation and phenomenology as being from the social science domain, Bryman (2015) posits that phenomenology is concerned with how individuals make sense of the world around them either in a society, workplace or cultural environment.

There are some criticisms levelled against the positivist philosophy. It is suggested that it is unrealistic to treat people separately from their social contexts and there might be employees' perception of job satisfaction and organizational commitment better understood if the perceptions they have of their own activities are examined (Idowu, 2017). Moreover, the design of the

research structure becomes rigid, which may lead to researchers ignoring important and interesting findings due to the constraints imposed on the results. Furthermore, researchers are part of what they observe; therefore, they are not objective because they incorporate their own interests and values in the research (Jankowicz, 2004; Collis and Hussey, 2013).

The positivist philosophy could be misleading if complex phenomena were encapsulated into a single measure, because it may not be appropriate to give a numerical value, for example, to a person's intelligence. Collis and Hussey (2013) that the development of the phenomenological philosophy was the result of the criticisms of the positivism and the need for an alternative philosophy with the aim of increasing general understanding of the situation to be studied that would be able to as argued by Collis and Hussey (2013). Based on the viewpoint of phenomenological philosophy domain presented in Table 5.2, the case study strategy employed is explored in the following section.

5.4 Research Strategy

In order to comprehend the purposes of research, that is to find out why and how things are as they are, there are three types of research approaches that should be considered (Veal, 2011; Yin, 2014). The first to be considered is the descriptive (exploratory) approach which seeks to discover, describe or map patterns of behaviour in areas or activities which have not been studied previously. The second type is evaluative research and this stems from the need to make judgments on the success or effectiveness of policies or programmes.

This form of research is attributed to the areas of public policy Veal (2011) and Yin (2014). The third type is the explanatory approach of which Yin (2014) opines that this is the traditional strength of a case study strategy. This type of research goes further than descriptive research and seeks to explain the patterns and trends observed. It explains how or why things are as they are (Veal, 2011; Kumar, 2012; and Yin, 2014).

In view of the explanatory nature of this research, a case study strategy was considered appropriate.

Subsequently, this approach was considered instrumental in studying the phenomenon of internal customer service delivery and internal service attributes provision. In addition, a case study approach enabled the relationship between issues pertaining to the influence of national culture as external force shaping employees' job satisfaction, organisational commitment and leadership style in the small hotels in Ghana to be explored (Jabareen,2009; Yin, 2014).

Furthermore, the choice of the research strategy was underpinned by Yin's (2009) explanation of the rationale of the use of a case study methodology to explain "how" and "why" a social phenomenon works by explaining what the research questions seek to address. Furthermore, this study is an empirical inquiry which reflects perfectly on Yin's (2009:8) definition of case study research as an empirical inquiry that:

- *investigates a contemporary phenomenon in depth and within its real life context especially when*
- *the boundaries between phenomenon and context are not clearly evident.*

In his argument, Yin (2009:8), therefore, compares case studies with other research methodologies in the social sciences by stating three conditions, which may be most appropriate to use for each of the following five strategies: (a) *experiments* (b) *surveys* (c) *archival analyses* (d) *histories* and (e) *case studies*. These three conditions are set to distinguish between research strategies that could be used by researchers. These are: (a) the type of research question posed (b) the extent of control an investigator has over actual behavioural events and (c) the degree of focus on contemporary as opposed to historical events.

For this research, the case study strategy seemed the most appropriate for this study as against experiments, surveys, archival analysis and history strategies because of the explanatory nature. The use of how and why questions were to help address the aim and objectives set for this study Yin, 2014). In addition, inability to control or manipulate relevant behaviours as in the case of experiment was influential to the use of case study.

The relationships of the three conditions with the five major research strategies mentioned above and to support the stance of using case study for this research is shown in table 5.4.

Table 5.4: Relevant Situations for Different Research Methods

Method	(1)	(2)	(3)
	Form of research question	Requires control of behavioural events?	Focus on contemporary events?
Experiment	how, why?	yes	yes
Survey	who, what, where, how much, how many?	no	yes
Archival Analysis	who, what, where, how much, how many?	no	yes/no
History	how, why?	no	no
Case Study	how, why?	no	yes

Source: Yin (2014:8)

Additionally, the overarching decision that led to the use of a case study approach stems from the research philosophy, which might enable this study to generate meanings and to gain insights into the phenomena under investigation (Saunders *et al.*, 2015). For example, to increase understanding of the relationship between societal culture and leader style, employees' job satisfaction and organisational commitment in this study, it is necessary to ask actors in the case studies how cultural values beliefs shape workplace behaviour in the study area.

The case study strategy was based on the paucity of literature on internal customer service and impact of national culture on internal service quality delivery in the developing world such as Ghana. Moreover, the case study was to help increase understanding of why internal customers and their leaders' behave the way they do in the workplace.

Additionally, case study approach was to help explain the moderating factors influencing their behaviours in order to address the aim and objectives of this study. In essence, this study was based on the extant literature of internal customer service theories by authors such as

(Parasuraman *et al.*, 1990; Heskett, *et al.*, 1994; Gronroos, 2007) in relation to Hofstede (1980) theory of cultural dimensions. This study investigated Ghanaian wholly owned small hospitality businesses in Ghana as against the theories in the literature that are predominantly based on developed countries and multinational hotels.

In addition, the qualitative case study approach was to try to differentiate this study from most prominent researchers in the areas of service quality and cross-cultural studies that have based their studies on quantitative survey questionnaires and on multi-national organisations (Parasuraman *et al.*, 1990; Heskett, *et al.*, 1994; Gronroos, 2007; Hofstede *et al.*, 2010).

A qualitative case study approach involving interviews, document review, physical artefacts and direct observations as sources of evidence for data collection was employed (Yin, 2009; Stake, 2013; Saunders *et al.*, 2015). Another rationale for the use of case study was to expand and generalise theories (*analytic generalisation*) and not meant to enumeration of frequencies (*statistical generalisation*) according as affirmed by (Yin, 2014; Hancock and Algozzine, 2016).

The choice of using the case study approach is therefore, supported by numerous researchers on case study research strategy. Yin (2014) postulation of the effectiveness of using “why” and “how” questions for an explanatory case study research such as this study is also supported (Collis and Hussey, 2013; Yin, 2014; Bryman and Bell, 2015; Easterby-Smith *et al.*, 2015; Saunders *et al.*, 2015).

5.5 Case Study Design

Yin (2009) suggests that a rigorous research design could be linked logically with the data to be collected to draw conclusions for the initial research questions. He therefore highlights five main components of case study design and their various functions. These are: (1) a study’s question; (2) study propositions; (3) the unit of analysis; (4) the logic for linking the data to the propositions; and (5) criteria for interpreting the findings.

5.5.1 The Case Study's Questions

The study's questions as discussed in chapter 4 section 4.6 were to help address the real-life phenomena of internal customer service delivery and the impact of culture on job satisfaction, organisational commitment and leadership style in the study area.

5.5.2 The Study's Propositions

Secondly, the study's (theoretical) propositions do point to the areas that the research aims to examine within the scope of the study. The "how" and "why" questions on their own according to Yin (2014) do not address what the study is about without some propositions. Hence, the rationale for the choice of research questions for this study was based on the relationship between the research objectives, secondary data sources and the holistic theoretical propositions as depicted in chapter 4, table 4.1.

The first theoretical proposition therefore, attempts to explain the phenomena of internal customer service delivery. The second proposition was to explain the relationships between Hofstede *et al.* (2010) cultural dimensions and internal customers' job satisfaction and organisational commitment. The third proposition assesses cultural values around family, community, hierarchy and social relationships and leadership style with a desire for inclusive and paternalistic characteristics based on humanistic and collectivist principles (Top *et al.*, 2015).

5.5.3 The Unit of Analysis

The third of Yin's (2009) components of research design is the unit of analysis that is connected to the basic principle of defining what the case is and how it is related to the initial research questions. Units of analysis could be individual (s), small group(s) an event, or organisation(s). For the purpose of this study, the unit of analysis were small hotels, internal customers (employees), and leaders. The setting for the research was in Ghana (Yin, 2014).

5.5.4 Logic Linking the Data to the Propositions

The fourth component is the logic linking of the data to the propositions. Yin (2014) describes this as matching pieces of information, which directly reflect on the study's initial propositions. For this study, the data collected has been linked to the propositions derived from the literature review and the theoretical framework.

5.5.5 Interpreting the Findings from the Theoretical Framework

The fifth component is the criteria for interpreting the findings and Yin (2009) states that there is no particular way of setting the criteria of a case study design. He suggests that research findings could be iteration between the research propositions and the data or to match sufficiently the findings to contrasting rival patterns of data.

For this research, the findings were interpreted based on within-case and cross-case analysis. In addition, data display and analysis approach was used to identify relationships, key themes, patterns and trends that were evident in the data. These analytical approaches were to help interpret and draw conclusions to this study's findings (Miles and Huberman, 1994; Miles *et al.*, 2014; Yin, 2014).

5.6 Types of Case Study Design

For Yin (2009) there are four different types of case study design ranging from single to multiple case studies, therefore suggesting that different considerations should be accorded to each design. Yin (2009:46) identifies the basic design for case studies as shown in Table 5.5.

Table 5.5: Case Study Design Types

Types of case study design	Single case design	Multiple case design
Holistic (single unit of analysis)	Type 1	Type 3
Embedded (multiple units of analysis)	Type 2	Type 4

Source: Yin (2009:46)

Collis and Hussey (2013) and Yin (2009) suggest that the primary distinction in designing case studies is between single and multiple case designs; therefore, it is imperative to decide, at an early stage before any data collection, on whether a single or multiple case strategy could be appropriate to answer the research questions. According to Yin (2014), single case study designs (Types 1 and 2) might be more appropriate when the case is deemed critical and for testing an established theory.

In other situations, a single case is appropriate where a situation is unique; or is used for a further comprehensive study. On the other hand, multiple case study designs (Types 3 and 4) are considered by Yin (2013) to be more suitable for non-critical, not extreme or a revelatory case. Furthermore, findings from such cases are considered to be more robust and replication logic (literal or theoretical) could be applied.

As stated earlier, this study is designed to build on theory and to gain understanding of how national culture impacts on internal customer service quality; and how commitment to national culture could affect leadership style in hospitality small business in Ghana. Hence, the holistic multiple case study involving four cases, which sought to provide general explanations to phenomena under investigation was considered the most appropriate for this research as against the use of a single case which is normally used to test an established theory (Yin, 2009, 2014).

Furthermore, the logic behind the use of multiple case studies is in line with Yin's (2009) statement that evidence from multiple cases is regarded as robust and more compelling than single cases. Therefore, the cases used in this study were selected on the basis of expectations about their information content and to predict similar results for the purpose of *literal replications* (Flyvbjerg, 2006; Yin, 2009). Yin (2009, 2014) suggests that this simplest multi-case design is suitable for two or more cases that could be replicated literally and the set of cases should have predictable outcomes in addressing the "how" and "why" questions.

5.6.1 Design Tests for Case Study Quality (Validity and Reliability)

Yin (2009:40-41) professes that in order to maximise the quality of a case study design for empirical research, it is imperative that the research process passes through four critical design quality tests: construct validity, internal validity, external validity and reliability to make the study more explicit. The conditions applied in the case study to ensure the quality of data and findings and the stages at which each approach occurred are presented in Table 5.6 (de Weerd-Nederhof, 2001; Yin, 2009).

Table 5.6: Tests for the Quality of this Research

Tests	Case-study tactic	Research Tests for Data Collection/Analysis Quality of the Case Study	Phase of Research in which Tactic Occurs
Construct validity	Use of multiple sources of evidence Establish chain of evidence Have key informants review draft case study report	<ul style="list-style-type: none"> • Yes, only participants who work in the small hotel sector were chosen. • Yes, interviewees were asked the same questions so as to strengthen the validity. • Yes, data collection methods included interviews, direct observation, documentation, and artefacts. • Yes, interviews were either tape recorded and/or handwritten for translations/transcriptions. • Yes, translated responses were verified by a third person for accuracy • Yes, cluster report of case description approach was employed with a within-case analysis and cross-case analysis. • Yes, key informants reviewed the draft case report 	<ul style="list-style-type: none"> • Data collection • Data collection • Data collection and analysis • Data collection • Data collection and analysis • Data collection and analysis • Data collection and analysis
Internal validity	Do explanation building	<ul style="list-style-type: none"> • Yes, explanatory data analysis was used to establish causal relationships in the phenomenon of internal customer service and the presumed set of causal links with key service attributes culture and leadership style. • Yes, explanation of “how” and “why” culture may or may not impact on internal customers’ job satisfaction and organisational commitment. • Yes, the interviewees were allowed to tell their own opinions in their own words of their lived experiences of their behaviour on the context of internal service and leadership style. 	<ul style="list-style-type: none"> • Data analysis • Data analysis • Data collection and analysis
External validity	Use replication logic in multiple case studies	<ul style="list-style-type: none"> • Yes, four cases relying on analytic generalisation with particular set of results generalising to some broader theory. • Yes, analysis built on analogous explanation of the cases under study. • Yes, participating interviewees were from different departments within each case hotel to ensure differences in their workplace experience. • Yes, interview responses were compared case by case and also by individual interviewees account. • Yes, cross-case analysis was undertaken to 	<ul style="list-style-type: none"> • Research design • Research design • Data analysis • Data collection and analysis

		<ul style="list-style-type: none"> compare responses from the case hotels. • Yes, inductive data display and content analysis used. • Yes, responses were compared with the literature review. 	<ul style="list-style-type: none"> • Data analysis • Data analysis • Literature review and Data analysis
Reliability	Use case study protocol Develop case study database	<ul style="list-style-type: none"> • Yes, pilot study undertaken to assist the researcher to ascertain if the questions asked were meaningful and understood by the informants. • Yes, an agreement was reached between the researcher and participating firms as to the purpose of the study. • Yes, participating employees were issued with the aim and purpose of the study via the leaders of the participating hotels. • Yes, procedures for data collection were documented. • Yes, templates for employees and leaders' interviews interview process and case selection went through the Research Ethics Committee at the University of Salford for formal approval and from the cases in the study. • Yes, case study database for individual cases were maintained . • Yes, transcribed records of case interviews. • Yes, audio tapes of the interviews. • Yes, documents from the cases and background information of each case. • Yes, transcribed interviews in Twi language were verified by a third party. • Yes, emerged themes/patterns from data were peer reviewed. 	<ul style="list-style-type: none"> • Research design • Data collection • Data collection • Data collection and analysis • Data collection • Data collection • Data collection • Data collection • Data collection • Data analysis

Source: Adapted from de Weerd-Nederhof (2001:529), Yin (2009: 41)

5.6.2. Theory Development

For this study, theory developed from the multiple case studies is logically used for replication purposes. Each case distinctively serves as a unit of analysis, to produce new theory to build on any existing theory from the data collected and the empirical results of the study to existing theory on the subject matter. In this instance, if the results of cases are similar and tend to support the researcher according to Eisenhardt and Graebner (2007) and Yin (2014) could support the existing theory, then replication.

This case study builds on internal customer service theory of why internal service delivery attributes alone may not be able to satisfy internal customer needs and wants, without taking into consideration national culture and leadership style in the study area. Accordingly, this study hopes to fill the void in the literature by integrating the concepts of internal service and culture into one. As stated earlier in the chapter, the research questions for this study address the gaps in the literature and the use of explanatory

theory building which is more appropriate to justify the case study research strategy employed (Eisenhardt and Graebner, 2007).

5.7 Case Selection

For this study, a purposive or judgmental case selection method approach was used and involved hotels located in the Accra/Tema area of Ghana. This is in line with Creswell and Plano Clark (2011), Saunders *et al.*'s (2012) and Palinkas *et al.* (2015) suggestion that a purposive case selection method is a process which enables researchers to choose the most appropriate cases for a particular research methodology. In essence, it enabled the researcher to use judgment in selecting cases that could best be able to answer the research question(s) and to meet the research objectives.

The case selection involved the use of data which focused on one particular sub-group in which all cases were similar or the selected unit of analysis, i.e. small hospitality enterprises, rather than the whole population or all possible cases (Saunders *et al.*, 2015). The cases selected were to enable the researcher to understand the experience of those who were interviewed and to help in generalising the data about the selected cases for theoretical purpose (Seidman, 2006; Paradis, O'Brien, Nimmon, Bandiera, and Martimianakis, 2016).

In summary, purposive or judgmental case selection and data collection may be based on any of the following reasons for case relevance to the research questions and the objectives:

- cases involved small groups within a specific industry;
- cases not directed towards statistical inferences;
- cases of approximately of similar size; e.g. number of employees.
- cases have approximately the same economic resources;
- cases not representative, but towards suitability;
- the study involves experiences, behaviours, and feelings of participants; and
- the researcher seeks out typical groups, sites or locations and participants, where the researcher may possibly most likely find the

cases being studied occur (Ghuri and Gronhaug, 2010; Sarantakos, 2013; Bryman and Bell, 2015; Saunders *et al.*, 2015).

For this study the researcher was aware of the limitation of using purposive case selection technique because of possible researcher bias, as the case selection was based entirely on the researcher’s judgment, this limitation was overcome by following Miles *et al.* (2014) criteria of case selection as explained in section 5.7.1 below.

5.7.1 Justification for Case Selection

Based on the above considerations, the case selection technique used was literal replication logic, rather than sampling logic whereby the cases could predict similar results in accordance with Eisenhardt’s (1989) and Yin’s (2014) postulation. The number of cases decided upon was deemed to be purposive and a judgmental decision, in order to increase the degree of robustness this study aims to achieve.

For this reason, the minimum of cases selected for this study is supported by Eisenhardt (1989), Rowley’s (2002:21), Yin (2014) who posit that there is no simple answer to the question of “*how many cases should be included in a case study*” so long as the cases are judgmentally selected for theoretical reasons. Overall, the cases selection and rationale for this study were based on the work of Miles *et al.* (2014) and Curtis, Gesler, Smith and Washburn (2000) in order to avoid possible bias is illustrated in Table 5.7.

Table 5.7 Case selection criteria for this Study

Criteria for Case Selection	Rationale for selected cases
The relevance of the cases to the theoretical framework and the research questions to be answered by the research.	The selected cases were pertinent in addressing the theoretical framework which was developed from the literature and research questions. Cases that involved small groups within the small hospitality enterprises.
The selected cases that provide the necessary information on the study’s phenomena.	Case hotels that were similar in size with not more than 20 bedrooms and not more than 10 employees within Accra/Tema area in order to understand the influence of culture on employees’ workplace behaviour and leadership style (Ghuri and Gronhaug, 2010; Sarantakos, 2013; Bryman and Bell, 2015)
The selected cases that are concerned with analytic generalizability rather than statistical generalizability.	The case hotels were selected for literal replication logic rather than sampling logic (Eisenhardt, 1989; Miles and Huberman, 1994; Yin, 2014).
The selected cases present believable explanations of the real life experience of the study’s findings.	Case hotels with similar characteristics which may be able to generate some credence to the real-life findings and explanation of the study’s phenomena (Miles and Huberman, 1994; Bryman and Bell, 2015).

	Cases that seek to involve experiences, behaviours, and feelings of participants within typical groups, sites or locations (Sarantakos, 2013; Bryman and Bell, 2015; Saunders <i>et al.</i> , 2015). The selected cases were to provide the opportunity to examine the perceived influence of culture on internal customers (employees) and leadership style, which were pivotal in helping to understand new and existing theories about the phenomenon being studied (Curtis <i>et al.</i> , 2000)
The selected cases with ethical consideration for the participants in the study	Cases which were willing to participate in this study after being contacted with the rationale and the study's protocol information.
Selection of cases that were considered on the feasibility of the research in terms of financial resource, accessibility, competencies of the researcher in relation to linguistic and communication skills, ability to relate to the informants and the capacity to cope with the circumstances under which data collection would take place.	Cases were selected on the bases of accessibility and financial resources. Cases that the interviewer could relate to the informants.

Source: Based on Curtis *et al.* (2000) and Miles and Huberman (2014).

The minimum of four cases used in this study is congruent with Eisenhardt (1989) and Yin (2014) suggestion that multiple cases between 4 and 10 usually work well to generate theory for analytical generalisation. Furthermore, the four cases used in this study were to provide more chances in identifying topics of the cases and to be able to conduct within-case and cross-case analysis, for this study (Stake, 2013; Creswell, 2014).

The case selection decision was in line with Glesne (2015) who argues the idea of using large numbers for case studies for the purpose of “generalisability”, holds little meaning because most case studies aim for theoretical generalisation as against statistical generalisation.

Potential limitations for the case selection for this study could be attributed to the problems of gaining access to all possible small hotels. Subsequently, the number of hotels selected could not satisfactorily represent all the small hotels in Ghana, which may lead to an accusation of bias (Saunders *et al.*, 2012; Miles *et al.*, 2014).

This limitation could be argued against for the reason that the case selection was not meant to be representative of the number of cases used in this multiple case study, as such, should not be misinterpreted to be representing the population as might be for experimental survey studies (Eisenhardt, 1989; Miles and Huberman, 1994; Creswell and Plano Clark 2011; de Massis and Kotlar, 2014; Yin, 2014; Paradis *et al.*, 2016).

5.7.2 Case Study Participants (Interviewees)

As stated above, this research was based on four case studies involving small hotels in the greater Accra region of Ghana where most small hotels are predominantly located. The hotels provided the opportunity to carry out the research by interviewing leaders and employees (who have insight knowledge of hotel operation) on the same subject matter, and to deduce any differences in opinion. As the author was aware of Ghanaians being suspicious of people prying into their businesses, he approached a contact person who owns a small sized hotel business in Accra and a member of the Ghana Hoteliers Association.

The contact person or gatekeeper used his contact with proprietors of small sized hotels in Accra to pave the way for the researcher. Firstly, the gatekeeper explained the purpose of the research with the aid of the research participant's information document. Secondly, the researcher, whilst on holiday in Ghana, made visits to the hotels with the gatekeeper to explain the rationale of the research to the owners or the managers. The owners and managers involved in this study were actually the ones who were leading the employees. Hence, they are hereafter referred to as leaders throughout the study.

The leaders from the case hotels gave the employees on duty permission to participate in the interviews. The disadvantages of using this approach could not be disregarded even with the advantage of ease of access to interviewees. It could be possible that the leaders chose interviewees who were available during the interview period rather than deliberate selection.

Conversely, the leaders might have selected employees who they considered to give favourite responses to the interviewer. This strategy might lead to bias (Sadler, Lee, Lim and Fullerton, 2010). The potential limitation of interviewees' selection was anticipated and was addressed by asking for interviewees from different departments or sections within each of the case hotels. Interviewing employees from different departments was necessary to help explore the interdepartmental relationship within the case hotels. In essence, the interviewees were considered appropriate and comprised

employees who best represent or have knowledge of the research topics (Creswell, 2013).

In all, one leader and five employees from each case hotel were interviewed. The rationale for interviewing five employees from each hotel was to have insight knowledge from the interviewees' workplace experiences from different departments within the hotel. Furthermore, two of the case hotels had only six employees and five out of six interviewees could be represented as high involvement and could not be deemed as limited number of respondents as shown in Table 5.8.

Moreover, in order to reduce the volume of data that would be collected and analysed, five employees from four cases (hotels) amounted to twenty interviewees and any more than this number would present some difficulty in presenting the data as suggested (Eisenhardt, 1989).

Table 5.8: Number and Percentage of Participating Employees in the Case Study.

Case Hotel	No. of Employees	No. of Employees interviewed	Percentage of Staff Interviewed
1	10	5	50% (Medium)
2	6	5	83% (High)
3	9	5	56% (Medium)
4	6	5	83% (High)
Total	31	20	65% (High)

Additionally, with reference to Glaser and Strauss (1967), Creswell (2013) theory on qualitative research, which focuses on the use of data to explain social phenomena, suggest that a researcher could go on collecting data or conducting interviews until a theoretical saturation is reached that is the point where by there is no need for further data collection. It is worthy of note that the importance of theoretical saturation is based on case selection adequacy and not number of cases (Bowen, 2008).

For this study, the theoretical saturation point was reached with the fourth case hotel interview because it was considered that further interviews or observations would neither reveal new information nor yield any further theoretical insights of themes. In essence, all-important conceptual categories have been identified, investigated and exhausted and emerging

theory was comprehensive and credible (Hennink, Kaiser and Marconi, 2017).

5.7.3 Case Study Protocol

Case study protocol, as claimed by Yin (2009:79), does not only contain the instrument but also “*contains the procedures and general rules to be followed in using the protocol*”. The case study protocol for this research had been prepared (see Table 5.9) to increase its trustworthiness and contains the instrument, procedures and general rules to be followed by the researcher as prescribed by Yin (2009).

For detailed supporting documents for this study, see Appendix 1 the interview guide for interview participants and Appendix 2 interview guide for linking the research questions and the methods for the study. The protocol is imperative in using a multiple-case study approach and furthermore, as an integral tactic in increasing the reliability of case study research; and to give guidance to the investigator in accomplishing the study Yin, 2009).

Firstly, Yin (2009) suggests that the protocol should provide an overview of the study project that may be sent to the key contact leaders for their perusal. After that, the research questions should be forwarded to the interview participants. Secondly, it is important to gain access to key organisations, informants/contact persons and interviewees.

The protocol should help to gain access to documents, which could be pertinent in assisting the author in within case section according to de Weerd-Nederhof (2001). Furthermore, Yin (2009) states that for increasing the reliability of case study research, the protocol should provide an overview of the case study project to include relevant readings about the topic being investigated. In addition, a clear schedule and guidance for data collection, the resource type(s) to be used and data recording technique(s) to be employed provided.

The third component of the protocol is a set of important questions, which reflect the line of inquiry in order to keep the author on track as data collection proceeds. In this study, the data collection involves interviewing, artefacts, document review and direct observation. The fourth component

suggested by Yin (2009) is the case study report. This considers the format and type of document to be in the final report and the provision of feedback from the researcher to the leaders in the case study.

The protocol development for this study (Table 5.9) highlights the procedures to address specific ethical issues that the researcher adhered to in carrying out the case study. In addition, the protocol contains the instrument and general rules to be followed and essential for multiple-case study to increase reliability. Included in the ethical approval form is relevant background information, data collection procedures in the case study firms and the interview process.

In summary, Yin (2009) states that a basic outline of the study report of a case study may facilitate the collection of relevant data that could reduce the tendency of revisiting a case study in the case of other eventualities.

Table 5.9: The Case Study Protocol for this Research

<p>Title of study: An Investigation of Factors affecting Internal Customers' Perception of Service Quality Delivery: The Case of Indigenous Small Hospitality Enterprises in Ghana</p> <p>A. Introduction to the Case Study and Purpose of Protocol</p> <ol style="list-style-type: none"> 1. The purpose of the study is to conduct an investigation into internal customer service delivery systems in the small hospitality industry in Ghana 2. The main aim is to investigate the internal customer service delivery and how national culture and leadership affect employees' perception of job satisfaction and organisational commitment in Small Hospitality Enterprises in Ghana. 3. To produce a theoretical framework and research propositions for the study. 4. The main objectives of this research are: <ul style="list-style-type: none"> • To investigate internal service quality delivery within small hospitality enterprises in Ghana; • To explore the concept of internal customer service delivery within small hospitality enterprises in Ghana; • To investigate and explain the impact of Ghanaian national culture on internal customer job satisfaction, organisational commitment in small hospitality enterprises in Ghana; and • To investigate and discuss how Ghanaian national culture influence leadership style within hospitality Small Hospitality Enterprises in Ghana. <p>B. Data Collection Procedure</p> <ol style="list-style-type: none"> 1. Names of sites to be visited, including contact persons are disguised for anonymity and confidentiality. 2. Data collection method to be used: face-face semi-structured interviews, observations, document reviews and artefacts. 3. Interview topics, research participation letter, research participants' information sheet and consent agreement form before undertaking the interviews. 4. With participants' permission, responses will be hand written and/or tape recorded. <p>C. Outline of Case Study Report</p> <ol style="list-style-type: none"> 1. All documents regarding the study, e.g. audio recorded and written materials will be kept under lock and key in a secure room within the College of Business and Law of the University of Salford 2. Findings from the data collected are presented using within-case analysis and emerging patterns discussed for similarities or differences by using the cross-case analysis technique. 3. Available documents used to support the analysis 4. Direct observations and artefacts used to support analysis <p>D. Research Questions</p> <ol style="list-style-type: none"> 1. Why is internal customer service quality important within small hospitality enterprises in Ghana?

- | |
|--|
| <ol style="list-style-type: none">2. How the attributes of internal customer service are delivered within small hospitality enterprises in Ghana?3. How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?4. How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana? |
|--|

Source: Adapted from Yin (2009:80)

5.7.4 Time, Location and Procedure for the Interviews

The interviews involved a field trip to Ghana on the 5th of January 2014 and the interviews took place from the 6th to the 20th January 2014 when the hotels were quiet after the busy period of Christmas. The hotels involved in this study were located in the Accra/Tema metropolitan area of Greater Accra region, Ghana. Interviews took place at the premises of the hotels used in the case. Therefore, the researcher had the opportunity to carry out some observations and, where permitted, allowed to have sight of relevant documents.

The interviews were conducted on a one-to-one basis and at convenient times suitable to the leaders in order not to disrupt service. The leaders were interviewed in their offices, but the employees' interviews took place in quiet areas of the hotel.

An interview guide in the form of prepared open-ended question themes was used and 40 to 60 minutes were spent on each interview, depending on the responses of the interviewees and the probing of responses where necessary. It is worth noting, that the interviewer did not have anything to do with the selection of the employees interviewed.

All the interview participants were giving permission by the leaders of the respective cases to participate in the interviews. The limitation of the selection of employees interviewed by the leaders from the case hotels was considered and the most reasonable way to deal with potential interviewee bias could be to rely on direct observation of their confidence in the interview process.

All the participants were assured of their confidentiality and anonymity as outlined in the research participation letter (Appendix 3) and the interview participating information sheet (Appendix 4). The interview protocol was individually explained to the interviewees before completing the consent form

and it being signed (Appendix 5). Majority of the employees were ready to share their views on internal service provision in their hotels during the face-face interview. However, a few were reluctant to be tape recorded and the interviewer obliged with their wishes; these interviews were recorded on paper.

A number of the interviewees were not comfortable with the use of English, for these participants, interviews were conducted in the Ghanaian language and later translated and transcribed into English.

As stated in the case study protocol, all interviewees were encouraged to feel free to respond to the interview questions and were guaranteed that they were under no obligation to answer any question that they felt uncomfortable with or could opt out from the interview if they wished to. The reason for the negative comments made by some of the interviewees could affirm that the participants were free to express their own personal opinions and were assured of their confidentiality and anonymity.

Furthermore, employees being able to give negative comments revealed that, they were not coerced by their leaders to take part in the interview or advised to give positive answers. In effect, the researcher anticipated the issue that the respondents may be under pressure to respond favourably, especially on matters concerning the leaders.

This limitation was considered, so direct observation of interviewees during the interview processes was undertaken to see how confident employees were with their responses. It was noticed by the interviewer that employees interviewed seemed to be relaxed and were not apprehensive with their responses.

5.7.5 Ethical Approval

The importance of ethical considerations and behaviour could not be over emphasised in research in relation to the rights of those who may become the subject of the data collection or may be affected by the approach. Research ethics encompasses the design of the study, gaining access to cases, collection of data, analysis of data and the reporting of findings (Veal, 2011; Saunders *et al.*, 2015).

Saunders *et al.* (2012:181) expound key issues that may present themselves from the start to the end of a piece of research. Consequently, this study adhered to Saunders and fellow researchers' advice:

- Research participants' privacy, confidentiality and anonymity were assured during the interview process.
- Participants were notified of the voluntary nature of participation and had the right to withdraw partially or completely from the process.
- Participants' informed consent was sought and confidentiality of individuals' data provided and maintained securely on University of Salford's computer system accessible by secure password.
- The names of the case hotels were disguised for anonymity.
- Participants' demographic profiles were omitted for their anonymity.

In summary, ethical consideration for this research encapsulates the purpose, objectives, research questions, and data collection methods, the rights of participants, usage of the data collected, anonymity, confidentiality and the contact details of the researcher.

The interview template, communication with case hotels (research participation letter) and interview process went through the University of Salford's Research Ethics Committee for approval and the consent of the case hotels was given before the study activities took place.

5.8 Design of Interview Questions

Based on the literature and the qualitative nature of this study, the researcher has adapted the predominantly survey questionnaires used by researchers in the study area into interview questions. The reason for the adaptation of the survey questionnaires into interview questions was to provide the research participants with the opportunity to express their real-life experience in the phenomena under investigation.

For this study, the SERVQUAL questionnaire were modified and incorporated into a semi structured interview to align with the qualitative nature of the study. This is in line with the suggestion by Lovelock and Wirtz (2016) that the operationalisation of the SERVQUAL questionnaire is more beneficial if adapted to specific industry and context. They go on to state that

majority of researchers either exclude, add to or modify the original list of statements used to measure service quality to fit the characteristics of their research.

Therefore, the adaptation of the SERVQUAL questionnaire for this study was based upon the recommendation by the authors of the instrument (Parasuraman *et al.*, 1990) who state that when necessary researcher could adapt questionnaire to fit the specific needs of their research and supported by Lovelock and Wirtz (2016). They also recommend that SERVQUAL can be used to assess internal service quality in any organisation.

This explanatory qualitative research therefore modified the SERVQUAL survey to solicit the opinion of internal customers' perception of service quality delivery in the case hotels. The courtesy element was used to ascertain whether employees were polite and respected each other and their leaders and vice versa. Politeness and respect is important in Ghanaian society as well as demanded especially in age groups and hierarchy within society (Twum-Danso, 2009).

5.8.1 Origins of the modified interview questions

For this study, interview questions on the importance of internal customer service were developed from the main research question1 "Why is internal customer service quality important within small hospitality enterprises in Ghana?" and delivery of internal service attributes based on research question 2 "How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?" were drawn and adapted from "Parasuraman *et al.* (1990), Heskett *et al.* (1994) and Frost and Kumar (2000) as depicted in Table 5.10, to suit the nature of the data collection method of this study.

Likewise, interview questions related to job satisfaction, organisational commitment, national culture dimensions based on research question 3 "How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?" were developed and modified from the work of (Mowday *et al.*, 1979, 2013; Allen and Mayer, 1996; Frost and Kumar, 2000; Gelade *et al.*, 2006; Testa,

2009; Lok and Crawford, 2004; Hofstede *et al.*, 2010; Hofstede's Value Survey Model, 2013) as illustrated in Table 5.10.

Finally, the interview questions on culture and leadership style for data collection to address question 4 "How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?" originated from (House *et al.*, 2002; Yan and Hunt, 2005; Hofstede *et al.*, 2010; Jogulu, 2010) as displayed in Table 5.10.

Table 5.10 Origins of the modified interview questions

Authors	Context	Origins of interview Questions	Research Question (RQ)
Parasuraman <i>et al.</i> (1990)	Delivering Quality Service. Balancing Perceptions and Expectations	Gap 3: Key contributing factors of service performance. Gap 5: Service quality dimensions.	RQ 1 and 2
Heskett <i>et al.</i> (1994)	Putting the Profit Service Chain to Work.	Employees' selection and development. Employees' rewards and recognition. Tools for serving customers.	RQ 1 and 2
Frost and Kumar (2000)	INTERSERVQUAL- an internal adaptation of the GAP model in a large service organisation.	Internal service gap 1: Internal service gap 3: Internal service gap 5:	RQ 1 and 2
Lok and Crawford (2004)	The effect of organisational culture and leadership style on job satisfaction and organisational commitment. A cross-national comparison.	National culture and job satisfaction, organisational commitment and leadership style.	RQ 3 and 4
Allen and Meyer (1996)	Affective, Continuance and Normative commitment to the organisation: An examination of construct validity.	Affective commitment, Continuance, commitment and Normative commitment.	RQ 3
Mowday <i>et al.</i> (2004)	TCM Employee Commitment Survey. Academic User Guide	Affective commitment, Continuance, commitment and Normative commitment.	RQ 3
Gelade <i>et al.</i> (2006)	National differences in organisational commitment. Effect of Economy, Product of Personality or Consequence of culture?	Collectivist societies will express a stronger degree of identification with their organisations than those in individualistic societies.	RQ 3
Hofstede <i>et al.</i> (2010), Hofstede Value Survey (2013)	National Culture Dimensions (First four)	Power distance, Individualism versus collectivism, Femininity versus Masculinity and Uncertainty avoidance.	RQ 3 and 4
House <i>et al.</i> (2002)	Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE	Power distance, Individualism versus collectivism and Uncertainty avoidance.	RQ 4
Yan and Hunt (2006)	A cross cultural perspective on perceived leadership effectiveness	Power distance, Individualism versus collectivism, Femininity versus Masculinity and Uncertainty avoidance.	RQ 4
Jogulu (2010)	Culturally-linked leadership style	Relationship between leaders and culture	RQ 4

5.8.1 Language and Rigour in Interview iteration

In order not to compromise selectivity of the case study participants, interviewees were not tactically selected for those who could converse in English language fluently. Mangen (1999) cautions that some researcher attempt to minimise language barriers by tactically selecting interviewees who speak the same language. He therefore, suggests that researchers should conduct interviews in the informants' language to assist understanding and to establish rapport with the interviewees.

Depending on the interviewer or the translator's knowledge of local dialect of the key informants in a case study, simultaneous translation or instantaneous interpretation could enhance the real-time participation of the researcher during the interview process Esposito (2001) opines. This process could therefore, provide an opportunity to validate the findings to obtain feedback from interview participants (Esposito, 2001). Conducting interviews in a local language is another way of avoiding the potential problems of the interpretation of interviewees' responses. This technique could help researchers to capture the real meaning of responses during data collection (Smith, Chen and Liu, 2008).

The researcher found the simultaneous translation from the Ghanaian language to be more appropriate than writing the responses in Twi, the language used in the interview. The researcher read the interviewees' responses in Twi back to them to ascertain the accuracy of their expressed views as posited by Smith *et al.* (2008). Moreover, interviewees who were tape-recorded were informed after transcription of their responses and those whose responses were hand written were given feedback after the interview to ascertain the validity and correctness of the interviews to avoid possible bias.

Additionally, to overcome potential limitation, the translated transcripts were verified by a Ghanaian Academic who is fluent in both written and spoken Twi language for the accuracy of the translations to mitigate accusation of bias with the responses (see Appendices 14 and 15). Furthermore, the verifier compared a tape-recorded interview response in Twi to the transcribed version of the participants answers for validity. This

process was to add rigour between the meanings as experienced by the interviewees and the meanings as interpreted in the findings as suggested by Polkinghorne (2005, 2007).

5.8.2 Most commonly used Sources of Evidence

The most commonly used sources of evidence in case studies, as discussed by Yin (2009, 2014), are documentation, archival records, interviews, direct observations, participant-observation, and physical artefacts, among other extensive forms of evidence. There are strengths and weaknesses of the six main sources of evidence and Yin stresses that a good case study may want to use as many sources as the research deems fit.

After evaluation of the strengths and weaknesses of the sources of evidence Table 5.11 below, the appropriate data collection methods employed for this explanatory case study were interviews, artefacts, documentation and direct observation (Yin, 2014).

Table 5.11: Six Sources of Evidence: Strengths and Weaknesses

Source of Evidence	Strengths	Weaknesses
Documentation	-Stable- can be reviewed repeatedly -Unobservable-not created as a result of the case study -Exact-contains exact names, references, and details of an event -Broad coverage-long span of time, many events and many settings	-Retrievability- can be difficult to find -Biased selectivity, if collection is incomplete -Reporting bias- reflects (unknown) bias of author -Access- may be deliberately withheld
Archival records	-same as above for documentation - Precise and usually quantitative	same as above for documentation -Accessibility due to privacy reasons
Interviews	-Targeted- focuses directly on case study topics -Insightful- provides perceived causal inferences and explanations	-Bias due to poorly articulated questions -Response bias -Inaccuracies due to poor recall -Reflexivity-interviewee gives what interviewer wants to hear
Direct observations	-Reality-covers events in real time -Contextual-covers context of "case"	-Time consuming -Selectivity-broad coverage difficult without a team of observers -Reflexivity-events may proceed differently because it is being observed -Cost-hours needed by human observers
Participant observation	-same as above for direct observations -Insightful into interpersonal behaviour and motives	-same as above for direct observations -Bias due to participant-observer's manipulation of events
Physical artefacts	-Insightful into cultural features -Insightful into technical operations	-Selectivity -Availability

Source: Yin (2009:102)

5.8.3 Interviews

For this study, semi structured interviews (lying between structured and unstructured) were considered as the most important sources of information to address the research propositions. The choice was due to the explanatory nature of this study, and in accordance with Saunders *et al.*'s (2015) suggestion that face-to-face semi-structured interviews are more appropriate to understand the study phenomenon, which in this case, is the impact of culture on job satisfaction, organisational commitment and leadership style.

The rationale for the face-to-face semi-structured interview considered for this study was to allow the researcher closer access to the interviewees and to note any observable body language and to probe for further explanation of responses (Mason, 2017). Furthermore, the semi-structured interview was planned in order to reduce any interviewer bias by designing topic centred questions covering specific topics and issues within the research phenomena.

Additionally, the interview was to ask the participants the same questions. This was to allow the respondents the opportunity to tell their own stories in their own words on internal customer service delivery in their organisations and how culture influence their workplace behaviour (Ghauri and Gronhaug, 2010; Sarantakos, 2013; Yin, 2014).

This approach was to strengthen the reliability of the study by evaluating the consistency of the responses of the data collected and ascertain the validity as to whether the interview investigated what it was intended to investigate (Kvale, 1996; Turner, 2010; Yin, 2014; Creswell and Poth, 2017).

5.8.4 Interview Content

The semi-structured interviews, involving open-ended questions, were tape-recorded or hand-written (or both) by the researcher with the consent of the participants. The interviews that were recorded in the Ghanaian language were translated and transcribed and, together with any notes, were

subsequently used as the material for the interpretation of meaning. A Twi language expert verified the translated the employees interview questions and responses in Twi for accuracy.

An interview guide with an outline of topics and their sequence in the interview was used (refer to Appendices 2 and 3 for detail). Carefully worded question themes were to eliminate any potential bias due to poorly formulated questions. Visual aspects and behaviours for example, the body language of the interviewees that could not be recorded were made notes of such as part of the observation process (Kvale, 1996, 2007; Yin, 2009, 2014).

5.8.5 Artefacts

The author of this research took into account any relevant artefact(s) that were observed, such as the physical appearance of the site, technological appliances, facilities for staff and other infrastructure considerations, for example employee washrooms and computers for technical operations.

Whereas some physical artefacts could be of less importance in most case studies, the artefacts noticed at the case hotels were deemed important component to enhance the relevance of the sources of evidence for this study (Yin, 2014).

5.8.6 Documentation

In this study, the documents that the author anticipated using as sources of evidence where possible were administrative and other internal documents. As stated by Yin (2014), retrieving documents could be difficult, in some cases, access could be denied, and this was evident in this study. Case hotels were reluctant to release official documents for the researcher's perusal. The researcher, whenever possible used available documentation as whatever document reviewed was not purposefully created because of this case study (Yin, 2014).

5.8.7 Direct Observation

Yin (2009) indicates that, the natural setting of the case provides an opportunity for direct observation of events. He stresses that, there are important human behaviours or conditions pertaining in the case study environment, which could be available for observation. Consequently, such observations could serve as another source of evidence in the case study and observations could be done formally or informally as part of data collection activities (Yin, 2009).

For this study, direct observations in the form of behaviours and environmental conditions in the cases were noticeable to the researcher and were used as a source of evidence (Yin, 2014). Direct observations during the interview process included employees' body language as suggested in the literature (Collis and Hussey, 2013). Other areas of notice were employees' confidence in service delivery, respect and attitudes including communication styles towards the leader by employees and vice versa were part of the general observations.

These observations were useful and provided additional information on the effect of national culture and leadership style on internal customers' perceived satisfaction of service delivery. It is worth to note that, direct observation of events that were relevant to corroborate other sources of evidence were included in the case study protocol and explained in the leader's participation letter for this study.

Yin (2014) suggests that direct observation could be time consuming, but for this researcher allowed time to observe the case hotels premises before the interviews.

5.8.8 Triangulation

The data triangulation technique using multiple sources of evidence (interviews, observations and artefacts) was applied in this case study because as suggested by Yin (2014). The triangulation process helped to examine and compare the findings permeated from the multiple sources of evidence used in this study to increase confidence in the credibility of findings of the gathered data from the multiple cases as suggested (Casey

and Murphy, 2009; Yin, 2014; Archibald, 2016). Furthermore, the triangulation was to improve the validity and reliability and the evaluation of the findings of this research (Fielding, 2012; Yin, 2014).

Saunders *et al.* (2012) cautions that incorrect research question(s) could hinder the purpose of using triangulation. Hence, it was necessary to have clear, well-focused and appropriate research questions for this study, in order to be able to compare the data generated from each of the cases to aid understanding of the subject matter of the research (Casey and Murphy, 2009; Houghton, Casey, Shaw and Murphy, 2013).

Concerning this study, the researcher's experience in observation from the number of years as a departmental leader in a hotel and having gone through interview and observation training courses was important in the triangulation process. Additionally, the researcher had used direct observation and interviewing as methods of employee selection by watching prospective job applicants performing task(s) to prove their skills and experience as part of the recruitment and selection process.

5.8.9 Pilot Test

A pilot test is a small-scale study, which tests the instrument, such as the interview questions or themes in order to reduce or eliminate the possibility of ambiguity in the format of the questions or the respondents' difficulty in understanding and/or answering them (Saunders *et al.*, 2015).

For ensuring the validity and reliability of the interview questions for this study, a colleague who lectures in International Hospitality Management in the subject area of cross-cultural management was asked to independently review and comment on the appropriateness of the interview questions before the pilot test. Overall, the independent reviewer of the pilot questions advised that the researcher should include end each question with "why" and "why not" to give respondents the opportunity to expand on their answers if they wished to.

Five Ghanaians (4 employees and 1 supervisor) resident in Manchester and working in the service sector were interviewed in the pilot study. The reason for choosing Ghanaians in the pilot study was to do with

their cultural background being similar to the actual participants in the case study.

5.9 Data Analysis Strategies

The heart of building theory from case studies is analysing the data collected albeit that this is the most difficult and the least codified part of the analysis process (Eisenhardt, 1989). Miles and Huberman (1984:16) concurs with the difficulty with the volume of data from within-case analysis by stating: “*One cannot ordinarily follow how a researcher got from 3600 pages of field notes to the final conclusions, sprinkled with vivid quotes though they may be*”. Pettigrew (1988) in Eisenhardt (1989:534) points out that the volume of data could be staggering which could lead to the danger of death by data asphyxiation.

Due to the open-endedness of the research problem, the volume of data becomes more daunting, but the use of within-case analysis/cross-case analysis and data display/inductive content analysis (See Section 5.9.1 and 5.9.2) could help to cope with the large amounts of information arriving at the same time (Eisenhardt, 1989. 1991).

5.9.1 Within-Case Analysis/ Cross-Case Analysis

The core of theory building is the data analysis from case studies yet, at the same time, this is the least codified and most difficult process. The advantage of within-case analysis is the involvement of detailed case study result write-ups of each case/site to aid an effective cross-case analysis (Eisenhardt, 1989). These write-ups are merely descriptions; however, they play an integral part in the generation of insight in each case (Eisenhardt, 1989; de Weerd-Nederhof, 2001; Yin 2014).

Additionally, the within-case analysis for this study involved detailed case study write-ups that allowed the emergence of unique patterns from each case hotel then compared for similarities and differences before pushing to generalise patterns across cases (Eisenhardt, 1989; Ayres, Kavanaugh and Knafelz, 2003).

Cross-case analysis was applied to increase robustness, to strengthen the findings, and to supplement the explanation building technique of this study (Saunders and Rojon, 2014). Furthermore, this analysis was to improve the likelihood of accurate and reliable theory, which could align closely with the data (Eisenhardt, 1989; Yin, 2014).

5.9.2 Data Display and Analysis/Inductive Content analysis

In addition to the cross-case analysis, Miles *et al*'s. (2014) three steps of inductive data display and analysis approach was employed in data reduction in the following processes.

- Recorded interview responses were listened to ascertain the focal points that addressed the research questions.
- Interviews conducted in Twi language were translated into English.
- The researcher then wrote down and transcribed all responses with verbatim quotations from each interviewee.
- The translated interview questions and responses were verified by a Twi language expert
- The researcher read back the transcribed responses to the informants for their approval.
- The recurring salient comments were noted and the emerging patterns were highlighted from the main quotations.
- Data display was in the form of matrices that were presented separately for each of the case hotels.
- Conclusions were drawn from the key patterns that emerged from the four case hotels after a peer review by a researcher in culture and service quality, who agreed to the themes in regards to validity of the emerged patterns. The themes identified by the peer researcher corresponded to that of this study's researcher in that the same themes were highlighted.

The data display (Miles et al, 2014) was further complemented by inductive content analysis protocol to present findings in matrices to identify internal service attributes delivery, influence of culture on employees' job satisfaction and organisational commitment and effect of culture on

leadership style in the case hotels (Kohlbacher, 2006; Cho and Lee, 2014; Silverman, 2017).

In essence, the content analysis contains inferences made about data (usually in text format) by empirically identifying patterns, themes or categories in the findings from participating interviewees in this study (Hsieh and Shannon, 2005; Gray, 2017). In consequence, this approach-facilitated comparison in the similarities and differences in the emerging patterns, themes or categories of analysis (Berg, 2007; Miles et al, 2014) from the data derived from internal service attributes delivery, culture and leadership style in small hospitality enterprises in Ghana.

Coding started by reading each transcript repeatedly to determine the main quotations from each transcript and subsequently, manually underlining the themes that emerged from the text (Miles et al., 2014). The emerged themes from the findings from the employees and leaders in each case hotel were presented in appendices 16 and 17 respectively. The patterns/themes were then formulated from the sub-patterns/themes that emerged across the case hotels , which were peer reviewed for validity.

For this study, the data display and inductive content analysis were used to compliment the within-in case and cross-case analysis employed (Eisenhardt, 1989; Berg, 2007; Cho and Lee, 2014; Miles et al., 2014; Saunders et al., 2015).

5.10 Chapter Summary

With reference to the aim, objectives and research questions for this study, the phenomenological philosophy was chosen for the research and an explanation has been given in this chapter. Although there are various research strategies available to researchers, this work has adopted the case study methodology.

A holistic multiple case study design was considered the most appropriate for this research as against the other types of case study designs. Semi- structured interviews, observations, document review and physical artefacts based on purposive or judgmental data collection were the methods used for the primary data collection in Accra, Ghana. Cross-case

and content analysis were the analytical techniques used to analyse the data collected. Ethical research approach was considered in carrying out the research. The findings from the primary research are presented in the next chapter.

CHAPTER SIX: FINDINGS AND DATA PRESENTATION

CHAPTER SIX

Findings and Data Presentation

6.1 Chapter Introduction

In this chapter, the findings of the primary research conducted in the case hotels in Accra/Tema, Ghana are described. Within-case analysis was used in the general description of the case hotels and the findings were presented with salient verbatim quotations where necessary to support comments made by the interviewees from the case hotels. The findings from the interviews with the employees and leaders, observations, document review and artefacts where possible from each case hotel were discussed in the following chapter. Examples of employees and leaders' interview questions and transcripts are respectively shown in appendices 10, 11, 12 and 13.

6.2 Description of Case Hotel No.1

According to the leader, the hotel started with only six bedrooms in 2000 and has been expanding gradually over the years to 20 rooms with 10 employees. The location of the hotel is in a new development area with local businesses in the Tema area of Greater Accra. The director and his wife seldom came to the hotel according to the leader and they have entrusted responsibility to him, but were constantly kept informed of the day-to-day operations. The director's wife also keeps all the necessary business documents in her office and is in charge of personnel matters with limited delegation to the hotel leader.

The researcher was made aware that employees' employment details were kept in the director's office due to confidentiality of employees' personal details. The employees interviewed were between 30-40 years old and worked in different departments at the hotel were interviewed.

6.2.1 Findings from Direct Observations and Artefacts and Document Review: Hotel No.1

Overall, comments made in response to the interview questions on internal service quality, attributes and culture were mostly similar. Majority of the employee's interviewed in this property commented that they intend to remain with their present employment even if offered higher wages elsewhere of the leader and colleagues.

It was noticed during the interview process that, the interviewees seemed to be relaxed and displayed confidence in answering the questions to the best of their knowledge. The hotel has all the credentials or certificates (Ghana Tourist Board Training Certificate, Certificate of Incorporation, VAT Certificate, and Ghana Hoteliers Association Certificate) that were required by law in Ghana for hotel operation and were displayed on the walls at the reception area. Employees wore uniforms the females had blue check dress; the chef with white pinafore and the males wore white shirt and black trouser. Employees seemed confident in their jobs and very polite; this was evident in their interactions with the guests.

Employees have two self-contained bedrooms set aside (female and male) to use as rest rooms as well as being able to use the open public space during their break periods. There is an open air bar area with comfortable chairs and a television set for public viewing. Due to the excessive heat in Ghana, most hotel visitors prefer to relax in the bar area for fresh air. For detailed table of findings from observations, artefacts and document review (see Appendix 6).

In summary, responses from the employees interviewed supported each other and later corroborated by the leader and the observed events in the hotel. Detailed tabular presentation of findings from the interviews with employees and the leader together with observed events, artefacts and document review in this case hotel are displayed in Tables 6.1 and 6.2 respectively.

6.2.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.1.

Within-case analysis of findings from employees interviewed in case hotel number one based on the main research question and sub-questions presented in descriptive form with reduced data display in a matrix with emerging patterns depicted in (Table 6.1).

6.3. Why is internal customer service quality important within small hospitality enterprises in Ghana?

The aim of the interview questions was to explore the moderating factors that interviewees perceive to contribute to their importance to the hotel as internal customers (internal customers hereafter referred to as employees). Data derived from the interviewees helped to draw conclusions from the findings and to answer research question 1.

Areas explored from the interview were inter-departmental working relationship being polite to others, reward schemes, training, workplace facilities for employees and importance of employees in service delivery. Having good interdepartmental relationship is important in the delivery of internal customer service quality. In view of this, the interviewees were asked to describe the working relationships between the department they work for and the other departments in the hotel.

All employees interviewed at this case hotel indicated that all the departments do have cordial and good relationships. The responses revealed the interviewees' understanding of how important it was to have harmonious departmental relationships. They indicated that good departmental relationships could enable the hotels to provide good external customer service. In addition, good working relationship could promote peace and stability in the workplace and avoid interdepartmental conflicts. In the words of one interviewee:

“Yes, we have good working relationships, because we need to work together and need each other to provide good service”.

Treating one another with politeness and respect in the workplace brings harmony and contributes towards team building and group cohesion.

The interviewees generally stated that they did respect each other because that was how to behave in the workplace and also affirmed that respect was reciprocal and could lead to good working relationships. In the situation of conflict between people, swift resolution sought to bring harmony and respect for one another opined by most of the interviewees. These were the consensus on the question of whether employees were polite to each other. However, one interviewee had some reservations and said:

“No, not hundred per cent. Sometimes we step on each other’s toes but resolve our differences quickly”.

Rewarding employees for their work done is one of the effective motivational tools to show how important are employees to their leader. On employees’ rewards at this case hotel, most of the interviewees indicated that, incentives were in the form of financial rewards, presents included beds, televisions and mobile phone. Money was given as presents at Christmas periods. However, one employee interviewed had a different opinion on the rewards at the hotel by stating that:

“No, there are no rewards at this hotel except Christmas time”.

On the issue of employee training, most of the employees interviewed commented that the hotels provided formal and informal training. The Ghana Tourist Board conducts the formal training and the informal by the traditional tried and tested “on the-job- training”. Training could equip employees with the necessary skills and confidence to carry out tasks, monitor quality and manage service delivery. Finding from this case hotel indicated that training was provided by the Ghana Tourist Board or by the leader. One employee indicated that:

“We do not have formal training but we do train on the job. Training is provided by the manager”.

The participating employees cited changing room and rest rooms as examples of staff welfare facilities at the hotel. In addition, employees were allowed to use the open-air bar area when on break. A comment made by one of the employees was that:

“Yes, we have good facilities for the staff. For example, we have a rest room and changing room. We can also use the bar area when we are on break”.

In service organisations, employees are the service, they represent their respective organisations as far as customers are concerned and in some instances employees are the brand. Consequently, employees are important in service delivery as they could positively or negatively influence customers perceived satisfaction of service received.

On the matter of why employees be treated as important as the paying customers at the case hotel are, all of the employees interviewed were of the opinion that employees were equally important as the customers. Their reasons were that the employees were the people, who served the customers, as such, they were important to the hotel. Some indicated that they deal directly or provide the services to the customers and so they should be valued. One of the employees interviewed stated:

“Employees are important as customers because the employees provide direct service to the guests”.

6.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Interview questions in this section were to identify internal service attributes and to explore the interviewees’ experiences of internal service within the case hotels to address the second objective of this research. Findings from the employees’ interviewed, with moderating factors of internal service delivery attributes; training and career development, employee recognition, employee workload, recruitment and selection, tools and equipment and employees’ empowerment are presented below.

Training and career development activities in an organization can help improve employees’ knowledge, skills and abilities in order to motivate and

engage employees, as means for employees to manage their career path or to facilitate their mobility. When the interviewees were asked to give their opinion on training and career development within the hotel, all of the interviewees commented that, training was provided by the Tourist Board and in the form of on-the-job training and on the issue of career development, the indication was that career progression could be difficult due to the small size of the hotel.

However, majority of the interviewees expressed that with the experience gained from the hotel they could seek employment in the larger hotels or become hotel managers in the future. One interviewee commented:

“We do receive basic training on the job. With experience from this hotel I might get a job in one of larger hotels”.

Tangible or intangible acknowledgement of employees' good work could be a valuable motivation tool because employees' view this as being respected and valued for their contribution in an organisation. There was consensus among the employees interviewed that their hard work was recognised at the case hotel. Recognition included the leader showing appreciation by thanking or praising them and in some cases gave them presents for their hard work. One of the employees interviewed stated that:

“The manager thanks us and shows appreciation for our work”.

Unbalanced or excessive workload placed upon employees could result in frustration and illness leading to high employee turnover in some cases. On employees' workload (amount of work per shift) as compared to other departments within the case hotel, the employees interviewed expressed that all departments had their own duties, therefore departmental workloads could not be comparable, but overall, the majority of interviewees stated that all departments have equal amount of work to do per shift therefore work was even out.

“We more or less have the same workload. When the restaurant is busy, the kitchen would be busy as well and when the restaurant is quiet the kitchen would be quiet”

Responses for recruitment and selection procedures within the case hotel ranged from formal to informal practices. Whilst some interviewees revealed that they gained their employment through formal application, others stated that they had their jobs through recommendations from family contacts. All the employees interviewed indicated that recruitment and selection was fair even though some went through the formal process by applying directly and other through the director or family friends.

One thing they all agreed on was that, the leaders of the case hotels treated their employees equally and no favouritism. This a comment made by one of the employees interviewed: One employee stated that:

“I feel recruitment is fair. Some got their jobs through recommendations, others by applying directly. No nepotism, we are treated equally”.

The effectiveness and appropriateness of tools and equipment at employees' disposal to perform their jobs with are very important aspect of the internal service and specified as one of the key factors of internal service specifications. To this effect, when the provision of effective and efficient tools and equipment at the hotel was explored, most of the interviewees said they were satisfied with their tools and that, they were modern or in good condition.

Reference was made to a new computer used at the reception of one of the case hotels. From observations, the equipment/utensils in the hotel looked modern and clean. Tiled walls and floor made the kitchen appear to be clean and tidy environment to work in.

One interviewee however, indicated that of a particular equipment to perform the job with was not available but that did not affect how tasks were executed because the situation was in favour of the person's job security. However, one employee interviewed indicated that:

We have effective equipment to work with. E.g., we have a modern computer in the reception.

The extent to which employees perceived that they have control of dealing with service issues in the workplace is important in internal service quality. The perceived freedom that they can make individual decisions in solving guests' needs could encourage employees in discharging their duties. Employees interviewed indicated that yes, they could use their own judgments in solving customers' issues. One of the interviewee commented with an example by stating:

"Yes, I changed a room for a guest whose TV was not working also for a guest who had ineffective shower in his room "

6.5 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

The questions asked in this section were to address the third objective and research question "How does Ghanaian national culture impact on internal customers' job satisfaction and organisational commitment in the small hospitality enterprises in Ghana?"

The responses could help explain whether there were any relationships between national cultures and internal customers' job satisfaction and organisational commitment in the case hotel. Findings from the sub-set of interview questions were to aid understanding and explanation of whether Ghanaian culture has positive or negative influence on employees' job satisfaction and organisational commitment.

6.5.1. Power Distance Dimension

Power distance culture dimension Hofstede (1980) and how it affects employees' job satisfaction and organisational commitment was explored in the case hotel. Aspects explored were employees' relationships with the leader, consideration for employees' suggestions, employees' respect for the leader and employees' ability to disagree with the leader.

Most of the interviewees indicated that they were all on good terms with the leader and spoken to and treated with respect by the leader. Respect is reciprocal according to comments made by the employees in the study. It was evident from the researcher's observation that there was respect between the leader and the employees. The leader used the word 'please' when asking one of the employees to do something. Furthermore, the leader and the employees shared jokes from observation by the researcher. An employee interviewed stated that:

"We are on good terms. In my opinion we respect each other because respect is give and take".

On the issue of employees suggestions considered by the leader, most of the interviewees revealed that they were able to contribute their ideas to improve the hotels' service delivery. The employees interviewed gave examples of suggestions that they have made and listened to by the leader.

Examples of suggestions made by employees interviewed include restaurant renovation, welcome drink of bottled water for guests and executive suites should come with free breakfast because of the high room rates charged. Other suggestions included the replacement of old type televisions with modern flat screen sets and acquisition of a new computer for the front office. The researcher observed the computer during the data collection in the case hotel. Comments made included:

"When we require something for the kitchen, the owner understands and supplies the required item(s)".

Employees interviewed, when asked whether they respected their leader at the hotel, responded affirmatively that they have respect for their leader. Comments made included, respect for age and most importantly, respect for leaders as this is enshrined in the Ghanaian culture as stated by some of the interviewees. Other comments were that the interviewees respected their leaders because they were older than they were, their

position, and that they were the people they turn to for advice. One interviewee stated:

Yes, I do show respect to my leaders because I want to be comfortable in the workplace. Also they are my leaders and drivers, so I have to respect them”.

Most of the employees interviewed on whether they could openly disagree with their leaders, responded negatively to the question. Their reason for not openly disagree with leaders was down to respect. Moreover, three interviewees stated that if they have to disagree with their leader, they would rather do that in private because of respect for the leader. However, one interviewee stated that:

“Yes, when we disagree on discount given to guests. I do give discount to the most regular guests for their loyalty”.

6.5.2 Collectivism versus Individualism

Findings on collectivism and individualism culture in this study presented in this section were based on the areas of employees’ working relationships with one another, group belongingness, work-life balance and employees’ job security.

Employees’ working relationships with one another from the employees interviewed perspectives ranged from cordial, fine, good and very good working relationships and respect each other. The interviewer observed this cordial relationship between the employees at the hotels during the data collection process. Employees were polite and spoke to each other with respect with one interviewee stating:

“We have good working relationships because we respect each other”.

Responses on the aspect of employees feeling of belonging to a working group with the same responsibility or common interest in the workplace were affirmative by indicating that they were all aiming to provide good customer service for the success of the hotel with one interviewee stating:

“I personally think we are working as a group to provide good service to the customers and the success of the hotel”

Work-life balance is the relationship between workload constraints on an employee and the amount of time the employee had to attend to personal and family matters. All the employees interviewed commented that they did have time for their personal and family life by working in the hotel. The employees could ask for time off verbally or in writing if they needed time off to attend to family or personal matters.

Implications of employees' job security and workplace behaviour could differ from society to society based on either collectivist or individualist cultural traits or values.

Majority of the employees interviewed in this case hotel indicated that, yes, the security of their jobs affected the way they behaved at work. The indication was that, they needed the income from their work to survive because of limited wage employment opportunity in the country and an employee interviewed commented:

“Yes. My job security is important, because I need the money to survive due to my poor background”.

Few interviewees however, stated that they had no problem with their job security because of their acquired experience in their profession. One interviewee however, stated that the job security in the hotel was not a problem because if one is experienced and professional in the field of work, one could secure another job elsewhere.

6.5.3 Masculinity versus Femininity

Aspects of masculinity versus femininity cultural dimension explored include employees' opinion on whether they work to live or live to work, readiness to help colleagues to do their jobs, willingness to cooperate with each other to achieve a common goal and fairness of employees' reward systems.

In a masculinity society, people exhibit live to work culture whereas, societies inherent with femininity culture work in order to live. The welfare of families comes before self-ambition consequently, are people prepared to stay in low paid employment so long as they could take care of their families. All of the employees interviewed indicated that they worked to live because they needed the money to care for the family and to survive live.

On how prepared the interviewees were to voluntarily help other colleagues to do their jobs in the hotel, all participating employees in the interview affirmed that yes, they often helped other colleagues in discharging their duties at the hotel. The reasons given for helping others included, hastening the service process and by working as a team.

On employees' willingness to cooperate with one another to achieve a common goal of the hotel, all the employees interviewed expressed that their fellow employees were willing to cooperate with each other to achieve a common goal. They commented that they work as a team for the success of the hotel and in the words of one interviewee:

“All employees do cooperate with each other, because of the team spirit we have and for the success of the hotel. If the hotel is profitable, then we can have job security”.

On the issue of fairness in rewarding employees at the hotel, all the employees interviewed indicated that they felt rewards were fair and openly administered. For example, items given to employees as rewards included money, room furnishing and equipment (fridges, beds and teakettles) even though one employee stated that there were no rewards at the hotel except at Christmas time.

6.5.4 Uncertainty Avoidance

Uncertainty avoidance dimension explains how cultures adjust to changes and cope with uncertainty in life, meaning human beings do not know what the future holds but have to face that fact and live with it. Societies have different ways of alleviating this uncertainty. Some cultures have strong uncertainty avoidance whilst other may display weak uncertainty

avoidance. Moderating aspects explored were employees' confidence, leaving present employment for a job with higher wages, breaking hotel rules and the most motivating factor for working in the hotels.

Employees interviewed affirmatively commented that they were confident in doing their duties at the hotel. They supported their reasons for being confident, as due to the experience gained from their work and training coupled with affection to the hotels were some of the contributing factors enhancing their confidence in their work. In response to whether the interviewees would leave their present job if offered another job with higher wages.

Majority of the interviewees replied that they would not leave the hotel even if offered higher wages by another hotel. The employees interviewed were either happy, treated well by the leader, love for the owner, job security, could not trust promises of higher pay by another hotel, comfortable at work and got on well with the leader were some of the comments made. One interviewee however, did indicate that they would leave either for a job change or for higher wage elsewhere by simply stating that:

"Yes, change is good in life. You can't stay at one place throughout your life".

This section explores the opinions of the employees interviewed on rules at the hotel and whether they would break any to satisfy their hotels' guests. All the interviewees said their hotels' rules were fair and most indicated that they were yet to break any in order to satisfy their guests at the hotels. One employee however, indicated that a rule was broken by stating that:

"Fair rules but yes I broken the rule for discounting a guest's room rate".

On what motivated the employees the most working at the hotel, good treatment by the leader and the wages (money) and colleagues were some of the factors motivating employees interviewed the most and an employee interviewed said:

“I am motivated by the way we are treated by the owner. He is friendly and jovial”.

6.6 Findings from Interview with the Leader (Case Hotel No. 1)

Findings from the responses by leader at this case hotel are presented in Table 6.2. The comments on internal customer service delivery and impacts of national culture on leadership style are analysed, summarised and presented in tabular form in this section. The findings relate to the aim, objectives and research questions and linked to the extant literature as depicted in the theoretical framework of this study.

6.6.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?

In this section, the leader was asked to comment on the importance of internal service quality delivery at the hotel. The leader understood the term internal customer and stated that internal customers were the workers (employees).

On the issue of employees being provided with equal service quality as the paying guests, the leader responded by commenting, the employees and guests should be treated equally, even though the paying guests were important for repeat business however, employees’ performances were equally important and do reflect on how the hotel’s guests were looked after.

The leader also affirmatively commented that there were links between internal and external customers’ loyalty to their hotels by stating:

“Yes, there is a link between internal service and external service because satisfied employees provide good external customer service.”

The leader, when asked to describe the benefits to their hotels if employees were satisfied and committed to their jobs, responded that employees’ job satisfaction and commitment could benefit the hotel because

the hotel could be profitable by having more customers and keeping existing ones. The leader commented:

“Depends on the individual. Because of job security, some are satisfied with a low pay. But overall the hotel will benefit from loyal employees who would want to stay and not leave”.

6.6.2 Internal Service Quality (ISQ) Dimensions

Attributes within service quality dimensions represent the evaluative criteria employees use to assess the level of service quality delivered to them. This study therefore explored internal service quality dimensions in the case hotels by asking interviewees for their comments on relevant attributes from each on the five dimensions; reliability, assurance, tangibility, empathy and responsiveness (RATER).

The reliability dimension explored was to investigate if promises made to the employees to do their work effectively were duly honoured. In general, the leader responded that employees were given incentives in the form of gifts. In addition, gifts were given openly and equally to gain the employees' trust.

On assurance dimension, politeness and respect were some of the aspects of being courteous to someone. From this perspective, the leader indicated that he was courteous to the employees, because the employees trusted and respected him and he respected the employees and stated:

“Respect is reciprocal. They trust me because I always attend to their needs. We work as a team”.

Concerning the tangibility dimension, when asked to describe the facilities offered by the hotel for the employees, the leader commented that, the employees have good facilities and cited that they have changing and rest rooms (separate for females and males). Findings from the employees corroborated the leader's claim and backed by the researcher's observations.

On the issue of being empathetic and employees given individual attention, the leader was of the opinion that employees were given individuals attention and state:

“Yes, as a leader you should devote time to the employees. Resolve problems before they get to the director”.

On the responsiveness dimension, the leader when asked to comment how quick employees’ problems were responded to and resolved, responded that employees problems were responded to and resolved rapidly because employees with problems may not be able to work efficiently. The leader stated:

“I respond to solve employees’ problems rapidly, because employees with problems would not be able to work efficiently”.

6.6.3 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Provision of internal customers (employees) service attributes investigated were on the aspects of employees’ recognition, training and career development, employees’ empowerment and recruitment and selection. According to the leader of this hotel, the employees’ contribution in serving the hotel’s guests were recognised in the form of incentives. The incentive was to motivate the employees and to appreciate their hard work by saying:

“I give incentives and appreciation to motivate the employees and to let them know that I am happy with their work”.

The leader also indicated that training was provided by the Tourist Board to equip the employees with the skill to do their jobs. Trained employees could be efficient in their work, for career wise, those who work hard could be promoted. The leader affirmed that the employees did have the authority to make decisions in satisfying the needs of the hotel’s guests but to a certain limit. The leader also indicated that the customer is right and

if an employee needed to change a customer's room or food if they complained, the employees have the authority to put things right.

On the hotel's recruitment and selection policy, the leader commented that, recruitment was predominantly via formal job application and selection through an interview or via recommendations by existing employees. Everyone has to fill an application form. On the hotel's recruitment and selection policy, the leader's comment confirmed the findings from the employees interviewed. It is worth noting that, the researcher was not permitted to review the hotels' recruitment and selection documents due to confidentiality.

6.6.4 Key Contributing Factors Affecting Internal Service Quality

Employees in any service organisation are expected to perform their jobs to the satisfaction of users of their services. To be able to meet the expectations of the employers and customers, employees need to possess the necessary training and provided with accurate information to adequately perform their jobs. Factors that could contribute towards ineffective service delivery and investigated were role ambiguity, role conflict, poor employee-job fit, poor technology-job fit, and inappropriate supervisory control, lack of perceived control and lack of teamwork.

Role ambiguity is an issue that could affect employees' service delivery because of lack of information provided to the employees on how to do their jobs. Response from the leader indicated that employees were provided with the necessary information to do their jobs in order to achieve the hotel's goals and to work according to work plan to avoid confusion of what they had to do.

Role conflict could be in a situation whereby an employee having more work to do than they have time for, resulting to role overload. To this effect, the leader commented that weekly rota is planned according to business forecast by saying:

"By looking at weekly business forecast and plan work schedule to even the workload".

The leader's version of employees' workload was supported by the findings from the employees on the amount of work they have to do per shift.

On employee-job fit, the leader indicated that the employees were qualified because some attended catering school or housekeeping course. This was in response to the question of how qualified were the employees in doing their jobs.

Technology job fit which is the provision of tools and equipment for the employees to do their jobs. According to the leader, the hotel had basic tools but effective and efficient for the intended tasks and a new computer to do the front of house tasks. The researcher noticed the new computer during data collection at the hotel.

An investigation into the hotel's reward system revealed that there were various incentives schemes according to the leader. For an example, the leader said the director (owner) frequently asked the chef to cook for all the employees and the owner and the employees dined at the same table as a reward for the employees.

On the issue of employees' perceived control to solve guests' problems encountered in the hotel's service delivery, the leader agreed on this matter and indicated that employees had the power to resolve guests' problems without seeking permission from him.

The leaders stated that, it was important to solve guests' problems before they get out of hand by empowering the service staff. An important point raised by the leader was that:

"Yes, it is important to solve guests' problems before it gets out of hand by empowering the service staff. I am not here 24/7 so employees should be able to use their own judgment to solve problems".

In the area of teamwork, the leader commented that it was important to work as a team to bring harmony to the workplace and to achieve a common goal at the hotel. The findings from the leader were congruent with the employees' view of group work to achieving a common goal for the hotel.

6.7 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

This part of the interview was to solicit responses from the leader of the hotel to help explain if the leadership style in the Ghanaian culture were based on humanistic and collectivist principles as opposed to individualist dimension.

On the issue of how national culture may influence leadership style and internal customer service delivery, the leader was asked to describe the leadership style employed in the hotel. Being patient, leading by examples and acting as the father figure to the employees was the comment made by the leader:

“Patient and I manage by doing. I am the father figure to the employees”.

On how often employees were consulted before decisions made at the hotel, the leader commented that employees were often consulted about decisions that may affect their work because it is good to ask for their views. When asked if the employees were expected to obey the leader without question, the response was no, for the reason that employees were free to ask questions in order to foster team spirit.

Prioritising the needs of employees, family and community welfare in leadership actions were explored during the interview. The leader indicated that employees were allowed time off when requested for personal or family matters because as human beings we do encounter personal problems at some point in our lives. On the issue of the hotels' concern for their community, an example given was that:

“Yes, because we are all human beings. Example, the employees and I contributed to pay for the hospital expenses for a sick child in the hotel's community”.

Concerning leaders obligated to act like parents of extended family members in the workplace, the reply was that employees' look up to him for advice and guidance and should help employees when needed. On

leadership and employees' well-being, the leader commented that employees were encouraged to be serious with their jobs in order not to be sacked by the director (owner) of the hotel. Another area explored was the leaders' relationship with older people working at the hotel.

The leader indicated that he had good relationship with the hotel's owner and his wife who were older than he was and commented:

"I have a good relationship with the director and his wife who are older than me. For the rest of the employees, I am the oldest".

On the issue of leaders' perceptions of how important group loyalty is when compared to individual goals, the comment from the leader was that even though people have individual goals, it was important that employees and leadership work as a group for a common goal by stating:

"Difficult to say because of different needs/wants of individuals but it is important that the employees and the leader work as a group for a common goal".

On whether the employees may reciprocate the protection and direction given to them by the leader, the answer was affirmative that employees did give in return favours done for them by the leader and stated:

"Yes, a female staff member that I have helped in her job gave me a loan when I was in financial difficulty. That was her response to show loyalty".

The leader stated that an employee he has helped in the past returned that favour by offering him a private loan when he was in financial difficulty.

Finally, the leader's opinion on whether the employees relied on him for instructions in doing their jobs. The leader stated that the employees knew their jobs and did not wait for instructions from him unless when they were not sure of what to do.

6.7.1 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 1.

Responses from the employees interviewed supported each other and were later corroborated by the leader's comments and observed events at the hotels. Reduced data (tables 6.1 and 6.2) from this case hotel's findings with emerging patterns are detailed in tabular format with observation of events, artefacts and available documents reviewed.

Table 6.1: Detailed Findings from Employees Interview, Observation, Document Review, and Artefacts: Case Hotel No.1

Interviewees Responses	Importance of Internal Service Quality Delivery					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Departmental relationships	Cordial	Cordial and good	Very cordial	Good	Good	Good relationship	N/A	N/A	N/A
Polite to each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Not 100%	Respect for each other	Employees were polite to each other	N/A	N/A
Employee Rewards	No rewards	Rewards	Rewards	Rewards	Rewards	Rewards systems	N/A	N/A	N/A
Employee Training	Ghana Tourist Board	On the job training	On the job training	On the job training	On the job training	Training provided	N/A	N/A	GTB Training Certificate.
Employee Facilities	Rest room	Rest room	Rest room	Rest room	Rest room	Facilities provided	Employees rest rooms.	N/A	N/A
Employees versus Customers Importance	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	N/A	N/A	N/A
Interviewees Responses	Internal Service Attributes Delivery					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5		N/A	N/A	N/A
Career development	No development	Adequate training	Manager in future	Manager in future	Work in a bigger hotel	Satisfied	N/A	N/A	N/A
Recognition	Appreciation	Thank you	Appreciation /thank you	Thank you	Appreciation /thank you	Appreciation/ Thank you	N/A	N/A	N/A
Workload per	Fair	Not really	Fair	Fair	Fair workload	Equal			

shift	workload		workload	workload		workload			
Recruitment and selection	No nepotism	No nepotism	No nepotism	No nepotism	No nepotism	No nepotism	N/A	N/A	N/A
Equipment and tools	Effective/modern	No tools	Effective and modern	Effective and modern	Effective tools	Efficient tools and equipment	N/A	N/A	Well equipped kitchen utensils.
Own judgment	Others do	Yes	Yes	Yes	Yes	Own judgment			

Interviewees Responses	Power Distance (Relationships between leader and employees)					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Relationships between leader and employees	Good	Good	Fine	Fine	Good	Good Relationship	Good relations	N/A	N/A
Employees' suggestions	Yes I am listened to	Yes I am listened to	Yes I am listened to	Yes I am listened to	Yes I am listened to	Listened to	N/A	N/A	N/A
Respect for leader	Yes I respect my leader	Yes I respect my leader	Yes I respect my leader	Yes I respect my leader	Yes I respect my leader	Respect for leader	Employees showed respect	N/A	N/A
Able to disagree with leader	No. in private	No. in private	No. Consult each other	Yes but in private (No)	Yes	In private			
Interviewees Responses	Collectivism versus Individualism					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Employees working relationships	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Good working relationship	N/A	N/A	N/A
Belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Group belongingness	N/A	N/A	N/A
Work life balance	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Employees have time off for private and	N/A	N/A	N/A

						family issues			
Job security workplace behaviour	No not really	Yes job security	Yes job security	Yes job security	Yes job security	Job security	N/A	N/A	N/A
Interviewees Responses	Masculinity versus Femininity: Interviewees Responses					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5		N/A	N/A	N/A
Working to live versus living to work	Working to live	Working to live	Working to live	Working to live	Working to live	Working to live	N/A	N/A	N/A
Helping colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	N/A	N/A	N/A
Willingness to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Cooperation	N/A	N/A	N/A
Equitable employees' rewards	No comment	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	N/A	N/A	N/A
Interviewees Responses	Uncertainty Avoidance					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Confidence in doing your work	Yes confident	Yes confident	Yes confident	Yes confident	Yes confident	Confident	Employees were confident	N/A	N/A
Leaving for higher wages	Yes, will leave	No, will stay	No, will stay	No, will stay	No, will stay	Will stay	N/A	N/A	N/A
Opinion on the hotel's rules	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	Fair rules	Fair/ Not broken a rule	N/A	N/A	N/A
Motivation to perform your work	Employees	Owner	Money	Owner	Owner	Colleagues/ owner	N/A	N/A	N/A

Table 6.2: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 1

Interview Topics	Leader’s Responses to Importance of Internal Service Quality Delivery	Emerging Pattern Employees /Leader	Observation	Documents Review	Artefacts
Who are your internal customers	The workers	Workers	N/A	N/A	N/A
Importance of Internal customers (employees)	Yes, paying customers/clients for repeat business however, how you look after your workers could reflect on their performances in looking after the customers	Employees are important	N/A	N/A	N/A
Links between internal and external customers’ loyalty	Yes, there is a link because good service equals to satisfied guests	There is a link	N/A	N/A	N/A
Benefits to this hotel if the employees are satisfied	The hotel will benefit from loyal employees who would want to stay and not leave	Hotel will benefit	N/A	N/A	N/A
Reliability (keeping promises)	Promises are delivered openly	Promises are kept	N/A	N/A	N/A
Assurance	They trust me because I always attend to their needs	Leaders are courteous to employees	N/A	N/A	N/A
Tangibility (Facilities)	Good facilities	Good facilities	N/A	N/A	Employees rest room
Empathy	Resolve problems before they get to the director	Employees shown empathy	N/A	N/A	N/A
Responsiveness	Employees’ problems are responded to rapidly	Employees with problems are listened to	N/A	N/A	N/A
Interview Topics	Leader’s Responses to Internal Customers’ Service Attributes	Emerging Pattern Employees/ Leader	Observation	Documents Review	Artefacts
Recognition	Employees are recognised with Incentives	Recognition	N/A	N/A	
Training and Career development	Training by Tourist Board and in house	In-house training	N/A	N/A	GTB Training Certificate.

Empowerment	Employees are empowered	Empowered	N/A	N/A	N/A
Recruitment and selection	Fair. Formal and recommendations	Formal and recommendations	N/A	N/A	N/A
Interview Topics	Leader's Responses Key contributing factors	Emerging Pattern Employees / Leader	Observation	Documents Review	Artefacts
Role ambiguity	Adequate information provided		N/A	N/A	N/A
Role conflict	Workload is even out	Fair workload	N/A	N/A	N/A
Employee-job fit	Qualified employees	Experience	N/A	N/A	N/A
Technology-job fit	Tools are provided	Basic tools but effective	N/A	N/A	Evidence of new computer
Supervisory control	Director eats with the employees	Rewards	N/A	N/A	N/A
Perceived control	Employees able to use their own judgment	Own judgment	N/A	N/A	N/A
Teamwork	Employees work together as a team to provide guests' service	Teamwork	N/A	N/A	N/A
Interview Topics	Leader's Responses: Influence of culture on leadership style	Emerging Pattern Employees / Leader	Observation	Documents	Artefacts
Leadership style employed	Manage by doing. Father figure to the employees	Approachable leader	Approachable/ respect for the employees	N/A	N/A
Consultation with employees	Employees are consulted on decisions that may affect them	Employees consulted	N/A	N/A	N/A
Employees to obey the Leader without question	Employees are allowed to ask questions	Employees suggestions are listened to	N/A	N/A	N/A
Actions for employees, family and community needs	Employees have time off for personal and family matters Being charitable in the community	Work-life balance	N/A	N/A	N/A

Obligation to act like a parent of an extended family	Employees look up to me for advice and guidance	Care for the employees	N/A	N/A	N/A
Protecting the wellbeing of employees	Protect the employees from being sacked. Encourage them to be serious with their jobs.	Good relationships	N/A	N/A	N/A
Respect for older employees	Good relationship with director and his wife. They are older than me. Among the employees, I am the oldest.	Respect for one and another	Leader was polite to the director	N/A	N/A
Group loyalty versus individual goal	Important that employees and leaders work as a group	Group work	N/A	N/A	N/A
Employees reciprocating Leader's protection	Yes. Help from an employee when needed	Loyal to the hotel's Leader	N/A	N/A	N/A
Employees reliance on Leader to do their jobs	No, employees know what to do	Confident employees	Confident employees	N/A	N/A

6.8 Description of Case Hotel No.2

This is a two-storey 16-bedroom hotel located in the Accra metropolitan area of Greater Accra Region. There is a new hotel block under construction directly opposite the existing one to increase the number of bedrooms from 16 to 30 upon completion. The hotel employs six staff and shared accommodation provided for four employees with the leader who happens to own the property also live on site. Other employees did not live in the hotel but have the use of the hotel's facilities, but were free to watch television programmes at the hotel's reception area even when they were off duty. Employees interviewed at this hotel were aged between 20-40 years old.

Dishes served in the hotel are basic Ghanaian food however there are convenient eating outlets very close to the hotel where guests could dine if they wished to do so.

6.8.1 Findings from Interview, Direct Observations, and Artefacts and Document Review: Hotel No. 2

Findings from the responses from the interviewees to address the research questions were explored in this hotel were similar on items of internal service quality and attributes, elements of key service performance and effects of culture on workplace behaviour.

From direct observation of the interviewees during the interview process, they all seemed to be relaxed and displayed confidence in answering the questions to the best of their knowledge. Communication between the leader and the employees was polite. The employees showed respect to the leader, which was evident from the tone of their voices, but, in the same vein, they seemed to demonstrate confidence in their jobs.

The hotel has displayed all relevant certificates for example: hotel insurance certificate, VAT registration, fire certificate, and certificate of incorporation, which were required by law in hotel operation, and a certificate of membership of Ghana Hoteliers Association and Accra/Tema Hotel Association were the wall at the reception area. The hotel keeps individual files of the employees detailing their commencement of employment, pay

and application form, but no formal employment contract made available for observation. A certificate of basic training provided by Ghana Tourist Board was evident to the researcher.

According to the leader, he spends most of his time at the hotel because he has to supervise the construction of the hotel's new building and he lives in the hotel as well. The researcher observed this because the leader was around at any time the hotel was visited. From observation, the employees seemed competent in their jobs.

Front line employees, including the security guard were wearing white shirts and black trousers uniforms supplied by the hotel and the cleaner was wearing a red pinafore. There is a unisex toilet facility for public use and this appeared clean.

See (Appendix 7) for detailed table of direct observation, document review and available artefacts. Emerging patterns from this case hotel indicate that the opinions of the employees interviewed were corroborated by the responses from the hotel's leader. Document review, artefacts and observation of events made by the researcher collates with the findings from both the employees and the leader and are summarised in Tables 6.3 and 6.4.

6.8.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.2.

Within-case analysis of findings from employees interviewed in case hotel number two based on the main research question and sub-questions presented in descriptive form with reduced data display in a matrix with emerging patterns depicted in (Table 6.3).

6.8.3. Why is internal customer service quality important within small hospitality enterprises in Ghana?

Responses from employees interviewed in case hotel three were to explore interviewees' opinion on aspects of inter-departmental working relationships, politeness to colleagues, reward schemes, training,

employees' facilities and importance of employees in service delivery. Findings are confirmed in this section.

Interdepartmental relationship at this hotel is cordial. Employees indicated that good working relationship could bring stability at the workplace, avoid departmental conflict, bring harmony, work together for a common goal and provide good customer service. This is the response from one of the employees' interviewed:

"We have cordial relationship. We see ourselves as one people. There is informal communication between us as we live together".

Similarly, on employees being polite to each other, all the interviewees replied that they are polite to each other. Some comments included being nice to each other, respect is reciprocal, respect brings harmony at the workplace. In the words of one interviewee stated that:

"We are polite to each other in some way, and we always resolve our misunderstandings".

Employees interviewed were satisfied with the rewards given to them by the leader of the hotel. Incentives mentioned included free accommodation; food, presents (cake and soft drinks) and money at Christmas period. Usually employees were called to the leader's office for the reward or during staff meetings. Response from one of the interviewees was:

"Very good rewards. For example, we have free accommodation and food".

On employee training, the interviewees indicated that they have had on-the-job training in their respective areas of work. These training sessions were delivered either by the leader, Ghana Tourist Board or by the supervisors. One interviewee however, commented that:

"My job did not require formal training, but I think the other employees were trained by the leader".

All the employees stated that they had good living accommodation at the hotel when they responded to employees' facilities at the hotel. Employees who lived out of the hotel affirmed that other employees did have accommodation at the hotel. Employees did have adequate dining area and could watch television from the hotel's reception, and one of the employees interviewed stated:

"We are given money besides our wages and free food"

On employees' perception of their importance in service delivery by the hotel, all interviewees agreed that employees were important as customers. It was widely understood that employees and paying customers needed each other because the employees provide the service for the customers. Additionally, the employees' behaviour could affect customer's service experience therefore, employees were important to the hotel and an employee interviewed commented:

"We are important because we look after the guests. If we keep guests satisfied they will come back".

6.8.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

This section investigated the opinion of employees interviewed in case hotel two and responses to aspects of internal customer service attributes are summarised below.

Interviewees from this case hotel agreed that on-the-job training was provided by the leader, Ghana Tourist Board or by the supervisors. The interviewees expressed different career aspirations for example, to pursue hospitality management course whilst other interviewee wanted to be an entrepreneur by owning a hotel in the future. Two interviewees however, indicated that they were happy with their career at the hotel and not intended to seek further development. One interviewee said:

"My aim is to gain experience, save money and to continue my education"

Concerning employees' recognition at the hotel, all employees interviewed agreed that appreciation for their hard work were in the form of money or 'thank you' by the leader. A comment by one interviewee was:

"The manager feels for us and shows in his facial expression. He tells us that we have impressed him and the customers. He also thanks us".

Similarly, on amount of work employees did per shift, all the interviewees indicated that the amount of work they had to do was comparable in all departments and more so they tended to help each other or work together because of the small size of the hotel. Comments made by employees interviewed included:

"Workload is even between the employees because we are a small hotel and help each other"

According to the employees' interviewed, recruitment and selection methods were fair. The interviewees indicated that employment was either through the leader or through recommendations by family members who knew the leader. One employee interviewed stated:

"Recruitment is fair even though I got the job through recommendation from my auntie. The manager treats us all equally".

On the efficiency and effectiveness of tools/equipment that employees had to perform their tasks at the hotel, the employees interviewed were satisfaction with the tools they had to use even though the computer was not modern. An employee interviewed indicated:

"We have effective equipment to work with. For example, we have a computer in the reception but could do with a modern one".

Three of the employees interviewed in case hotel two commented that they could use their own judgment in solving guests' problems with one interviewee indicated that:

“Yes, for example, a customer came with his girlfriend and the girl’s sister came round and started shouting. I quickly calmed the sister down and offered to refund the man’s money to leave the hotel”.

Two employees on the other hand, indicated that they could not fully comment, as they had not been in a situation whereby they had to act by using their own judgment.

6.9 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

Responses to interview questions developed from Hofstede (1997) national culture dimensions (power distance, collectivism versus individualism, masculinity versus femininity and uncertainty avoidance) to investigate the influence of Ghanaian national culture on employees job satisfaction and organisational commitment in case hotel two are confirmed in this section.

6.9.1. Power Distance

Responses by the employees interviewed at this case hotel were based on aspects of power distance cultural dimension are presented below.

The employees interviewed responded affirmatively that they did have good relationships with their leader and treated as human beings and as equals. Others commented that the leader informed them of any issues during meetings; the leader and the employees care for each other; and leader was like a father to them. The following comment was from one interviewee emphasised the relationship between the leader and the employees by stating:

“We have good relationship, actually I knew the manager before working at the hotel. I live two minutes away from the hotel. He respects all of us as human beings”.

All but one interviewee could not give an opinion of the issue of being able to make suggestion to the leader because that particular interviewee

had not been in a situation where it was necessary to make any suggestion to the leader. The other four did however, comment that yes, they had made suggestions to the leader before and the leader acted upon suggestions made. One interviewee gave an example by stating:

“Yes, suggested to swap an old television set from upstairs room for a modern one in a room downstairs because guests used upstairs rooms more than the ones downstairs”.

All interviewees acknowledged respect for the leader at the case hotel. Reasons for the respect according to the employees interviewed included the leader being older, love for each other and family connection, social culture demand that employees respect their leader and recognition of the leader’s contribution towards their welfare.

Similarly, because of respect for leaders as demanded by culture, all employees interviewed commented that they could not openly disagree with the leader. However, if they had to disagree on something, they would do so in private due to respect and politeness. None of them indicated that they would disagree with the owner openly. In the words of one interviewee who commented that:

“No, because of respect. I would suggest my opinion in private. Culture demands that you cannot disagree with your leader openly”.

6.9.2 Collectivism versus individualism

The responses provided by the employees interviewed in this case hotel based on the aspects of collectivism versus individualism culture dimension are indicated below.

All of the employees interviewed stated they did have good working relationships with other employees at this hotel. A comment made to support their stand was that they lived as a family and shared rooms. One employee emphasised that colleagues were on good terms and have respect for one another. Another commented that they worked as a group for a common goal, which was continuous employment if the hotel was profitable. An employee interviewed stated:

“We are on good terms. We have good working relationships”.

The employees interviewed felt they belonged to a working group with the same responsibility or common interests, all the employees interviewed gave affirmative responses by stating they had respect for each other, working as a team for the success of the hotel and profitability. A comment by one of the interviewees was:

“Yes I belong to a working group because we want to achieve a common goal that is the success of the hotel”.

On work life balance, all the employees interviewed agreed that they were able to balance their personal and family commitments by working at the hotel. All interviewees concurred that they did have days off in the week and were allowed time off to attend to personal and family matters. An example of employees' comments was:

“We have days off because of the shift system and also allowed time off to attend to family matters”.

On employees' job security and their workplace behaviour, all the interviewees indicated that their job security did affect how they behaved in the workplace. Some of the interviewees said they needed the money to continue their education to fulfil future aspirations and one comment was the lack of employment opportunity in Accra/Tema area by stating:

“Job security is important to me as I have to take care of my family. I will not intentionally do anything wrong at this hotel. Jobs are hard to come by”.

6.9.3 Masculinity versus Femininity

This section presents the responses by the employees interviewed on work to live, helping colleagues do their jobs, willing to cooperate with each other and rewards aspects of masculinity versus femininity cultural dimension and findings are related to Case Hotel 1.

All employees interviewed at this case hotel indicated that in their opinion they work to live. Comments made included the need to live and survive, need money for further education and need money for parents. An employee interviewed stated:

“My family needs all the money I can get to live on so yes, I work for money to live”.

On helping colleagues at the hotel to do their work, the interviewees agreed that they did help one another in doing their jobs. Supporting other colleagues when they were busy could reduce stress and may help to achieve a common goal. One employee stated:

“Yes, I am always around after my shift (work) and help out without pay if there is a need”.

All employees interviewed were willing to cooperate with each other to perform their duties at the case hotel. They gave their reasons for cooperating with colleagues as to achieve the hotel's goals, employees were treated well by the leader and because they deal with people (guests). One interviewee commented:

“Yes, because if we work in cooperation we can deliver the goals of the hotel”.

All interviewees responded that rewards were equitable when asked to give their opinion of rewards at the case hotel. Some indicated that the leader tried his best to satisfy the employees even though he was stretching his financial resources in the new project. Moreover, the leader was under no obligation to reward the employees because whatever he gave us was a bonus and not part of their wages. One interviewee stated:

“Yes rewards are fair. Because the owner shows appreciation for our work and gives us presents, also free accommodation”.

6.9.4 Uncertainty Avoidance

Presented below are the results arising from questions on the aspects of uncertainty avoidance cultural dimension in case hotel two.

On employees' confidence in doing their work at this case hotel, all the interviewees stated that they were confident in doing their jobs. Some indicated that, the leader encouraged and empowered them and because they had goals to achieve and knew what their tasks involved. The interviewees indicated that they knew what they were supposed and not supposed to do. A comment made by one of the employees interviewed was:

"Yes I am confident because I work from the heart and of my experience".

When the interviewees' loyalty to the hotel was explored, majority of the interviewees indicated that no, they would not leave the hotel even if promised higher wages elsewhere. Feeling of belongingness to the hotel, happy at the hotel, affection for colleagues and proximity of the hotel to the where some interviewees lived were some of the reasons for not willing to leave the hotel. Two of the interviewees however, said yes, they would leave but after careful consideration. One stated that:

"I will compare the working conditions for differences before making any decision; however, it would be difficult for me to leave as my boss is willing to help in my education financially"

On the hotel's rules and if employees interviewed would break any for the best interest of the hotel, all of the interviewees indicated that the hotel rules were fair and would break a rule if it were for the interest of the hotel. From the interviewees' point of view, they have not yet broken any of the hotel's rules.

"The rules are fair but I have not broken any rule".

Investigation into what motivated the employees in this case hotel the most, all the employees interviewed indicated they were motivated by the

respect shown to them by the leader, how he took care of them, provided free food and accommodation and very friendly colleagues. An employee interviewed commented:

“The leader, the other employees and the proximity of the hotel to my house”.

6.10 Results from Interview with the Leader of case hotel No. 2

This first section explored the leader’s opinion on internal customer service delivery and how Ghanaian culture impacts on the style of leadership at this case hotel and results are presented below.

6.10.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?

This section explored the leader’s understanding of internal customer service and responses based on elements of SERVQUAL dimensions of reliability, assurance, tangibility, empathy and responsiveness.

The manager indicated that the employees were the internal customers when asked to identify who were the internal customers. The leader also commented that employees should be treated equally as the guests because they were the people who operate the hotel and looked after the customers. Similarly, the leader affirmed that there was a link between internal and external customer loyalty and stated:

“There is a link because if employees are happy they would provide good service to the customers and the customers would visit the hotel again”.

The leader also commented that the hotel could benefit if the employees were satisfied and committed to their jobs, and added the employees may be productive which could lead to attracting of more customers for business growth, more profit and business expansion.

On service reliability dimension, the leader’s promises made to the employees at the case hotel to do their work effectively revealed that, employees were urged to discuss their problems with him because he was open and would help if possible. He went on to state that:

“I promise them verbally and I deliver all promises made to them because I have to gain their trust”.

For courtesy and trust elements of assurance dimension, the leader was of the opinion that he respected the employees and the employees trusted him because he delivered whatever promise made to them. Tangible features of internal service dimension were described as employees’ free accommodation at the hotel, free meals and actually ate the same meals as the employees. The employees interviewed in this case hotel and observation by the researcher substantiated this claim.

On whether the leader was empathetic and gave individual attention to the employees at the hotel, the leader responded affirmatively by stating that:

“Employees are shown empathy depending on individual situation and problems are dealt with in private. This shows that the employees are cared for and given attention”.

On how responsive was the leader in addressing employees problems at the hotel, the owner affirmed he always tried to help resolve any employees’ problem and added that employees problems were responded to as quickly as possible depending on the situation.

6.10.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Internal service quality attributes pertinent to contribute towards employees job satisfaction and organisational commitment derived from the leader are confirmed in this section.

Recognition accorded to the employees’ contribution in serving the hotels guests, according to the leader recognition was by verbal appreciation and thanking the employees. This approach could encourage the employees to do more because it showed that I cared for their hard work.

On the issue of employee training and career development at the hotel, the leader indicated that the Ghana Tourist Board gave employees basic training, and there was in-house training by leader and the supervisor. In addition, the leader confirmed that training was important to improve the skills of the employees.

Employees having the authority to make decisions to satisfy hotel guests' needs, the leader commented that the employees had authority to make decisions. Allowing guests to pay their bill next day was an example given to support the authority employees have in decision making at the hotel.

Concerning the hotel's recruitment and selection methods, the leader indicated that all the employees either gained their employment via formal application or through word-of-mouth recommendations from friends and family according to the leader.

On role ambiguity, the leader said it was important to provide employees with accurate information to do their duties, because the information could guide the employees in performing their duties and in decision-making process.

In the area of employee role conflict, the leader said to prevent work overload, the use of work schedule was in place to have enough employees on duty during busy periods.

On employees' qualification to perform their duties, the leader replied that the employees did have the necessary basic training in doing their jobs. The leader also affirmed that the hotel had basic but modern, effective and efficient tools for the employees to do their work and emphasized that using ineffective tools may prevent the employees from doing their work adequately.

Employees were rewarded in the form of bonuses at Christmas and Easter periods. According to the leader most of the employees also had free accommodation and food as part of the employees' rewards scheme at the hotel.

With regards to empowerment, the leader stated that all employees were empowered to resolve problems that guests may encounter in the

hotel's service delivery, because it was not possible for him to be at the hotel at all times. Similarly, employees were encouraged to work as a team by helping struggling workers to complete their work to promote togetherness among the employees.

6.10.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

Perceptions of influence of national culture on leadership style derived from the leader of case hotel two are established in this section.

The leadership style at the hotel was based on being strict but fair and open to suggestions from the employees. In similar vein, the employees were consulted before decisions were made at the hotel and consultations were on daily basis in order to solve problems swiftly. On employees obeying their leaders without question, the leader replied that employees could ask questions because they had the right to make suggestions to correct things. On work life balance, and community welfare from the leadership perspective, the leader indicated that:

“Yes I do, because I do not play music at night to disturb my neighbours. I have actually constructed a road bridge for the community. Employees have time off for their personal and family matters. To care for people in the community and at work”

On whether the leader was under obligation to act like a parent of extended family members, the response was that yes, because he lived with some of the employees like a family already and they sought advice from him when needed. On similar note, the leader stated that he was obliged to protect the employees' wellbeing as a leader and guardian. On the issue of respect for older employees at the hotel, the response was that there was cordial and respectful relationship for older employees.

The leader commented that there was mutual respect between him and an employee who was older than he was. Importance of group loyalty in comparison to individual goals at the hotel, the leader indicated that employees were expected to put aside all individual goal and worked

towards a collective common goal. The leader was optimistic that the employees would reciprocate the protection and direction given to them by the leader by working hard because they would feel they had job security with the hotel. On whether the employees relied on the leader to do their jobs at the hotel, the leader commented that:

“No, I provide instructions every now and again but generally, they are free to do their jobs without my instruction”.

6.10.4 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 2.

Reduced data from this case hotel’s findings from employees and the leader interviewed are presented in (tables 6.3 and 6.4) with emerging patterns in tabular format with observation of events, artefacts and available documents reviewed.

Table 6.3: Detailed Findings from Employees' Interview, Observation, Document, and Artefacts: Case Study Hotel 2

Interviewees Responses	Importance of Internal Service Quality Delivery					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5		N/A	N/A	N/A
Departmental relationships	Cordial to bring peace	Cordial , good relationship	Very cordial harmonious	Good relationship	Good relationship	Cordial Relationship	N/A	N/A	N/A
Polite to each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	N/A	N/A
Employee Rewards	Rewards	Rewards	Rewards	Rewards	Rewards	Rewards systems	N/A	N/A	N/A
Employee Training	On the job training	On the job training	On the job training	On the job training	No training	Training provided	N/A	N/A	GTB Training Certificate.
Employee Facilities	Accommodation	Accommodation	Accommodation	Accommodation	Accommodation	Facilities provided	Dining area employees' accommodation	N/A	N/A
Employees versus Customers Importance	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	N/A	N/A	N/A
Interviewees Responses	Internal Service Attributes Delivery					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Career development	Further education	Further education	To own a hotel	Happy with career	Happy with career	Satisfied	N/A	N/A	N/A
Recognition	Appreciation	Thank you	Appreciation /thank you	Thank you	Appreciation /thank you	Appreciation	N/A	N/A	N/A
Workload per shift	Fair workload	Fair/equal workload	Fair/equal workload	Fair/equal workload	Fair workload	Fair and equal workload	N/A	N/A	N/A
Recruitment and selection	No nepotism	No nepotism	No nepotism	No nepotism	No nepotism	No nepotism	N/A	Employee's file with	N/A

								start date and pay	
Equipment and tools	Basic tools	Effective tools and modern	Good and new	Adequate and modern	Basic and modern	Efficient tools and equipment	N/A	N/A	Kitchen with basic equipment
Using own judgment	Own judgment	Own judgment	Not yet	Not yet	Own judgment	Own judgment	N/A	N/A	N/A
Interviewees Responses	Power Distance (Relationships between leader and employees)					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Relationships between leader and employees	Good	Good	Good	Good	Good	Good Relationship	Cordial relationships	N/A	N/A
Employees' suggestions	Yes listened to	Yes listened to	Yes listened to	Yes listened to	Yes listened to	Listened to	N/A	N/A	N/A
Respect for leader	Yes respect the leader	Yes respect the leader	Yes respect the leader	Yes respect the leader	Yes respect the leader	Respect for leader	N/A	N/A	N/A
Able to disagree with leader	No. but in private	Yes but in private	No. but in private	Yes but in private	Yes in private	In private	N/A	N/A	N/A
Interviewees Responses	Collectivism versus Individualism					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Employees working relationships	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Harmonious relationships	N/A	N/A
Belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Group belongingness	N/A	N/A	N/A
Work life balance	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Employees have time off for private and family issues	N/A	N/A	N/A
Job security	Job security	Job security	Job security	Job security	Job security	Job security	N/A	N/A	N/A
Interviewees Responses	Masculinity versus Femininity					Emerging Pattern	Observation	Document Review	Artefacts

Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Working to live versus living to work	Work to live	Work to live	Work to live	Work to live	Work to live	Working to live	N/A	N/A	N/A
Helping colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Help colleagues	N/A	N/A	N/A
Willingness to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Cooperation	N/A	N/A	N/A
Equitable employees' rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	N/A	N/A	N/A
Interviewees Responses	Uncertainty Avoidance					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Confidence in doing your work	Yes confident	Yes confident	Yes confident	Yes confident	Yes confident	Confident	Employees showed confidence	N/A	N/A
Leaving for higher wages	Yes, will leave	Yes, will leave	No, will stay	No, will stay	No, will stay	Will stay	N/A	N/A	N/A
Opinion on the hotel's rules	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	Yes, if necessary	Fair/ Not broken a rule	N/A	N/A	N/A
Motivation to perform your work	The owner	Free accommodation and food	Happiness in the workplace	Owner / colleagues	Owner / proximity of the hotel and my home	Colleagues/ owner	N/A	N/A	N/A

Table 6.4: Detailed Table of Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 2

Interview Topics	Owner’s Responses to Importance of Internal Service Quality Delivery	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Who are your internal customers	The staff	Employees	N/A	N/A	N/A
Importance of Internal customers (employees)	Yes, the employees manage the place and look after the customers as such they should be treated well.	Employees are important	N/A	N/A	N/A
Links between internal and external customers’ loyalty	There is a link because if employees are happy they would provide good service to the customers and the customers would visit the hotel again	There is a link	N/A	N/A	N/A
Benefits to this hotel if the employees are satisfied	They will work well and attract more customers for business growth, more profit and business expansion.	Hotel will benefit	N/A	N/A	N/A
Reliability	Deliver what is promised	Promises are kept	N/A	N/A	N/A
Assurance	I respect my employees and they trust me because I deliver whatever I promise them”.	Leaders are courteous to employees	Respect for employees		
Tangibility	Employees live on site, have free meals and I actually eat together with them	Good facilities	N/A	N/A	N/A
Empathy	Employees are cared for and given attention.	Employees shown empathy	N/A	N/A	N/A
Responsiveness	Employees’ problems are responded to as quickly as possible	Employees with problems are listened to	N/A	N/A	N/A
Interview Topics	Owner’s Responses to Internal Customers’ Service Attributes	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Recognition	Voice appreciation to encourage employees		N/A	N/A	N/A
Training and Career development	The employees are given basic training by the Ghana Hotel Association, and there is in-house training by myself and the supervisor. Training is important to improve the skills of the employees.	In-house training	N/A	N/A	GHA Training Certificate.
Empowerment	Employees have opportunity to make decisions	Empowered	N/A	N/A	N/A
Recruitment and selection	Formal application or by word-of- mouth recommendations from friends and family of formal	Formal and recommendations	N/A	Employees’ application	N/A

	application or by word-of- mouth recommendations from friends and family			forms	
Interview Topics	Owner's Responses to Key Contributing Factors	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Role ambiguity	Important to provide employees with accurate information to do their duties	Employees are given information	N/A	N/A	N/A
Role conflict	Enough employees on duty during busy periods	Fair workload	N/A	N/A	N/A
Employee-job fit	Trained employees	Experience	N/A	N/A	N/A
Technology-job fit	Basic but modern tools for the employees	Basic tools but effective	Evidence of new computer	N/A	N/A
Supervisory control (rewards)	Bonuses as reward at Christmas and Easter periods. They also have free accommodation and food	Rewards	Employees' living area was inspected	N/A	N/A
Perceived control	Employees are empowered to solve guests' issues	Own judgment	N/A	N/A	N/A
Teamwork	Promote togetherness among the employees	Teamwork	N/A	N/A	N/A
Interview Topics	Owner's Responses: Influence of culture on leadership style	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Leadership style employed	Strict but fair and open to suggestions. When there is a need to discipline an employee I will do that but at the same time I act fairly.	Approachable owner	Owner was approachable	N/A	N/A
Consultation with employees	Employees are consulted before decisions are made. Consultations are on daily basis. Employees have the right to question me and also make suggestions on matters to correct things whenever necessary.	Employees consulted	N/A	N/A	N/A
Employees to obey the Leader without question	Employees have the right to make suggestions to correct things	Employees suggestions are listened to	N/A	N/A	N/A
Actions for the need of employees, family and community	Employees have time off for personal and family matters Constructed a bridge for the community	Work-life balance	N/A	N/A	N/A
Obligation to act like a parent of an extended family	Live like a family already and they seek advice from me	Care for the employees	The owner lives in the hotel as well	N/A	N/A
Protecting the employees	Obligated to protect them as a leader and guardian	Good relationships	N/A	N/A	N/A
Respect for older employees	Cordial and respectful relationship for older employees.	Respect for one and another	Leader spoke with respect to	N/A	N/A

			the employees		
Group loyalty	All individual goals are put aside for a collective common goal	Group work	N/A	N/A	N/A
Employees reciprocating leader's protection	Employees would feel they have job security with the hotel	Loyal to the hotel's leader	N/A	N/A	N/A
Employees reliance on leader to do their jobs	Provide instructions every now and again but generally, they are free to do their jobs without my instruction".	Employees are confident	N/A	N/A	N/A

6.11 Description of Case Hotel No.3

The hotel is located in Accra within the Greater Accra region. It is a small hotel with 10 bedrooms, has been running for the past 10 years and employs nine employees in total. The main business is in the catering section where they were busy during the day with business customers. The owner of the hotel has retired and handed over the co-leadership to the son and daughter. The five employees interviewed work at different sections within the hotel. The age range of the employees interviewed was between 18-50 years old.

6.11.1 Findings from Interview, Direct Observations and Artefacts and Document Review: Hotel No.3

Findings from interviewees in this hotel generally agreed on most items of the interview questions on internal service quality and culture. There was however, difference of opinion on the hotels rewards schemes where an individual employee interviewed commented that reward scheme was very poor but in the same vein, stated that when asked for something from the leader they may be provided with the request. On another note, an employee interviewed opined that there was no real recognition however, they did get thank you from the leader occasionally.

From observation, there is an open-air restaurant with clean chairs and tables and in a tidy environment with a drinking bar also there is a big kitchen with modern cooking utensils and in a clean condition. All employees wore uniforms with the kitchen staff had hats on and their personal appearance seemed clean. There is a changing room with individual lockers for employees' use. Communication between the leader and the employees were very cordial and respectful. Facilities for guests, i.e. toilets and reception area were noticed to be reasonably clean. The establishment keeps accounting records detailing daily and monthly activities including staff wages.

The researcher was assured that employees worked for 8 hours per day on a rota basis. No official employment contract was available. No official training records were available but the researcher was made to

understand that most of their training tended to be on the job and trained by the leader besides the training offered by the Ghana Tourist Board (GTB). A certificate issued by the GTB was evident as it was hanging on the office wall. The only available Health and Safety certificate observed was that of the fire safety inspection certificate issued by the Ghana Fire Service.

The customers to the restaurant seemed to be regulars or frequent visitors. This was evident by the service staff calling them by their names and exchanging salutations. It is worth noting that customers who have cordial relationships with the staff were diners who patronised the open restaurant for lunch and not those staying at the hotel. Service staff looked happy and confident in their work, which was evident by the smile on their faces and how they communicated with the customers. For detailed findings of direct observation artefacts and document review in this hotel, see Appendix 8.

In summary, similar patterns permeating from the findings from the employees interviewed are in support of the hotel leader's stance on how internal customer service is delivered in the hotel and in some cases corroborated by direct observation, document review and artefact where possible and presented in tabular format in Table 6.5 and 6.6.

6.11.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.3.

This section presents within-case analysis of findings from employees interviewed in case hotel number three based on the main research question and sub-questions in descriptive form with reduced data display in a matrix with emerging patterns depicted in (Table 6.5).

6.11.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?

Inter-departmental working relationship, being polite and respect for others, reward schemes, training, employees' facilities and importance of employees in service delivery were the aspects of internal customer service explored at this case hotel and responses established below.

The opinion of the majority of employees interviewed indicated that departments within the case hotel were on good terms and each department relies on one another so that customers may receive good service. Other interviewees commented that departments helped each other to execute their jobs faster and easier. One interviewee stated that:

“Good working relationship is very important because each department relies on the other for smooth business operation”.

Being polite and showing respect for each other, work as a family, do not abuse one another, have cordial relationships and want to work for the success of the hotel were some of the responses from all employees interviewed. The responses were for the question of whether the employees interviewed were polite to each other. An employee interviewed said:

“Yes employees do respect each other. We have cordial relationships in order to work as a family”.

On employees' rewards scheme in the hotel, the consensus was that the hotel management did give fair and reasonable incentives to the employees. Presents given to them included rice, cooking oil, hamper at Christmas periods, and presented openly according to the employees interviewed. The rewards were to motivate the employees to work harder. Interestingly, one employee interviewed however, indicated that rewards were poor and stated:

“Reward was very poor but when you ask for something you may be given”.

On the issue of employee training, the employees interviewed commented that the hotel provided formal and informal training. The formal training was conducted by the Ghana Tourist Board and informally by in-house training provided by the leader. Some employees have had vocational training in catering before joining the hotel. A comment made by one employee interviewed was:

“Yes, I have received training which was provided by the Ghana Tourist Board”.

When asked about the facilities that the hotel provided for the employees, all the participating employees in the interview agreed that they did have adequate facilities and cited changing room as an example.

On why the hotel’s employees be deemed important in the hotel’s service delivery and why employees should be treated equally as paying customers, all of the interviewees agreed that employees were as important as the paying guests. Employees interviewed commented that customer service delivery might be affected if the employees failed to deliver good service. Additionally, if employees were unable to provide the right service to satisfy the customers, they may not come back and the hotel could lose revenue. This is a comment made by one of the interviewees:

“Yes, employees are important as paying customers because we as cooks have to deliver good service and quality food to satisfy the customers. If we do not provide the right service to the customers they will not come back, therefore the hotel will lose revenue”.

6.11.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Internal service attributes within the case hotel were explored and the comments from the employees interviewed reveal their perceptions of the importance of how the aspects of internal service quality were delivered.

On career development at the hotel, the majority of the responses from the interviewees indicated that, training was provided in the form of on-the-job training or by the Ghana Tourist Board as previously stated. The majority of employees interviewed indicated that there was the chance to further their education and careers. An employee interviewed said:

“In my opinion, training should be continues to improve employee’s skills”.

One employee however, commented that career development was not thought of as the interviewee has reached the top the career ladder. The employee stated:

“Career development? Not really, I am at the top now”.

In the area of employees’ recognition at the case hotel, three of the interviewees indicated that they were recognised for their hard work. One of the interviewees stated:

“We sometimes have mystery customers and when they are very satisfied with our service delivery we are recognised at meetings and given presents. Employees identified for efficient service are mentioned as well”.

However, two interviewees replied negatively to the statement and one stated categorically that there was no recognition given to the employees and one commented:

“No real recognition but in some occasions we do get thank you from the manager”.

When the interviewees were asked for their opinions on their workload as compared to other departments within the hotel, three interviewees commented the amount of work done by all employees per shift could be described as comparable to other departments within the hotel. There is a knock-on-effect because when the restaurant is busy, the kitchen would also be busy and when the restaurant is less busy, the kitchen would be less busy. One of the employees interviewed stated:

“We more or less have similar workload. When I am busy in the restaurant the kitchen would be busy as well and when the restaurant is quite the kitchen would be quite”.

Two employees interviewed however, indicated that there was too much workload in their department during busy periods as compared to the other departments, and added that extra person has been employed to reduce the workload and one of the employees stated:

“We used to have heavy workload before but not now by employing extra person”.

The subject of the hotel's recruitment and selection procedures when raised, the responses from the employees interviewees revealed that all employees gained their jobs fairly and in their opinion, there were no favouritism practices by the leader. All employees went through formal application procedure with the exception of one who happened to be a family member. One interviewee commented that:

“Recruitment is fair at this hotel through application. I do not see any favouritism at this hotel as employees are treated equally and respected.”

On provision of tools and equipment for the employees to do their jobs, all the employees interviewed indicated that they were satisfied with the tools and equipment at their disposal and tools were efficient and new. A response from one of the employees interviewed was:

“We have effective tools to work with and they are new”.

When employees' empowerment in the case hotel was explored, all the employees interviewees indicated that they were allowed to use their own judgments in solving customers' problems encountered in the service delivery but would notify the leader after. The interviewees explained that customer complaints were taken seriously as such; they have the power to compensate customers if services delivered do not meet their expectations in order to keep customers happy and retain them. One interviewee stated:

“Yes, for example, if a customer complains about the quality of food, I am allowed to replace the particular meal to keep the person happy”.

6.12 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

Impacts of culture on employees' job satisfaction and organisational commitment were explored by using Hofstede's (1991) theory on national culture dimensions and results are presented below.

6.12.1 Power Distance

Aspects of power distance dimension based on employees' relationships with the leader, consideration of employees' suggestions, respect for the leader and ability to disagree with the leader were explored and findings relate to this case hotel.

All interviewees acknowledged a good relationship with the leader as a means of solving problems and sharing ideas in the workplace. All the respondents indicated that they have good relationship with their leader, we solve problems and share ideas together and our leader respects us. One interviewee said:

"We have good relationship, free with each the leader because we treat each other with respect and on equal terms".

Similarly, another employee interviewed stated:

"Very cordial relationship with the leader and treated equally. Good relationship is vital to the success of the hotel".

Taking employees' suggestions into considered by the leader in the hotel is a way in which to encourage as well as to motivate employees and avoid autocracy in leadership. All the interviewees indicated that the leader considered employees' suggestions on making it easier for employees to swap shifts for training purposes and menu planning. In the same vein, one interviewee said:

“My suggestions are often listen to. For example, when customers ask for special drinks that we do not stock, I tell my manager to consider stocking such drinks”.

The employees interviewed had the same opinion about respect for the leader for various reasons. Leader being the employer, paying the wages, normal in Ghana in the workplace and respecting the leader would make employees feel comfortable at work were some of the reasons provided by the interviewees. One interviewee went further by stating:

“Yes I do respect my leader. It is our culture to respect your leader. My leader advises me all the time and has promised to help me financially to continue my education”.

An aspect of power distance culture was the degree to which followers obey their leaders without question. The respect for leaders comes naturally within high power distance culture societies. According to the employees interviewed, they would disagree with the leader if there was a need to do that but in private because of respect for the leader. One interviewee said:

“Yes, because we learn from our mistakes. I will be diplomatic so as not to embarrass the manager”.

6.12.2 Collectivism versus individualism

This section presents some aspects of individualism and collectivism cultural orientation in the areas of employees working relationships, feeling of group belongingness, work-life balance and job security and the findings are related to Case Hotel 3.

Having good relationships with their colleagues in the workplace could promote team spirit and swift conflict resolution and amicably and feeling as a family member. The majority of employees interviewed agreed that they all have good relationship and look after each colleague’s interest. One interviewee stated:

“We have very good relationships and I make sure employees receive their staff meals on every shift”.

According to all the interviewees, they felt they belonged to a working group with the same responsibility or common interest. Employees did share similar responsibility which was the firm's profitability and growth their long-term employment, pay increase and lessening employees stress by working as a group at the hotel. An interviewee commented:

"Yes, we belong to the same group because we are all striving to achieve a common goal, which is the hotel to be successful".

Having time off from work to attend to personal and family matters and relationships and quality of life deemed more important in some societies than others did. On the issue of employee able to have time off work for personal and family matters, all the interviewees did agree that they could have time off when requested. One interviewee stated:

"Yes. When my father was unwell, the leader gave me time off and gave me travel money. This money was a wage advance which was well appreciated".

At work, there is a good relationship between leaders and subordinates and employees' desire for employment security. Employment security was one of the aspects that have influence on employees' behaviour in the workplace and this was the consensus of the interviewees. The majority of the employees interviewed firmly stated that their job security influenced the way they behaved at work. This was because of the need for regular income in order to survive, the lack of employment opportunity and the need to save up money for further education. An employee interviewed stated:

"Yes, because I am on my own (no husband or children) so I need to work so that I might get someone to marry me"

One of the interviewees however, commented that even though job security was important, they did not envisage present employment as a career by stating:

“My job security is important, but I cannot take this job as my career”

6.12.3 Masculinity versus Femininity

Findings from aspects of the masculinity and femininity cultural dimension concept was based on the aspects of work to live or live to work, helping other employees, willingness to cooperate and rewards. Findings from comments made by the employees interviewed in case hotel 3 are presented below.

All the interviewees in this case hotel agreed that they work to live because they needed the money to support their family, children’s welfare and security, comfortable life and for further education. Responses leaned towards femininity orientation because none of the interviewees expressed career development as their main ambition for at the hotel. One of the employees said:

“I work in order to live as there is no one to support me”

Willingness to help colleagues do their jobs is an important behaviour that is inherent in the feminine society and interestingly, all employees interviewed agreeably stated that they did help one another at the hotel. Reasons for doing so were to relieve stress on others who may be struggling with their tasks and to get jobs done more quickly. One interviewee said:

“Yes, I help my colleagues doing their jobs. For example, if a staff member felt ill, I always help the person in doing their job”.

Willingness to work with colleagues who cooperate well with one another may help to achieve a common goal in any situation. Employees interviewed at this case hotel affirmed that they were willing to cooperate with one another in order to achieve common goals for the employees and the hotel. Job security, unity and the sense of belongingness were the common goals that interviewees were aiming for. An example of an interviewee’s comment was that:

“We are willing to cooperate with each other because we work as a team and help each other to achieve a common goal, which is the security of our jobs”

On the issue of employees' reward at the hotel being equitable, majority of the employees interviewed indicated that they felt rewards were fair, for example, wage increase depended on employee's length of service at the hotel. However, one interviewee's opinion differed slightly by stating that:

“Rewards are fair but in some instances, some employees are rewarded privately. This is when the manager gives one of us free soft drink after the particular employee has worked harder than usual”.

6.12.4 Uncertainty Avoidance

Elements of uncertainty avoidance culture explored based on employees' confidence, leaving present job for higher wages elsewhere, rules and motivation were explored and findings related to Case Hotel No.3 are presented in this section.

The employees interviewed at this case hotel strongly agreed that they felt confident in doing their jobs. Comments such as training, having an outgoing personality and knowing what their jobs entailed have boosted their confidence in performing their roles at the hotel. One interviewee commented:

“I am very confident in my job because I know my job and what is expected of me. I know most of the customers and I can relate to them in informal way and they appreciate my service”.

The majority of the interviewees remarked that, they would not leave their employment at the hotel even if offered another job with higher wages because they were either happy, treated well by the leader, job security, relationship with colleagues were some of the reasons for staying with their employer. Others did not want change or would not leave because of family

relations. One interviewee was sceptical about promises that people made by stating:

“Oh no, because people cannot be trusted. People sometime do not deliver what they promise. I trust my present employers”.

Other interviewees were not sure if they would stay because of the promised wage increase or would evaluate any job offer first before taking a decision. One of these interviewees commented:

“Yes and no. I will evaluate the situation first before making and decision” and another said:

“Yes, I will leave because I need money”.

The consensus of the employees interviewed on the issue of the hotel’s rules was that the rules were fair and the majority would break any rule in other to satisfy a guest service satisfaction at the hotel. One interviewee indicated:

“The hotel’s rules are fair. Yes, for example if a waiter gets a customer’s food order wrong. I will correct the order to keep the customer happy without seeking permission from the leader”.

Another interviewee said:

“The rules are fair but I would not do anything to break any of the rules if that may jeopardise my employment”.

Aspects that motivated the employees interviewed the most were the cordial relationships between colleagues and the leader, the wages to look after the family, work experience and appreciation from the customers. One of the interviewees indicated:

“My motivation is the gaining of work experience and save money to continue my education”.

6.13 Findings from interview with the Leader Case Hotel No. 3

This section analyses the general issues arising from the opinion of at Case Hotel No. 3. The aspects of the importance of internal customers, the delivery of internal service attributes and perceived influence of culture on leadership were explored in order to understand the 's views on internal customer service and leadership style with findings presented.

6.13.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?

Importance of internal customer service, the Parasuraman *et al.* (1990) SERVQUAL service quality dimensions model and the Gap 5 of Frost and Kumar (2000) internal service gap model were explored in this section.

The leader was aware that the employees were the internal customers and should be treated equally as the paying customers at the hotel. When asked why employees should be accorded similar treatment and importance as the hotel's customers, the leader replied by stating:

“Yes, definitely the employees are important. Because the employees have direct contact with the paying guests who are spending money with us and the employees attend to their needs and wants”.

On the area of potential links between internal and external customers' loyalty to the hotel, the leader responded by indicating that:

Yes, because if the employees are happy (satisfied), the customers would also be happy (satisfied) with their service. Loyal employees provide good service”.

On the benefits to the hotel if the employees were satisfied with their job and committed to the hotel, the leader commented that if employees were committed to their work, the hotel would be profitable. There will be more customers because of employees' productivity, which could lead to customer loyalty.

Internal service reliability was the first dimension explored based on promises made to employees by the leader. The leader was of strong

opinion that whenever employees were promised, the promise was honoured with wage increase and incentives. When asked, how and why promises were delivered to the employees, the leader indicated that:

“Employees are given bonuses for the level of sales per day in the restaurant. We deliver this promise to encourage the employees to sell more so as to make more profit for the hotel”.

The second internal service dimension of assurance based on the aspects of courtesy and trust were explored at the hotel. On whether the employees were shown courtesy and if the workforce trusted the leader. The leader said the employees were accorded politeness and was trusted because promises made have been kept. Respect is reciprocal and important for employees’ motivation.

The third internal service dimension of tangibility based on employees’ facilities at the hotel was explored and from the leader’s perspective, the hotel has good employees’ facilities and cited that employees have staff changing and rest rooms.

Empathy, the fourth internal service dimension explored was focused on whether employees were offered individual attention by the leader at the hotel. The leader indicated that employees were given individual attention by stating:

“Yes employees are given individual attention, because each person with different problem and need”.

The fifth and final internal service dimension explored was on reliability and the leader’s promises to employees a focal point. The leader was of strong opinion that whenever employees were promised, the promise was honoured with wage increase and incentives. When asked, how and why promises were delivered to the employees, the leader indicated that:

“Employees are given bonuses for the level of sales per day in the restaurant. We deliver this promise to encourage the employees to sell more so as to make more profit for the hotel”.

On responsiveness dimension and with the aspect of how quickly were employees with problems were responded to and resolved, the leader said:

“Try my best to respond as fast as possible because customer service delivery would be affected if employees’ problems are not resolved quickly”.

6.13.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Attributes of internal service provision explored at this case hotel were based on internal service attributes recognition of employees’ contribution, training, empowerment, recruitment and selection and key service performance factors identified by Frost and Kumar (2000) internal service gap model (gap 3) and Parasuraman *et al.* (1990) service quality gap model (gap 3). Findings from elements explored and related to the case hotel are presented in this section.

The leader was with the opinion that employees at the hotel were recognised for their contribution in serving the hotel’s guests. The leader said:

“When clients ask for specific employee/s or call them by their names and show gratitude for their service. I praise and thank the employees. This is to encourage them”.

On employees training and career development opportunity at the hotel, the leader replied that employees’ job at the hotel was secure and there was training available to the employees. Additionally, the leader believed that well trained employees make fewer mistakes. Comment made was that:

“Employees have job security with this hotel. Those who require training are sent to Ghana Tourism Board”.

On employees having the authority to take decisions in satisfying hotel guests' needs, the leader affirmed that the employees have the authority to take decisions when necessary to satisfy guests needs.

On the hotel's recruitment and selection policies, the leader commented that, some of the employees were recruited through the Tema labour office and the minimum qualification was Junior Secondary School certificate. We also recruit people who call at the hotel looking for job.

Role ambiguity, one of the key contributing factors for internal service delivery was explored based on whether employees were provided with accurate information to do their duties at the case hotel. The response from the leader was:

"In order not to get the employees confused of what they have to do, it is important they receive accurate information to help them on how to perform their duties".

On potential impact of role conflict on employees in service delivery at this hotel, The leader indicated there were systems in place to ensure that employee do not have more work to do than they have to. The leader stated that:

"Employees work on rota basis and share jobs. In addition, we try to rotate duties among the restaurant and bar staff. Employees are eager to help each other".

The leader expressed the view that all the employees at the hotel have basic training to their jobs. Additionally, the leader was of the opinion that it was important that the employees work with efficient and effective tools and stated that:

"It is very important because use of appropriate tools (Input) would result in employees' performance (Output). Ineffective tools and equipment may result in employees' stress and frustration at work".

In the area of employees' rewards systems at the hotel, the leader's viewpoint was that:

“Our rewards systems are based on employees’ behaviour and effectiveness. Employee’ contributions are noticed and rewarded according”.

Employees’ empowerment or perceive control over their actions in solving external customers’ perceived service problems encountered at the hotel was solicited from the leader. When asked for an opinion on why employees should be empowered to solve guests’ problems encountered in service delivery, the response was that:

“Delegation reduces stress and to empower the employees to solve guests’ problems and not to argue with them if they complain about the service received”.

Teamwork and employees pulling together for a common goal at the hotel, the leader replied:

“Employees should pull together for a common goal because employees with different motives or personal interests will affect customer service delivery”.

6.13.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

Aspects of Hofstede *et al.* (2010) cultural dimensions were explored to ascertain whether the first four cultural dimensions discussed in the literature do influence the leadership style at this case hotel. Findings from the interview with the leader are presented in this section.

The leader described the leadership style employed at the hotel with the following comment:

“I have cordial relations with my employees, I am very approachable and they can come to me with their personal problems”.

The leader, when asked whether employees were consulted before decisions were made at the hotel and why should employees be consulted. The leader commented that employees were always consulted before any decision was taken. This was to improve the service delivery at this hotel.

For example, employees were asked for their ideas when there was a change of our menu. On a leadership style where employees were expected to obey the leader without question, the leader responded by stating:

“No, I don’t believe in autocracy and employees are free to voice their opinions without fear”.

On the leader’s actions on given priority to the needs and welfare of employees, family and community within the hotel’s environment, the leader indicated that employees needs were seen to because the employees produced the work and were allowed time off for their family matters. The community supports the business because they were stakeholders and majority of the employees were from the community.

There was a feeling that there was an obligation to act as a parent to the employees because the leader and the employees spent most of the time together as a family.

On why or why not should leaders protect the wellbeing of their employees, the leader expressed that there was the need to protect the welfare of the employees by stating:

“Yes, employees are the backbone of the business. Without them the business would not strive”.

In addition, the leader opined that there was good relationship between her and older people working at the hotel. The leader said:

“We act as family. I respect the older employees as my mum or dad”.

On the issue of the leader’s perception of how important group loyalty was as compared to individual goals, the leader responded by saying that group loyalty was important so as to avoid competitors poaching the employees. The leader believed that employees did reciprocate the protection and direction accorded to them at the hotel and stated:

“Yes, you give to receive, you reap what you sow. Employees’ do appreciate the support given to them by the leader that is by their retention and loyalty.

The final question was whether the employees relied on the leader’s instructions before doing their jobs. The leader commented that newly hired employees did rely on the leader for instructions to do their jobs. The other employees were experienced in their jobs and did not wait for instructions from the leader.

6.14 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 3.

Reduced data from this case hotel’s findings from employees and the leader interviewed are presented with emerging patterns in tabular format with observation of events, artefacts and available documents reviewed in tables 6.5 and 6.6.

Table 6.5: Detailed Findings from Employees' Interview, Observation, Document, and Artefacts: Case Study Hotel 3

Interviewees Responses	Why is internal customer service quality important within small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5		N/A	N/A	N/A
Departmental relationships	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	N/A	N/A	N/A
Polite to each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect	N/A	N/A
Employee Rewards	No rewards	Rewards	Rewards	Rewards	Rewards	Rewards systems	N/A	N/A	N/A
Employee Training	Ghana Tourist Board	In-house-training	In-house-training	In-house-training	In-house-training	Training provided	N/A	N/A	GTB training certificate
Employee Facilities	Rest room	Rest room	Rest room	Rest room	Rest room	Facilities provided	Rest room	N/A	N/A
Employees versus Customers Importance	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	N/A	N/A	N/A
Interviewees Responses	How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Career development	Not applicable to me.	Future career	Future career	Experience, future education	More training	Satisfied	N/A	N/A	N/A
Recognition	No	Not really	Thank you	Thank you	Thank you	Appreciation	N/A	N/A	N/A
Workload per shift	Fair workload	Fair/equal workload	Fair workload	Much workload	Fair workload	Fair and equal workload	N/A	N/A	N/A
Recruitment and selection	Fair recruitment	Fair recruitment	Fair recruitment	Fair recruitment	Fair recruitment	Fair recruitment and no nepotism	N/A	N/A	N/A
Equipment and tools	Effective and modern	No tools	Effective and modern	Effective	Effective	Efficient tools	N/A	N/A	Big kitchen modern utensils
Using own judgment	Own judgment	Own judgment	Own judgment	Own judgment	Own judgment	Own judgment	N/A	N/A	N/A

Interviewees Responses	How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
	Power Distance								
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Relationships between leader and employees	Good relationship	Cordial relationship	Fine relationship	Very cordial relationship	Good relationship	Good relationship	Cordial and respectful relationships	N/A	N/A
Employees' suggestions	Yes, listened to	Yes, listened to	Yes, listened to	Yes, listened to	Yes, listened to	Listened to		N/A	N/A
Respect for leader	Respect for leader	Respect for leader	Respect for leader	Respect for leader	Respect for leader	Respect for leader	Respectful relationships with elders	N/A	N/A
Able to disagree with leader	No. but in private	No. but in private	Yes but in private	Yes but in private	No. but in private	In private		N/A	N/A
Interviewees Responses	Collectivism versus Individualism					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Employees working relationships	Good working relationship	Good working relationship	Good working relationship	Good working relationship	Good working relationship	Good working relationship	Good relationship	N/A	N/A
Belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Group work	N/A	N/A	N/A
Work life balance	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Employees have time off for private and family issues	N/A	N/A	N/A
Job security in the workplace	Yes but not as career	Yes, job security	Yes, job security	Yes, job security	Yes, job security	Job security	N/A	N/A	N/A

Interviewees Responses	Masculinity versus Femininity					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Working to live versus living to work	Work to live	Work to live	Work to live	Work to live	Work to live	Working to live	N/A	N/A	N/A
Helping colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	Help colleagues	N/A	N/A	N/A
Willingness to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Cooperation	N/A	N/A	N/A
Equitable employees' rewards	No comment	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	N/A	N/A	N/A
Interviewees Responses	Uncertainty Avoidance					Emerging Pattern	Observation	Documents Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Confidence in doing your work	Yes confident	Yes confident	Yes confident	Yes confident	Yes confident	Confident	Employees confidence was evident	N/A	N/A
Leaving for higher wages	Yes, will leave	No, will stay	No, will stay	No, will stay	No, will stay	Will stay	N/A	N/A	N/A
Opinion on the hotel's rules	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	No , have not broken a rule	Yes broken a rule	Fair/ Not broken a rule	N/A	N/A	N/A
Motivation to perform your work	Employees	Leader	Money	Leader	Leader	Colleagues/ Leader	N/A	N/A	N/A

Table 6.6: Detailed Findings from Leader’s Interview, Observation, Document Review, and Artefacts: Case Study Hotel 3

Interview Topics	Why is internal customer service quality important within small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observations	Document Review	Artefacts
Who are your internal customers	My internal customers are the workers or employees	Employees	N/A	N/A	N/A
Importance of Internal customers (employees)	Yes, definitely because the employees have direct contact with the paying guests who are spending money with us and the employees attend to their needs and wants	Employees are important	N/A	N/A	N/A
Links between internal and external customers’ loyalty	Yes, because if the employees are happy (satisfied), the customers would also be happy (satisfied) with their service. Loyal employees provide good service.	There is a link	N/A	N/A	N/A
Benefits to this hotel if the employees are satisfied	The hotel would be profitable, have more customers and keep existing ones.	Hotel will benefit	N/A	N/A	N/A
Reliability (keeping promises)	Employees are given bonuses for the level of sales per day in the restaurant. We deliver this promise to encourage the employees to up sale so as to make more profit for the hotel.	Promises are kept	N/A	N/A	N/A
Assurance	Yes, it is important for employees’ motivation and respect is reciprocal.	Leaders are courteous to employees	Respect for employees	N/A	N/A
Tangibility (Employees’ Facilities)	Good facilities Changing and rest room	Good facilities	Staff changing room	N/A	N/A
Empathy	Individual attention because each person with different problem and need	Employees shown empathy	N/A	N/A	N/A
Responsiveness	Employees’ problems are quickly resolved	Employees are listened to	N/A	N/A	N/A
Interview Topics	How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observations	Document Review	Artefacts
Recognition	I praise and thank the employees. This is to encourage them	Employees are recognised	N/A	N/A	N/A
Training/ Career development	Training by Tourist Board and in house	In-house training	N/A	N/A	GTB Training certificate
Empowerment	Employees are empowered take decisions when necessary to satisfy gusts needs	Empowered	N/A	N/A	N/A

Recruitment and selection	On the hotel's recruitment and selection policies, the leader commented that, some of the employees were recruited through the Tema labour office and the minimum qualification is Junior Secondary School certificate. The leader also said: We also recruit people who call at the hotel looking for job.	Formal and recommendations			
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Interview Topics	Leader's Responses Key contributing factors	Emerging Pattern Employees/Leader	Observations	Document Review	Artefacts
Role ambiguity	It is important they receive accurate information help the on how to perform their duties	Employees are given information	N/A	N/A	N/A
Role conflict	Employees work on rota basis and share jobs. Also we try to rotate duties among the restaurant and bar staff. Employees are eager to help each other"	Fair workload	N/A	N/A	N/A
Employee-job fit	Employees have basic training to their jobs	Experience	N/A	N/A	N/A
Technology-job fit	It is very important because use of appropriate tools (Input) would result in employees' performance (Output).	Basic tools but effective			Evidence of new computer
Supervisory control (rewards)	Employee' contributions are noticed and rewarded according".	Rewards	N/A	N/A	N/A
Perceived control	Delegation reduces stress and to empower the employees to solve guests' problems	Own judgment	N/A	N/A	N/A
Teamwork	Employees should pull together for a common goal because employees	Teamwork	N/A	N/A	N/A
Interview Topics	How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observations	Document Review	Artefacts
Leadership style employed	Cordial relations with my employees, I am very approachable and they can come to me with their personal problems	Approachable Leader	The Leader was approachable	N/A	N/A
Consultation with employees	Employees are always consulted before any decision is taken	Employees consulted	N/A	N/A	N/A
Employees to obey the Leader without question	No, I don't believe in autocracy and employees are free to voice their opinions without fear	Employees suggestions are listened to	N/A	N/A	N/A
Actions for the need of employees, family and community	Yes, because the employees produce the work and are allowed time off for their family matters. The community supports the business because they are stakeholders as such their welfare is considered.	Employees are given time off for family matters.	N/A	N/A	N/A
Obligation to act like a parent of an extended family	Employees are the backbone of the business and without them the business would not survive	Care for the employees	Director asked the chef to prepare a meal for the employees and himself	N/A	N/A
Protecting the	Protect the employees from being sacked. Encourage them to be	Good relationships	N/A	N/A	N/A

wellbeing of employees	serious with their jobs.				
Respect for older employees	Respect the older employees as my mum or dad	Respect for one and another	Leader spoke with respect to the employees	N/A	N/A
Group loyalty versus individual goal	Group loyalty was important so as to avoid competitors poaching the employees.	Group work	N/A	N/A	N/A
Employees reciprocating Leader's protection	Employees' do appreciate the support given to them by the leader.	Loyal to the hotel's Leader	N/A	N/A	N/A
Employees reliance on Leader	Employees know their jobs and do not wait for instructions from the Leader.	Employees are confident	Evident during the data collection process	N/A	N/A

6.15 Description of Case Hotel No.4

The last of the cases is a small sized hotel with 20 bedrooms and situated in Sakumono in the Greater Accra region of Ghana. This hotel employs six full time employees has been in operation for 10 years. The hotel is co-owned by a married couple but the wife acts as the leader because she is in charge of running the hotel. All the employees at the hotel gained their employment either through the leader or through recommendations from family friends. The leader's sister and the husband's nephew work in this hotel. It is worth noting that there was free and open conversation between the leader and the employees. The employees interviewed were between 20-50 years old and had different roles at the hotel.

6.15.1 Findings from Interview, Direct Observations and Artefacts and Document Review: Hotel No. 4

Findings from the comments made by all the employees interviewed in this hotel have revealed comparable responses and patterns to all the questions asked. They agreed that there was good relationship between departments, colleagues and the leader. They were satisfied with the level of internal service quality in the hotel and responses on elements of cultural influence on their workplace behaviour were similar from each interviewee. The responses from the employees interviewed corroborates with the comments made by the leader in this hotel.

From direct observations during the interview process in this hotel, the interviewees seemed to be relaxed and displayed confidence in answering the questions to the best of their knowledge. The leader was observed sharing jokes with the employees and the employees seemed relaxed and able to share in the jokes. The employees appeared happy and confident in their work which was evident by their interaction with the guests. The hotel has spacious guest car parking space and open bar area with parasols. Clean environment and reception area with a flat screen television. The hotel has a tiny kitchen, which from evidence used by the hotel's staff, as the hotel does not cater for the residents. It was also noticed that the employees had

no formal uniform but their physical appearance looked clean. Employees have en-suite room for their use and to sleep when they had to work late at night. Other guests' facilities (toilets) observed looked clean and fitted with an electric hand drying mechanism. There was no evidence of individual training records. Other available documents that were observed at this hotel were Certificate of incorporation, VAT registration certificate, and Ghana Hoteliers' Association Membership certificate, which hanged on the walls at the reception area. Detailed table of findings from observation, documents and artefacts are presented in Appendix 9.

Summary of findings from data collected from interviews, observations, document, artefacts with emerging patterns in this hotel are presented in Table 6.7 and 6.8.

6.15.2 Findings-General Aspects from Employees Interviewed in the Case Hotel No.4.

Reduced data display of findings from employees interviewed in case hotel number four based on a within-case analysis is presented in a matrix (Table 6.7) with emerging patterns in this section.

6.15.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?

This section presents the findings related to Case Hotel 4 based on interviewees' responses to some pertinent aspects of internal customer service delivery at the hotel. Topics investigated included inter-departmental working relationships, politeness to colleagues, reward schemes, training, employees' facilities and importance of employees in service delivery.

Working relationships between departments in the case hotel as indicated by the employees interviewed have been cordial and on good terms with one another like a family. One interviewee summed up that:

"We work hand in hand with each other. I act between the bar and the reception and we depend on each other".

On the matter of employees being polite to each other, the consensus was that, the employees were polite to each other with respect and did resolve any conflicts quickly. They also indicated that respect and being polite to each other fostered team spirit and that helped to create a good working atmosphere. In support of what the employees interviewed stated, one of the interviewees said:

“We are polite to each other because that attitude helps to create a good working atmosphere. It also helps to keep team spirit and platform for teamwork”.

Employees interviewed unanimously agreed that they were adequately rewarded for their work at the hotel. Interviewees mentioned bonuses in busy months, gifts and food hampers at Christmas periods and were appreciated as one of the interviewee commented:

“We are paid a salary at the end of each month. Although this is meagre we are happy because we earn commission based on the hotels income and we are given presents as well”.

One area that received negative comments was on the issue of employee training in the hotel. All employees interviewed agreed that there was no formal training in the hotel. The employees were used to the in-house training by the leader or the experienced staff member. However, an employee commented that:

“I cannot specify but in my opinion, formal training would be appreciated as there is not much training at the moment”.

Another area explored in this case hotel was about the employees' facilities at the hotel. All the participating employees in the interview agreed that they did have adequate facilities that included en-suite bedroom to use with one indicating that:

“We have good staff facilities. We have staff room which we can also sleep in when we finish work after mid-night”.

One of the most significant area of internal service delivery is employees perception of their importance to the firm they work for. For that matter, employees' interviewed in this case were asked to give their opinion how important were they in customer service delivery in the hotel. Unarguably, the general feeling was that, employees were very important.

Reasons given were that they delivered the service to the guests, worked in the absence of the leader and customer's satisfaction of service heavily depended on the service delivered by the employees. An interviewee commented that:

"Employees take responsibility for service delivery and ensure that guests' service delivery is of satisfactory standard. We offer outstanding services with the limited resources at our disposal so we are important".

6.15.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

Findings from the employees' interviewed, on elements of internal service delivery attributes; training and career development, employee recognition, employee workload, recruitment and selection, tools and equipment and employees' empowerment were explored in this Case Hotel 4 with the analysis presented this section.

Employees' training and career development at the hotel was explored at this hotel. Majority of the participating employees agreed that there was lack of formal training and career development at the hotel. One interviewee however, commented that:

"In my opinion, I think there should be regular training provided to ensure skills are maintained. There is no career development provided at this hotel".

However, one of the interviewees was of the opinion that the experience acquired from the hotel could help to gain employment with one of the larger hotels one day.

In their response to employees given recognition for their work at the hotel, all the interviewees agreed that they were recognised for their work done at the hotel. Recognition came in the form of presents, thank you, occasional bonuses as appreciation for the employees' work. Comments by the interviewees included:

“Yes, the employees do get recognition for their hard work. The owners thank us and sometimes we sit together and have some refreshments after work”.

On the aspect of employees' workload at the hotel, the interviewees commented that there was no over burden demand on their workload due to the small size of the hotel. In addition, from the interviewees' opinion, employees did have similar workload at the hotel and did help in all departments. An interviewee indicated that:

“Even though I work as the housekeeper, the other employees do help in cleaning the rooms at busy periods. Therefore, the amount I do per shift is equal as compared to the other employees”

Another line of enquiry into internal service delivery was in the area of the hotel's recruitment and selection procedures. Majority of the employees interviewed agreed that all the employees at the case hotel either gained their jobs through the hotel's owner or through family friend. One interviewee commented that:

“Recruitment here is more or less through who you know. All the employees know someone who works here or the owners. We are all treated the same, for example, there is no difference between us and owner's nephew or the leader's sister who work at this hotel”.

On the issue of nepotism at the hotel, an employee interviewed indicated that:

“It is not an issue of nepotism. Family businesses are usually ran by family members work contracted out only when there is no one in the family to do. I got the job here because of my uncle”.

Majority of the employees interviewed indicated that they were satisfied with the tools and equipment they worked with. Even though they were not modern, the tools were efficient and effective. One interviewee said:

“We are a small hotel without the financial capacity to update equipment on regular basis. However, the tools and equipment we have are effective and efficient. We try to maintain what we have to the best standard”.

One interviewee however, made an opposing comment by stating that:

“Not satisfied with the tools as they are not updated and so put employees at risk”.

The next area explored was whether the hotel’s employees were able to use their own judgments in solving guests’ problems. Employees interviewed unanimously agreed that they were able to use their own judgments in solving guests’ problems at the hotel. In addition, if unsure of how to deal with a particular problem, they sought advice from other members of staff instead of the leader. One of the interviewees said:

“Yes, I have the authority to use my own judgment. For example, if a bed needs repairs, I can arrange for a carpenter to make the necessary repairs without consulting the owner”.

6.16 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

Influence of culture on employees’ job satisfaction and organisational commitment were explored by using Hofstede *et al.* (2010) first four national culture dimensions. The findings related to this Case Hotel are presented in this section.

6.16.1 Power Distance

Relationships between employees and the leader, consideration given to employees' suggestions, and employees being able to openly disagree with the leader were the aspects of power distance culture explored at this case hotel. All employees interviewed agreed that they did have good relationships with their leader. In support of their claim, one interviewee said:

"Yes, we are on equal terms and as I have already said we are a closely knit family of workers. We share roles and support one another whenever required".

Additionally, all the employees interviewed concurred with each other's comment that the leader at the case hotel considered their suggestions. Examples provided to support the interviewees' stance included payment of taxi fares for employees who finish work late at night and replacement of bed linen when suggested. One of the interviewee stated:

"At meetings, employees are encouraged to voice their opinions. We have what is called "other matters" this is to allow the employees to make suggestions. For example, when neighbours were using the hotel's water pump, I suggested that we reposition the pump and I was listened to".

On the question of whether the employees interviewed did show respect to their leader at the hotel, again the general response was that they did have respect for their leader. Respect for the leader was demanded in the society and our culture. In addition, the leader pays the wages so must be respected according to the interviewees with one stating that:

"Yes, I do respect my leader. This is one of the principles and laws at the workplace. It is the highest discipline we have in our culture. Our culture demands that".

On the issue of whether employees were able to openly disagree with their leader, majority of the participating interviewees commented that they were able to disagree with the leader but only in private or in a polite manner. Some of the comments made by the interviewees included:

“In some cases, for example, when I am under pressure at busy periods serving customers, I can disagree with some of the leader’s suggestions but in a polite manner”.

Another interviewee said:

“Yes, I can because I have been able to earn the trust of my leaders in my job role but would not disagree with them in public”.

6.16.2 Collectivism versus individualism

Attributes of collectivism and individualism culture explored at this case hotel were based on employees working relationships, group belongingness, work-life balance and job security. Findings from employees interviewed are presented in this section.

All the employees interviewed at this hotel indicated that they have good and cordial working relationships, open to each other, ready to help one another and work as a family were comments made. One interviewee stated:

“We have very cordial relationships. We are a small ‘family’, and that is what we, in fact, are. We have no known differences but of course there are disagreements from time to time, on issues deemed to be of the interest of growing the business”.

Concerning employees belonging to a group with common interest at the hotel, the employees interviewed unanimously commented that they did work as a group with shared values. The participating employees went on to state that they did have the hotel’s success as their common goal because the success of the hotel was important for their livelihood. Comment made by one interviewee was that:

“We work as group with common interest in my opinion. We need our jobs and can only keep our employment if we have shared responsibility and strive to achieve similar goals”.

On the issue of work-life balance, the employees interviewed agreed that they did have time for personal and family matters when asked to comment on work-life balance by working at the hotel and one interviewee said:

“Yes, time spent here cannot be spent elsewhere but where it matters we cover each other’s shift if they cannot make it. In addition, our family are welcome here all the time. We have a room dedicated to our personal needs while on duty and other services as well”.

Another interviewee commented:

“Yes, as said before this is a small hotel and it is not busy at all times. When we ask for time off, we are granted and colleagues are ready to cover for each other if there is an emergency”.

On employees’ job security and their workplace behaviour, all but one interviewee indicated that job security was important to them as they either needed the money to survive, to take care of the family or to save up for further education or the difficulty to find another job elsewhere. An interviewee stated:

“Yes, I need this job to take care of my family. At my age, it will be much difficult to find another employment elsewhere”.

The only interviewee who indicated that job security was not important in their opinion stated:

“No, not at all. My job security is assured. I have no need to worry as the hotel is just like my own. In fact, we all feel the same and treat it like our own indeed”.

6.16.3 Masculinity versus Femininity

Masculinity and femininity orientation cultural dimension attributes were explored at this case hotel based on work to live, helping colleagues, willingness to cooperate with colleagues, and fairness of reward systems. Responses from employees interviewed are analysed and presented in this section.

All employees interviewed were in consensus that they work to live because of the income to take care of themselves and family. One employee interviewed stated:

“I am working to live because of the regular income I receive from my work. If I do not work, life would be difficult for me and my family”.

Employees interviewed concurred that they did help each other in doing jobs at the hotel. Comments made included teamwork, getting work done on time, behaved as a family and because of the small size of the hotel as reasons for helping colleagues. An interviewee commented that:

“As said before, we are always helping each other to do our jobs. This is a small hotel and tasks are not strictly allocated to individuals. We help in all sections when needed”.

On the question of whether employees in the hotel were willing to cooperate with each other to achieve a common goal, all the interviewees agreed that they were willing to cooperate with each other for the success of the hotel. Comments made by the interviewees included working as a team, as a family, for stable employment and because there was a sense of friendliness and the willingness to help one another. The words from one of the interviewees were:

“We are all willing to help and cooperate with each other because we are a team and the owners appreciate us in equal terms”. Another interviewee recounted that: *“We don’t see ourselves as employees but family and so there is a lot of cooperation in all we do. We share common interests”.*

Opinions of employees interviewed concerning the fairness of employees’ rewards at the hotel related to each other. All the employees interviewed indicated that they felt rewards were equitably distributed. A comment by one interviewee was:

“Very equitable rewards. Why? On top of our pay we get other benefits like meals, transport for our private and other family needs when needed. We

know the earnings we make and so what we are paid is indeed equitable. There is hardly any reward differentiation; we have a lot in common”.

6.16.4. Uncertainty Avoidance

Components of uncertainty avoidance culture analysed based on employees' confidence in their job role, leave present employment for higher wages elsewhere and the hotel's rules.

On whether employees at the hotel were confident in doing their jobs, the employees interviewed generally indicated that, they were confident doing their daily jobs. Experience, friendliness, not afraid of making mistakes, ability to consult colleagues when in doubt and the trust the leader have in them were contributing factors for being confident. An interviewee said:

“My confidence comes from my age and experience. I work without supervision and sometimes train the others in room cleaning and bed making”.

Overall, all employees interviewed were of the opinion that they would not leave the hotel for another one even if promised higher wages. The interviewees cited trust, loyalty, kind attitude towards employees by the leader and the husband, happy at the hotel and if the leader and the husband had no issues with them as reasons for their unwillingness to leave the hotel. One interviewee stated:

“Never, and not for wages. Maybe something else but I am yet to know what that is. If I don't come to work for a day I feel like I am missing something in my life. This place is my home, my life, my playing field and of course the source of my livelihood and that of my family”.

On the hotel's rules and whether the employees interviewed would break any in the interest of the hotel. Commentary from the interviewees indicated that, the rules were fair and not strict but if there were a need to overstep a rule to safeguard the hotel's interest, they would do that. Rules were fair and normal as with all organisations, what to do and not to do. One interviewee said:

“In fact I have not felt like there are rules for us the staff. Yes, for the clients but not us. We don’t have rules, but guidelines to put in our best, to improve our service to our clients”.

What motivated the employees the most in doing their jobs at the hotel were respect from the leader, fellow employees and dealing with guests according to the employees interviewed. One employee’s response was that:

“The feeling of shared responsibility and ownership, of working for myself and no other and furthermore, the people I work with.”

6.17. Results from Interview with the Leader Case (Hotel) No.4

Importance of internal service delivery, internal service attributes and influence of culture on leadership styles was explored by interviewing the leader in Case Hotel 4. Findings from the leader are presented in respective sections.

6.17.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?

The leader indicated that internal customers were the workers (employees), which mean the leader did understand the term internal customer. From the perspective of the leader, employees should be accorded similar treatment as the hotel treats the paying guests by stating:

“Internal customers (employees) are equally important. The employees should be treated equally as paying guests because they serve the guests. If the employees are happy, they can serve the customers better”.

On possible link between employees’ loyalty to the hotel and the hotel’s guest loyalty, the leader affirmed that there was possible link and stated:

“There is a link between internal and external customers because if the employees are not treated well, they will leave. Similarly, if the external customer is dissatisfied with the service, they will not come back”.

Additionally, the leader was of the opinion that the hotel could benefit if the employees were satisfied with their jobs because they would provide good service leading to having more guests and potential increase in the hotel's revenue.

Concerning the elements of internal service quality dimension, the aspect of reliability was first explored at this case hotel. The leader stressed that, promises made to employees were duly honoured. Promises of employees' bonuses in accordance to increased revenue have been honoured in good faith. Benefits that had been promised to the employees came in the form of bonuses and gifts, which were presented to employees during staff meetings.

On second dimension explored was assurance based on the aspects of courtesy and trust. The leader commented that indicated that she was courteous to the employees trusted her by stating:

"I am courteous to the employees and respect them. They trust me because when employees tell me about their tips I let them keep everything".

The third dimension of tangibility was explored based on employees' facilities offered by the hotel. The leader firmly stated that, the hotel's employees have one room with en-suite bathroom and have somewhere to sleep if they worked late into the night. Empathy, the fourth internal service dimension was explored with focus on whether employees were offered individual attention by the leader at the hotel. The leader also indicated that, employees were given swift and individual attention and this was in relation to the aspect of the fifth internal service quality dimension of responsiveness. The leader commented:

"I will sit down with the employee and discuss the problem. If it is financial I do help and I do that promptly".

6.17.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

This section explored the internal service attributes provision at this case hotel based on based on employees' recognition for their contribution, training, empowerment, recruitment and selection and elements of key service performance factors as depicted by gap 3 (Frost and Kumar, 2000; Parasuraman *et al.*, 1990). Findings from elements explored in the case hotel are presented accordingly.

The leader expressed that the employees were recognised for working extra shifts or doing extra jobs during busy periods. The leader stated:

"I share the tips that have been left in the hotel takings among the employees. I thank them for their hard work. If employees know that their work is appreciated, they will not hesitate to do more than what is required of them".

On employees training and career development opportunity at the hotel, the leader said there was no formal training at the hotel however, employees have the opportunity to progress in the hotel by the in-house training provided. It was acknowledged that training was very important because it could enhance employees' confidence in doing their tasks. May be in the future, employees would be sent for further training provided elsewhere.

The leader made clear that employees did have the authority to make decisions in the light of satisfying guests' needs at the hotel. In response, the leader clearly stated that:

"Yes, they have authority to make decisions to satisfy their needs. It is not always that I am available in the hotel. Employees are therefore, free to make decisions that would solve a guest's problem before it gets worse".

An inquiry into the hotel's recruitment and selection policies revealed that, majority of the employees either were family members or had their jobs through family friends according to the leader.

Key contributing factors within the service performance gap were explored at this case hotel. On the issue of providing employees with accurate information to do their jobs, the leader commented that:

“It is very important to give the employees the right information to do their work. We do this by having morning meetings before we start work”.

On whether the employees in the hotel did have more jobs to do than they were capable of or had time for, the leader replied that the hotel did run shift system, early and late sessions. In this situation, workload was even out and what was more, all the employees worked together in all the departments. On the question of whether the employees possessed adequate qualification in their job roles, the response was that:

“The employees do not have vocational qualifications but are given in-house training to be able to do their jobs. We ask for references from previous employees for those who have worked before joining us”.

The importance of the provision of efficient and effective equipment and tools for employees to do their jobs at the hotel was enquired from the leader and the response was that:

“It is important to provide appropriate tools for the employees to do the right job. Ineffective tools may frustrate the employees. We are planning to upgrade our tools and equipment, for example, new computer”.

According to the leader, the employees were empowered to solve guests' problems by themselves because she was not always available at the hotel. On the issue of employees working together for a common goal, the leader positively said:

“Teamwork helps to hasten service delivery and to achieve a common goal, which is customer satisfaction”.

6.17.3 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

The potential influence of national culture on leadership styles was explored at this case hotel as covered in the literature and findings from the interview with the leader are presented in this section.

The leader at this case hotel described the leadership style as a mother figure to the employees and there was reciprocal respect between her and the employees. Additionally, all employees were consulted for their opinions on decisions that may affect them or the hotel before decisions had been made at the hotel furthermore, consulting the employees could build trust between leader and employees according to the leader at this case hotel.

From the leader's perspective, employees were not expected to obey the leader without question. The leader was of the opinion that employees should be encouraged to voice their opinions and question in order to seek explanation to matters raised by their leader.

The leader, when asked to comment on the leader's actions in prioritizing the needs and welfare of employees, family and community within the hotel's environment, the leader stated:

"I am concerned with the need of the employees and the community. In our society we help each other. Neighbours fetch water from the hotel's water reservoir whenever there is water shortage or there is a problem with the public water supply system in the community".

The leader felt that there was an obligation to act as a parent of the employees in the hotel because of their family connections and that the employees look up to her for direction and advice at all times.

On why should leader protect the wellbeing of their employees, the leader explained that protection of employees was for their own good and their future wellbeing. In addition, the leader was prepared to support employees' education financially if needed. Relationships between employees older than the leader at the hotel were good, polite, respect for each other and considered themselves as brothers and sisters. On the importance of employees' group loyalty as against individual goals, the leader's response was that:

“Employees are encouraged to come together as a family or a team rather than pursuing individual goals. Group loyalty brings harmony at the workplace”.

For the question of whether employees would reciprocate the protection and direction accorded to them by the leader, the leader commented that:

“Yes, they will reciprocate my protection and guidance. For example, they are always willing to help when we are busy even though they may be off duty”.

Finally, the leader expressed that the employees that newly hired employees did rely on the leader for instructions to do their jobs but the other employees knew their jobs and did not wait for instructions from the leader. Additionally, the employees could take their own decision on the appropriate way to perform their tasks according to the leader at this case hotel.

6.18 Summary of Interview, Observation, Document Review, and Artefacts from the Case Hotel No. 4.

Reduced data with emerging patterns from this case hotel’s findings from employees and the leader interviewed are presented in a matrix format (tables 6.7 and 6.8) with any observations, artefacts and available documents reviewed as part of data collection method.

Table 6.7: Detailed Findings from Employees' Interview, Observation, Document, and Artefacts: Case Study Hotel 4

Interviewees Responses	Why is internal customer service quality important within small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Departmental relationships	Good	Good	Good	Good	Good	Cordial relationship	Helping each other	N/A	N/A
Polite to each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Respect for each other	Cordial relationships between the employees	N/A	N/A
Employee Rewards	Rewards	Rewards	Rewards	Rewards	Rewards	Rewards systems	N/A	N/A	N/A
Employee Training	In-house-training	In-house-training	In-house-training	In-house-training	In-house-training	Training provided	N/A	N/A	GTB Training Certificate
Employee Facilities	Staff room	Staff room	Staff room	Staff room	Staff room	Facilities provided	Staff accommodation	N/A	N/A
Employees versus Customers Importance	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	Employees are important	N/A	N/A	N/A
Interviewees Responses	How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Career development	For experience	Experience	Satisfied	No career development	No career development	Limited career development	N/A	N/A	N/A
Recognition	Yes appreciated	Yes appreciated	Yes appreciated	Yes appreciated	Yes appreciated	Appreciation			
Workload per shift	Workload used to be too much but not now	Fair workload	Fair workload	Fair workload	Fair workload	Equal workload	N/A	N/A	N/A
Recruitment and selection	Through owner	Through friend	Through owner	Through family friend	Through family friend	No nepotism	N/A	N/A	N/A
Equipment and tools	Effective but not	Satisfied	Effective and	Not	Effective and	Effective	N/A	N/A	Flat screen TV at

	modern		efficient	satisfied/old	basic	tools			the reception
Using own judgment	Own judgment	Own judgment	Own judgment	Own judgment	Own judgment	Own judgment			
Interviewees Responses	How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?					Emerging Pattern	Observation	Document Review	Artefacts
	Power Distance								
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Relationships between leader and employees	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Open conversation between leader and employees	N/A	N/A
Employees' suggestions	Yes, listened to	Yes, listened to	Yes, listened to	Yes, listened to	Yes, listened to	Listened to	N/A	N/A	N/A
Respect for leader	Yes respect for leader	Yes respect for leader	Yes respect for leader	Yes respect for leader	Yes respect for leader	Respect for leader	N/A	N/A	N/A
Able to disagree with leader	Yes, but in private	Yes, but in private	Yes but in private	Yes but in private	Yes, but in private	Yes, in private	N/A	N/A	N/A
Interviewees Responses	Collectivism versus Individualism					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Employees working relationships	Good relationship	Good relationship	Good relationship	Good relationship	Good relationship	Good working relationship	Harmonious relationships	N/A	N/A
Belonging to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Yes, belong to a group	Group belongingness	N/A	N/A	N/A
Work life balance	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Yes able to have time off work	Employees have time off for private and family issues	N/A	N/A	N/A
Job security workplace behaviour	Yes job security	Yes job security	No	Yes job security	Yes job security	Job security	N/A	N/A	N/A
Interviewees Responses	Masculinity versus Femininity					Emerging Pattern	Observation	Document Review	Artefacts

Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5				
Working to live versus living to work	Work to live	Work to live	Work to live	Work to live	Work to live	Working to live	N/A	N/A	N/A
Helping colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Yes help colleagues	Help colleagues	N/A	N/A	N/A
Willingness to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Willing to cooperate	Cooperation	N/A	N/A	N/A
Equitable rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards	Fair rewards			
Interviewees Responses	Uncertainty Avoidance					Emerging Pattern	Observation	Document Review	Artefacts
Interview Topics	Employee No.1	Employee No.2	Employee No.3	Employee No.4	Employee No.5		N/A	N/A	N/A
Confidence in doing your work	Yes confident	Yes confident	Yes confident	Yes confident	Yes confident	Confident	Employees confidence was evident	N/A	N/A
Leaving for higher wages	No, will stay	No, will stay	No, will stay	No, will stay	No, will stay	Will stay	N/A	N/A	N/A
Opinion on the hotel's rules	Not stringent	Relaxed	No rules for staff	Not strict	Fair and normal	Fair/ Not broken a rule	N/A	N/A	N/A
Motivation to perform your work	Owner/sister	Owner/colleagues	Responsibility/colleagues	Owner/colleagues	Owner/colleagues	Colleagues/owner	N/A	N/A	N/A

Table 6.8 Detailed Findings from the Leader’s Interview, Observation, Document Review, and Artefacts: Hotel 4

Interview Topics	Why is internal customer service quality important within small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Who are your internal customers	The employees or the staff	Employees	N/A	N/A	N/A
Importance of Internal customers (employees)	Internal customers (employees) are equally important. The employees should be treated equally as paying guests because they serve the guests. If the employees are happy, they can serve the customers better.	Employees are important	N/A	N/A	N/A
Links between internal and external customers' loyalty	There is a link between internal and external customers because if the employees are not treated well, they will leave. Similarly, if the external customer is dissatisfied with the service, they will not come back	There is a link	N/A	N/A	N/A
Benefits to this hotel if the employees are satisfied	Plenty of benefits to the hotel. It will bring in more customers and increase the hotel's revenue.	Hotel will benefit	N/A	N/A	N/A
Reliability	Whenever we promise the employees by paying them bonuses in accordance with increased revenue, we do exactly that. "Benefits come in the form of bonuses and gifts and are presented during one of our meetings. The presents of gifts are equally distributed among the employees".	Promises are kept	N/A	N/A	N/A
Assurance	I am courteous to the employees and respect them. They trust me because when employees tell me about their tips I let them keep everything.	leaders are courteous to employees	Respect for the employees	N/A	N/A
Tangibility (Facilities)	The employees have one room with en-suite bathroom and also have some where to sleep if they work late into the night.	Good facilities	Staff accommodation		
Empathy	Employees are given individual attention because each one may have different problem	Employees shown empathy	N/A	N/A	N/A
Responsiveness	I will sit down with the employees and discuss the problem. If it is financial I do help and I do that promptly	Employees are listened to	N/A	N/A	N/A
Interview Topics	How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Recognition	I thank them for their hard work. If employees know that their work is appreciated, they will not hesitate to do more than what is required of them	Employees are recognised	N/A	N/A	GTB training certificate
Training and Career development	No formal training at the hotel. Employees have the opportunity to progress in the hotel by the in-house training provided	In-house training	N/A	N/A	N/A

Empowerment	Yes, they have authority to make decisions to satisfy their needs. It is not always that I am available in the hotel. Employees are therefore, free to make decisions that would solve a guest's problem before it gets worse	Empowered	N/A	N/A	N/A
Recruitment and selection	The employees were either family members or had their jobs through family friends.	Formal and recommendations	N/A	N/A	N/A
Interview Topics	Leader's Responses Key contributing factors	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Role ambiguity	It is very important to give the employees the right information to do their work. We do this by having morning meetings before we start work	Employees are given information	N/A	N/A	N/A
Role conflict	They do run shift system in the hotel, early and late. In this case work load is even out and what is more, all the employees work together in all the departments	Fair workload	N/A	N/A	N/A
Employee-job fit	The employees do not have vocational qualifications but are given in-house training to be able to do their jobs. We ask for references from previous employees for those who have worked before joining us	Experience	N/A	N/A	N/A
Technology-job fit	It is important to provide appropriate tools for the employees to do the right job. Ineffective tools may frustrate the employees	Basic tools but effective	N/A	N/A	Evidence of a computer
Supervisory control (rewards)	Employees are given presents, bonuses and food hampers at Christmas periods	Rewards	N/A	N/A	N/A
Perceived control	"The employees are empowered to solve guests' problems without consulting me because I am not around at all times".	Own judgment	N/A	N/A	N/A
Teamwork	Teamwork helps to hasten service delivery and to achieve a common goal, which is customer satisfaction	Teamwork	N/A	N/A	N/A
Interview Topics	How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?	Emerging Pattern Employees/Leader	Observation	Document Review	Artefacts
Leadership style	I lead as a mother figure and social worker. Respect between myself and the workers and is reciprocal	Approachable leader	The leader was approachable	N/A	N/A
Consultation with employees	Employees are always consulted for their opinions on decisions that may affect them or the hotel in general. The employees are encouraged to voice their opinions out	Employees consulted	N/A	N/A	N/A
Employees to obey the leader without question	Employees should be urged to voice their opinions and questions in order to seek explanation to matters raised by their leader.	Employees suggestions are listened to	N/A	N/A	N/A

Actions for the need of employees, family and community	I am concerned with the need of the employees and the community. In our society we help each other. Neighbours fetch water from the hotel's water reservoir whenever there is water shortage or there is a problem with the public water supply system in the community	Work-life balance/ Care for the community	N/A	N/A	N/A
Obligation to act like a parent of an extended family	There is an obligation to act as a parent of the employees in the hotel because of their family connections and that the employees look up her for direction and advice at all times	Care for the employees	N/A	N/A	N/A
Protecting the wellbeing of employees	Yes, for their own good and their future wellbeing. For example, if I have to help with their education I will certainly do that	Good relationships	N/A	N/A	N/A
Respect for older employees	The relationship between people older than her in the hotel is good. They treat themselves as brothers and sisters	Respect for one and another	Leader spoke with respect to the employees	N/A	N/A
Group loyalty versus individual goal	Employees are encouraged to come together as a family or a team rather than pursuing individual goals. Group loyalty brings harmony in the workplace	Group work	N/A	N/A	N/A
Employees reciprocating leader's protection	Yes, they will reciprocate my protection and guidance. For example, they are always willing to help when we are busy even though they may be off duty	Loyal to the hotel's leader	N/A	N/A	N/A
Employees reliance on leader to do their jobs	The employees know their jobs and do not wait for instructions from the leader.	Employees are confident	Employees went about their duties with confidence	N/A	N/A

6.19 Chapter Summary

Findings from the case hotels are presented respectively following the semi-structured interview method employed as the pivotal source of data collection for this study. Direct observation of events, artefacts and documentary review where made available were used as sources of evidence in the data collection so as to strengthen the validity of this study.

The within-case technique was based on data display approach consisting of three concurrent sub-processes (a) data reduction; (b) data display and (c) conclusion drawing and verification (Miles and Huberman, 1994; Miles, *et al.*, 2014). Conclusions were drawn by noting regularities and emerging patterns in the analysis of the findings. Cross-case analysis technique is used to discuss the findings from each of the case hotels in the context of the aim, objectives, and theoretical propositions in the next chapter.

**CHAPTER SEVEN: ANALYSIS AND
DISCUSSION OF FINDINGS FROM THE CASE
HOTELS**

CHAPTER SEVEN

Analysis and Discussion of Findings from the Case Hotels

7.1 Chapter Introduction

This chapter provides a cross-case analysis from the individual case hotels presented in Chapter 6. The cross-case analysis and discussion of findings are designed to help draw on emerging patterns that were evident from the within-case analysis. In addition, the commonalities and differences from the findings across the four individual case hotels are discussed by examining the data against the existing literature reviews in Chapters 2 and 3. The findings are linked to the theoretical propositions derived from the framework (Chapter 4, Fig. 4.1) of this study. The topics under discussion to address the aim, which is:

To investigate internal customer service delivery and how national culture influences employees' perception of job satisfaction and organisational commitment and leadership style affect in small hospitality enterprises in Ghana.

In addition, research objectives:

1. To investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana;
2. To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana;
3. To investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana;
4. To investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana.

7.2 Revised Theoretical Framework of Internal Service Quality, Culture and Leadership Relationships

This section presents a reconstruction of a revised theoretical framework (figure 7.1) from the multidisciplinary literature, which answers the study's aim, research questions, objectives and propositions. Additionally,

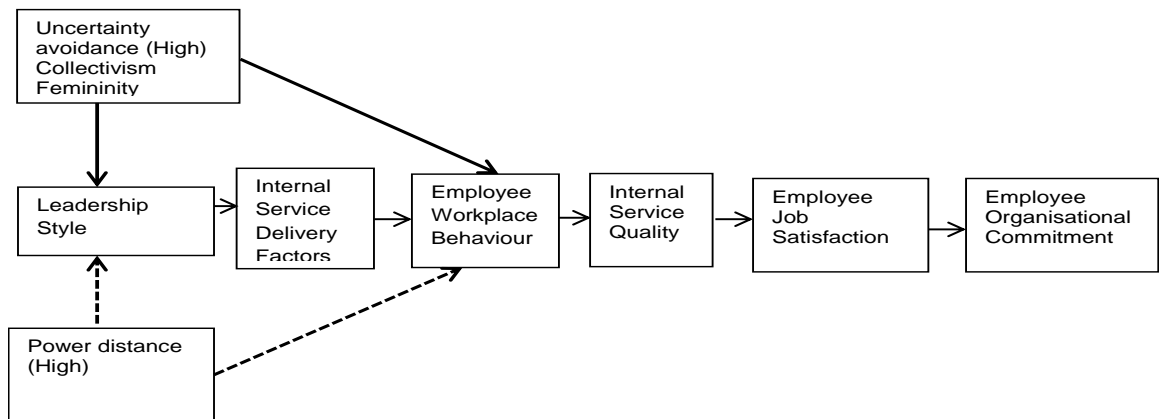
this section is followed by discussions of the study's findings under each research question.

The revised framework reflects on the actual findings in real-life situation within the case study hotels by synthesizing theories of internal service quality, national culture, job satisfaction, organisational commitment and leadership styles. One of the strengths of this study is the development of a logical theoretical framework, which outlines the integration of internal service quality, culture, leadership style, employees' job satisfaction and organisational commitment as confirmed in this study.

There are some important differences between the revised theoretical framework (figure 7.1) and the theoretical framework (figure 4.1) which was derived from the review of the extant literature. The key findings from this study were that employees were able to make decisions and suggestions and expected their leaders to reciprocate their respect for them, which was contrary to the literature (Hofstede *et al.*, 2010). Contrary to the literature on societies inherent with a high power distance culture (Hofstede *et al.*, 2010), the findings from this study have highlighted that power distance culture partially supports the theoretical propositions P2a on the influence of power distance on employees' workplace behaviour and proposition P3a influence of power distance culture on leadership style.

These unique contrasting findings further develop on cross-cultural literature and these are illustrated with dashes in the revised theoretical framework. The directions of the bold lines indicate support of the findings of this study to the literature and the assumptions made on influence of national culture on leadership style and workplace behaviour as illustrated in the theoretical framework.

Figure 7.1 Revised Theoretical Framework of the Relationships between Internal Service Quality, National Culture, and Leadership Relationship Style, Job Satisfaction and Organisational Commitment



Source: (Author, 2018)

7.3 Why is internal customer service quality important within small hospitality enterprises in Ghana?

This section discusses the findings across the case hotels to address the main research question above and from sub-questions on working relationship, polite and respect, employee reward, training, and importance of employees.

This study provides insights into the importance of internal service delivery and attempts to explain the internal customers' (employees) experiences about service quality in small hospitality businesses in Ghana. There were similarities in the four cases that reveal that employees have good or cordial working relationships between departments. With reference to the internal service literature (Lovelock and Wirtz, 2016), departments working as a team and employees having good relationships with each other are important factors in boosting employees' morale and confidence in the work place. The cordial relationships between employees found in this study could therefore, enhance job satisfaction and increase pride in the hotels they work for.

It was evident from direct observations in all the case hotels that employees do respect one another in the manner they spoke to each other. Further, employees felt they were important to the hotel in serving guests.

This study enhances understanding that the case hotels do practice aspects of internal service attributes.

This finding therefore, develops on the literature on how employee who felt that there were important to their organisations could help offer effective customer service (Ahmed and Rafiq, 2004; Arnett *et al.*, 2002; Nazeer *et al.*, 2014). Other aspects of the importance of internal customers (employees) are discussed below.

7.3.1 Inter-departmental Relationships

Inter-departmental relationships are integral part of internal customer service concept. Being polite to each other is the basic principles of workplace harmony. Additionally, relationship is very important because each department relies on the other for smooth business operation as was found in the case hotels. Evidence from this study, which revealed that there was good inter-departmental relationships in the case hotels is consistent with the literature (Ahmed and Rafiq, 2004; Palmer, 2014, Wilson *et al.*, 2016) on the idea that an organisation must be viewed as a marketplace, which consists of different departments that are constantly depending on exchanges with each other. This study highlights the importance of services provided internally by other departments and employees within their organisation (Bouranta *et al.*, 2009; Ruizalba *et al.*, 2014; Sharma *et al.*, 2016).

The values of being polite and having respect for each other and having cordial and harmonious relationships as revealed in this study should be seen in the context of a collectivist cultural disposition that reinforces employees' behaviours that influence internal customer service satisfaction. The extent to which employees feel that they are respected or spoken to with respect by colleagues and their leaders are contributing factors that dictate the extent of their satisfaction in the workplace (Amissah *et al.*, 2016). It is worth noting that, from observations across the cases in this study, the dialogue between leaders and subordinates was respectful and, in some instances, the leader shared jokes.

Cordial, harmonious and good inter- departmental relationships were the emerging patterns from the findings from the employees and these

correspond with the findings from the leaders in the case hotels. This behaviour creates openness and approachability, albeit showing respect for the leader, which therefore builds trust and possibly enhances employees' confidence (Wanasika *et al.*, 2011).

It is noteworthy that inter-departmental communication, cooperation, employees and leader relationships, which are among the principles of internal service, were evident in the interviewees' responses and observations across the case hotels. These dynamics of internal service with the added value of employees' willingness to help one another do their jobs, respect for colleagues and leaders and teamwork towards a common goal were apparent in this study.

These findings from this study is important and contribute towards employees workplace behaviour and are congruent with the extant literature (Owusu-Frimpong and Martins, 2010; Wanasika *et al.*, 2011; Taylor, 2014).

7.3.2 Employees' Rewards

Rewarding employees is encapsulated in the internal service quality attributes explored in this study. Organisations that enshrine employee reward scheme in their organisational culture can enhance their attractiveness as a potential employer in order to attract, select and retain the best employees (Bustamam *et al.*, 2014). Findings from the case hotels suggest that, there are employee reward schemes in the form of incentives from their leaders. Rewarding employees for their hard work could increase job satisfaction and organisational commitment.

Satisfied employees therefore, may be capable of delivering high levels of service quality to external customers (Bansal *et al.*, 2001; Conduit *et al.*, 2014). Employees' claim of being rewarded in the form of money and variety of gifts are verified by the findings from the leaders within the case hotels.

The provision of adequate staff facilities is a sign of acknowledging the importance of employees in the workplace. Employees with adequate facilities are likely to be satisfied with the quality of internal service delivered. Employees' rest rooms and separate accommodation were observed across

the case hotels, which indicated that leaders view the welfare of their employees as important in their hotel operations. Findings from the employees were corroborated by the findings from the leaders' responses from all four case hotels.

The leaders of all the case hotels were in agreement that their employees were rewarded for their hard work. These rewards were to say thank you and at the same time to satisfy the employees' needs for recognition and appreciation. It is a way of recognising the employees' contribution and to increase their self-esteem, confidence and motivation in the workplace. Overall, findings in the aspects of employees' rewards in monetary terms, gifts, free meals, accommodation or facilities are consistent with the work of Karatepe *et al.* (2007) Chiang and Birtch (2008) Douglas *et al.* (2010) and Bustamam *et al.* (2014). These researchers posit that rewarding employees is an important approach available to organisations to satisfy employees' needs, but in the same vein, to achieve higher employee performance and efficient use of resource to enhance customer service quality.

This empirical qualitative study enhances the understanding of how effective rewards for employees' hard work are appreciated in the case hotels. This finding further develops on the gap in the literature of quality management practices and small enterprises internal service quality in Ghana (Fenning *et al.*, 2008).

7.3.3 Employees' Training

The case hotels shed light on employee training and in-house training was provided by the leaders to supplement employees' development. This was in addition to other basic training provided by the official hotel training provider; that is the Ghana Tourist Board. The importance of basic training offered to employees in small business organisations was in contrast to Debrah and Mmieh (2009) who suggested that most SMEs in Ghana are known to provide little or no training for their employees. This finding therefore, is important and interestingly, in small hospitality businesses in Ghana, operators are legally required to provide basic employee training

offered by the Ghana Tourist Board (GTB). A certificate is issued upon completion of the training programme and most hotels display their certificates at the reception. The researcher noticed the certificates of compliance during the data collection period.

It is worth noting that inadequate training does have a negative effect on employees when delivering service publicly, which may result in embarrassment for the employees (Tracey *et al.*, 2014). In this research, findings indicate that the basic training by the GTB and the in-house training by the leaders of the hotels were adequate to equip the employees with the necessary skills to perform their tasks. It was noticed during the data collection for this study that employees displayed confidence in doing their duties. This finding increases the understanding of how informal training aids employees to do their tasks in small hotels and in line with the literature (Tracey *et al.*, 2014).

For the purpose of Health and safety, fire safety inspection of hotels is obligatory and this was evidenced by the Ghana Fire Brigade certificate for compliance with the fire safety regulations in the case hotels. It is therefore, suggested that inspection by the Ghana Fire Brigade for fire safety alone is not enough without adequate employee training on fire safety in small businesses. Consequently, the official Safety inspection could be reinforced by employee training on health and safety at work and training records maintained.

The findings from this study develop on the literature on small enterprises in developing countries, which attribute informal training to the lack of formal personnel or human resource management (HRM) departments. The situation is exacerbated by the difficulty in attracting and recruiting highly qualified professionals or employees to implement quality human resources practices effectively (Altinay *et al.* 2008; Fening *et al.*, 2008; Debrah and Mmieh, 2009). The findings also support the work of Mensah-Ansah (2014) who suggests that the lack of human resource management in the small hotels is due to the reluctance of the leaders to appreciate the leadership and managerial training programmes on offer at subsidized rates.

7.3.4 Summary of Dimensions of Service Quality

Findings from the leaders on aspects of (Parasuraman *et al.* (1990) SERVQUAL model service quality dimensions based on reliability, assurance, tangibility, empathy and responsiveness are discussed below.

The findings from this study have revealed the importance of leaders' position on internal customer service quality. It is worth noting that the employees' leaders take into account aspects of service quality dimensions. The findings on the reliability, assurance, tangibility, empathy and responsiveness dimensions were similar across each case hotel. The findings indicate that the leaders universally take service quality dimensions seriously in the context of internal customer service delivery, which is important for the small businesses in the hospitality sector. This demonstrates that employees are important to the leaders in providing quality service to their guests/customers.

Findings from the leaders being reliable on keeping promises made to their employees revealed that the leaders kept their promises. Promises of incentives for good work done by the employees were honoured. Additionally, leaders urge their employees to discuss their problems with them in order to help if possible.

Leaders in the case hotels revealed that they showed politeness and respect to the employees and believed that they did have the employees' trust. Promises made to the employees were delivered and their needs were attended to. Findings further indicated that leaders considered that being polite and respectful is reciprocal and important for employees' motivation.

On tangible aspect of internal service delivery, findings from the leaders showed they did provide the employees with good staff facilities. Staff washrooms, changing and rest rooms, free meals and accommodation were some of the tangible attributes offered to the employees in the case hotels.

Leaders did show empathy towards their employees from the findings from the case hotels. Employees were given individual attention because each employee's problem could be different from others. Leaders believed

that time should be devoted to the employees and solve their problems in private and at the same time to care for their needs.

On how quickly leaders responded to employees with problems, the findings from the leaders revealed that employees' problems were discussed and rapidly responded to depending on the situation. The leaders felt that if employees' problems were not swiftly responded to, service delivery could be affected because employees with problems may not be able to work efficiently.

Furthermore, leaders were aware of the overarching implications of the service dimensions in internal customer satisfaction of service quality. Consequently, they address each of the dimensions in their own ways and in the manner pertinent to their operations. The leaders concurred that the manner in which internal services were provided or the treatment accorded to employees by the leader have implications for employees' job satisfaction and organisational commitment in a service oriented business. It is widely acknowledged in the extant literature that service quality dimensions are useful tools that match internal supplier /internal customers expected service and perceived service to determine the perceived service quality, which could be either satisfied or dissatisfied.

Additionally, it was agreed overwhelmingly by the employees and leaders in the case studies that there are direct relationships between external and internal customer expectations of service and their perception of the service delivered. This is consistent with the literature (Paraskevas 2001; Johnston and Clark, 2012; Chiang and Wu, 2014). The findings on service quality dimensions are significant because this study has explored the leaders support for the employees. In this case, the leaders' perception of their services offered to the employees as support staff.

The provision of tangible aspects such as employees' facilities, leaders being reliable in fulfilling their promises to employees, responding swiftly to solving employees' problems, showing empathy to employees and being courteous to them are important in internal service provision (Frost and Kumar, 2000; Liu and Liu, 2014). These internal service quality dimensions according to Parasuraman *et al.* (1990), could help to enhance employees'

job satisfaction and organisational commitment. It is worth noting that the views from the leaders were consistent with the findings from the employees.

An understanding of the needs of employees and attending to them was exactly what was revealed across the case hotels. Additionally, the findings build on the body of knowledge on aspects of internal service quality dimensions in small hotel enterprises' internal service delivery.

Effective organisation of the internal customer service dimensions impacts directly on employees' job satisfaction and organisational commitment (Pantouvakis and Bouranta, 2013). It is argued by Taiwo (2013) that, even in the Ghanaian labour environment, with prevailing high unemployment and unfavourable economic conditions, employees expect to be treated as well as external customers and leaders were expected to deliver the service attributes to match the employees' expectations. In effect, if an employee feels extremely unhappy in their job there are other options available even if employment is outside the wage sector (Fields, 2005; Taiwo 2013).

The findings support the literature review on aspects affecting internal service quality among employees are similar to those affecting external customers (Frost and Kumar, 2000; Chen, 2013; Pantouvakis Bouranta, 2013). This study therefore, builds on the service quality dimensions literature with this empirical examination of the concept in small hotels by using leaders from the case hotels as internal suppliers to the employees as internal customers.

These dimensions were enshrined in the theoretical framework of this study. The findings also revealed that the participating employees in this study perceived that their satisfaction of internal service has an effect on external customer service delivery. This finding has shed some light on how employees in small hotel enterprises in a developing country as Ghana understand their importance in service delivery. This is consistent with the literature that Internal customers' perceived service satisfaction has an effect on the external customers' perceptions of the service offered to them (Conduit *et al.*, 2014; Ruizalba *et al.*, 2014; Yuang and Yoon, 2014).

7.3.5 Importance of Employees in Service Delivery.

In general, findings from across the case hotels revealed that employees did see themselves to be as equally important in terms of service delivery as the paying customers and this view was supported by the views of the leaders from the case hotels. To further strengthen the employees' stance of being important, it was found that employees were aware that their behaviour could impact on the quality of the service delivered to the paying customers and that is why they are important.

Findings from the case hotels revealed that the employees (internal customers) were knowledgeable that the quality of service offered to them should be similar to the service provision for the external customers. Furthermore, the employees' viewpoint of being important as the paying customer is supported by existing literature (Bellou and Andronikidis, 2008; Berger and Brownell, 2009; Jun and Ca, 2010; Johnston and Clark, 2012; Chiang, 2014). Additionally, findings from the case hotels have shed light on employees understanding of their importance in small hotels service delivery and builds on literature of internal service quality in small hotels or service firms.

Overall, the findings are consistent with numerous experts in the field of service quality and customer care who support the notion that there are relationships between internal service quality and employees satisfaction (Gronroos, 2007; Parasuraman *et al.*, 1990; Heskett *et al.*, 1994; Berry, 1995; Ahmed and Rafiq, 2004; Lovelock and Wirtz, 2016). Moreover, the quality of internal service delivery affects employees' satisfaction and loyalty which then impacts on external customer satisfaction and loyalty to an organisation or provider. These loyal external customers then propagate their satisfaction to friends and family, bringing in more customers who in turn generate profit for the organisation, inducing growth and expansion Heskett *et al.*, 1994; Lovelock and Wirtz; Wilson *et al.*, 2016).

As revealed across the case hotels, employees acknowledge that their satisfaction of internal service has reciprocal effect on external customers and this is in line with the literature (Chi and Gursoy, 2008; Yee *et al.*, 2011; Kandampully *et al.*, 2014; Sharma *et al.*, 2016). The leaders

supported the employees' acceptance of their importance in service delivery across all cases in this study. From the leaders' perspectives, internal customers (employees) were important to the hotels because they were the providers of the hotels' services. Their performances could positively or negatively affect the external customers' perceptions of the service received. These revelations therefore, have confirmed that there is a link between internal and external customer satisfaction in the hotels.

Moreover, employees' job satisfaction and commitment benefits the hotels as they become loyal and productive and this was consistent with the literature (Parasuraman *et al.*, 1990; Berry, 1995; Conduit *et al.*, 2014; Ruizalba *et al.*, 2014; Hogreve *et al.*, 2017). Again, this study has highlighted the employees' perceived understanding of how their job satisfaction has reciprocal effect on their external customers' service delivery and this finding further develops on the existing literature on internal service in small hotel enterprises.

7.4 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

The second research question explored the internal service attributes delivered in the case hotels. Additionally, this section investigated how aspects of internal service were delivered for example, employees' training and career development, employee recognition and recruitment and selection. Other elements explored were employee workload and empowerment and findings are discussed below.

Effective internal service attributes provision that meet the employees' expectations of service could enhance employees' job satisfaction and organisational commitment. Existing literature acknowledges that employees' satisfaction has a knock-on-effect on external customer satisfaction leading to organisational profitability and growth (Heskett *et al.*, 1994; Kim, 2014).

7.4.1 Training and Career Development

Internal service attributes provision across the cases was common from the employees' perspectives and the training regimes (on-the-job

training) within the case hotels were very similar as discussed above. Career development across the case studies revealed similar findings in terms of career aspirations among the employees. With the basic training provided by the hotels, the younger employees with senior secondary education were optimistic about developing their career through further education. The case study hotels threw some light on the lack of opportunity in employees' career progression beyond supervisory roles because of the size of the hotels. This issue is supported by the existing literature Karatepe, (2014) who identify a lack of career progression in the hospitality industry.

Employees of 40years old and above were satisfied with their jobs even though they could not foresee any career development in their present employment. It is therefore, evident from the findings that employees who were over 40 years old were more loyal and committed and more likely to stay with their present employers than their younger counterparts. This study's findings are congruent with Rigg *et al's.* (2014) study of employee engagement, which they found that employees over 40 years were more engagement with their jobs than their younger colleagues were. This engagement was due to the developed commitment and loyalty to their employers. In the case of a developing country such as Ghana, the critical factor of older employees' organisational commitment is influenced by the lack of employment opportunities which were compounded by the unfavourable economic conditions that are prevalent in Ghana (Debrah and Mmieh, 2009; Williams and Owusu-Acheampong, 2016).

In situations where employees were related to either the owner or the leader in the case studies; the employees were not overly concerned with career development at their respective hotels. These employees had the perception that they may inherit the business in the future and, as such were not worried about career development in their hotels. This assumption is congruent with the work of Berrone, Cruz and Gomez-Mejia (2012) who note that family members in a firm are motivated by having non-financial aspects or affective endowments of family ownership.

In the same vein, they harbour the feeling of having family support for continuous employment or have the perception that they may let the family

down if they sought employment elsewhere. These findings are in line with literature on family and non-family businesses (Bammens *et al.*, 2014; Kellermanns *et al.*, 2013; Ramos *et al.*, 2014).

7.4.2 Recognition

Previous and current literature assumes that employees' recognition for their work will enable them to be more productive (Heskett *et al.*, 1994; Kim, 2014). Intangible rewards in the form of recognition and appreciation is one of the attributes of internal service quality delivery. Tangible rewards such as hampers, gifts (including money) can signify appreciation of work done. This appreciation therefore, has a knock-on-effect on employees' performance and group work for the common goal of the firm they work for (Douglas *et al.*, 2010; Amissah *et al.*, 2016; Kosfeld *et al.*, 2017). The issues of recognition and appreciation have become topical in the literature on internal service quality (Heskett *et al.*, 1994; Ahmed and Rafiq, 2004; Lovelock and Wirtz, 2016). It is also acknowledged that these attributes contribute towards employees' job satisfaction or dissatisfaction and decision-making and their workplace behaviour (Kim, 2014). Employees' intangible rewards (recognition and appreciation) are enshrined in the principles of internal customer service literature.

Interestingly, findings from the leaders across the cases revealed that employees were recognised and appreciated for their work. These findings of employees in the case hotels appreciation of tangible and intangible rewards therefore, build on existing literature in internal quality service delivery and is in line with the literature (Skudiene *et al.*, 2013).

In general, the employees in the case hotels were pleased with the recognition of their hard work at their respective hotels. It is not uncommon for leaders in small businesses in Ghana to be generous to their employees. It could be said that the leaders' generosity to their employees is embedded in the leadership culture (Debrah and Mmieh, 2009; Kaplan *et al.*, 2014). Furthermore, leaders in the case hotels were not oblivious to the importance of employees' commitment in service delivery, therefore these leaders have ways to satisfy the employees whilst maintaining their power of control.

7.4.3 Amount of Work per Shift

Existing literature depicts the hospitality industry as a sector endemic with contact overload syndrome. This is whereby employees' tasks require one-on-one contact with many people on a repeated basis. Employees can attend to so many of these people in a given period of time before they begin to feel tired and stressed (Berger and Brownell, 2009; Karatepe, 2012; Sampson and Akyeampong, 2014). The response from the employees and leaders in the case hotels have, however, revealed that employees were quite satisfied with the amount of work they have to do per shift. In all cases it was revealed that employees had an adequate amount of work to do per shift, that is employees were not overloaded with work. It could be argued that, in this study, the cases are small sized hotels and they are not as busy as the larger hotels who are in the upscale market. This might not be the case for those who work in multi-national or large hotels who have high service throughput.

7.4.4 Recruitment and Selection

The informal recruitment in the small enterprises has a benefit to the organisation because employing people from the family or through recommendation by existing employees tend to commit employees normatively to their organisation because of the feeling of letting someone down if they left the job (Mohammad, 2015). The findings from this study, however, revealed only three employees were related to their respective leaders, eight of the employees gained their employment through the leaders or were recommended by family members and nine employees were employed through application or the labour office. It is worth noting that the only available recruitment and selection documents reviewed were from one of the case hotels.

The details from those documents included application forms, employee start date and wage. In this research, leaders were wary of revealing their records. In the main, findings from the recruitment and selection practices in this study could be said to be partially influenced by

societal/cultural behaviour which are inherent within collectivist societies. In general, owners of small enterprises were expected to find jobs for immediate family members or people in the community as culture demands. This finding is consistent with the literature that recruitment and selection in small businesses, especially in the developing countries such as Ghana, are very informal and ad hoc (Debrah and Mmeh, 2009; Bird and Wennberg, 2013; Osei-Boateng and Ampratwum, 2011; Mallett and Waspshott, 2014; Mohammad, 2015).

7.4.5 Tools and Equipment

For employees to provide good service quality, they should be provided with the appropriate tools to perform their jobs. Inappropriate or unreliable tools do have adverse implications for employees' service delivery performances (Parasuraman *et al.*, 1990; Sageer *et al.*, 2012; Choudhry, 2017). The findings from the employees were similar across the case study hotels with the revelation that employees were provided with modern, but basic, tools which were adequate to perform their tasks. These findings were corroborated by the findings from the leaders and direct observations made by the author in the data collection process. Tools and equipment such as kitchen utensils and televisions were evident in the case hotels.

In one of the case hotels an employee, however, did not have the necessary equipment to work with, but that was not a discouragement. The employee viewed the situation as a blessing in disguise in their continuous employment because the task involved is performed manually, but if equipment was to be introduced, it may have drastically reduced this employee's hours of work. The perceived view of job security is consistent with Debrah and Mmeh's (2009) suggestion that employees are loyal and committed to their firms no matter how internal service attributes are delivered to them. Moreover, the situation of the employee who performs tasks manually without the relevant equipment, other factors being equal, portrays and supports the theoretical understanding of societies with a strong uncertainty avoidance culture, whereby security and stable employment is valued (Hofstede *et al.*, 2010; Andreassi *et al.*, 2014).

7.4.6 Employee Empowerment

The findings from this study have highlighted the importance of employees' empowerment in service delivery. Literature on service quality supports the notion of employees being given the opportunity to use their own judgments in solving external customer service encounter problems. The general assumption of service employees' empowerment or perceived control of situations encountered in service delivery is delegating decision-making to the employee. A customer with a service problem can have a quick solution to a problem because the employee dealing with the customer may not have to seek permission from the leader to execute a transaction to satisfy the aggrieved customer (Parasuraman *et al.*, 1990; Meng and Han, 2014; Yen *et al.*, 2016).

Findings were similar in the case hotels; employees have the opportunity to use their own judgment to solve guests' problems. Leaders in the case hotels acknowledged the importance of employees' empowerment. Empowering employees has a direct and important impact on internal and external service delivery and satisfaction as well as reducing customer complaints. This finding further develops literature on empowerment and is in line with studies such as Namasivayam *et al.* (2014) who concluded that empowerment in the hospitality industry helps build confidence among employees and considerably enhances their performances in customer service delivery. In addition, findings from the leaders in this study increase understanding of leaders empowering behaviours and employee psychological empowerment in internal customer service (Mishra and Garg, 2016).

7.4.7 Summary of Aspects of Internal Service

Employees being confident in performing tasks; a fair amount of work to do per shift; training; provision of adequate tools and equipment to perform tasks; appreciating and rewarding employees for their contributions; giving employees the freedom to make individual decisions to satisfy customers' needs; communication and working as a team to achieve common goals

were all highlighted as essential in internal customer service delivery. This study's findings have demonstrated how leaders pay attention to the factors within internal service delivery in order to keep their employees satisfied.

The findings from the study revealed that employees were happy with their respective hotels' positive efforts in managing the factors that contribute to enhancing their workplace satisfaction. The findings from the perspectives of the leaders across the cases on aspects of internal service were supported by the employees' versions in the study. These findings were consistent with the internal service literature (Parasuraman *et al.*, 1990; Berger and Brownell; 2009; Ruizalba *et al.*, 2014) which indicates that employees' satisfaction depends on the level of internal service attributes provision in the workplace.

This study therefore, builds on literature of internal service attributes provision in small hotels and the findings support the prediction made in the theoretical framework in this study and corroborates the theoretical proposition P1 of this study: "*Internal customers with appropriate service attributes have positive internal service experiences in the workplace*".

7.5 How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

This section presents the discussion of findings from the employees in the case hotels to answer the main question of how national culture affects internal customer job satisfaction and organizational commitment. Sub-set questions were based on Hofstede (1980) four cultural dimensions.

The findings from the aspects of power distance, uncertainty avoidance, and individualism versus collectivism and masculinity versus femininity cultural dimensions from this study's case hotels build on literature that cultural values cannot be ignored in the study of employees' workplace behaviour in the context of job satisfaction and organisational commitment. Culture predominantly has an influence on people's decision making and is tantamount to the reduction of conflict in societies (Hofstede, 1980; Lok and Crawford, 2004; Eskildsen *et al.*, 2010; Haung and Vilert, 2010). Haung and

Vilert (2010) also agree that international organisations have looked at job satisfaction as a way of improving their human resources capabilities, but cautioned that job satisfaction varies from country to country; meaning job satisfaction is influenced by the national culture prevailing in a country.

Responses from this study address the gap in the understanding of how culture affect internal service practices to enhance employee job satisfaction (Okpara, 2007; Hung and Rundle-Thiele, 2014). This study enhances the internal service literature by incorporating cultural influence on employees' workplace behaviour, job satisfaction and organisational commitment in the situation of case hotels in Ghana.

Aspects of cultural findings across the case studies were linked to Hofstede's (1980) four cultural dimensions (power distance, collectivism vs. individualism, masculinity vs. femininity and uncertainty avoidance). Response from the employees in this study has revealed that their workplace behaviour, job satisfaction and organisational commitment were influenced by the prevailing culture in Ghana.

These findings build on the literature by investigating Hofstede's (1980) original four cultural dimensions in a single study in a developing country. The finding on collectivist culture in this study is in line with the findings from Okpara (2007) who concluded that culture and extended family allegiance have influence on job satisfaction and organisational commitment and Abdulla *et al.*'s (2011) study on culture and job satisfaction.

Findings across the case hotels in this study have highlighted some similarities with Okpara's (2007) research in that the respondents in each of the studies indicated that they believe in group success rather than individual achievement. It is worth noting that one of Ghana's national cultural characteristics (Hofstede, 2001) supports and encourages teamwork and group cohesion efforts. Whilst Okpara (2017) explored Information System Managers, this study investigation was based on employees within the wholly owned Ghanaian small hotel enterprises, therefore further develops on literature.

7.5.1 Power Distance

Discussion on power distance cultural dimension was based on questions exploring the relationships between leaders and employees, consideration of employees' suggestions, respect for leaders and employees disagreeing with their leaders.

The findings on high power distance orientation were similar in all the case hotels. Cordial and harmonious relationships and respect for leaders are key aspects of cultural behaviour and are culturally demanded in some societies in Africa (Theimann *et al.*, 2006; Iwowo, 2015). It was of no surprise that findings across the case hotels revealed that the employees showed much respect to their leaders, but in the same vein, the employees expected similar respect from the leaders as the culture demands.

Direct observations by the researcher during the data collection process revealed as much as the employees respected their leader, the leader in turn showed respect for the employees. It could be deduced that findings from the case hotels revealed a high power distance orientation culture because employees indicated that they would not openly disagree with their leaders and those who felt the need to disagree will only do so in private.

An interesting finding in this study is the assertion by the employees that their suggestions were listened to. This revelation is contrary to the literature, which posits that subordinates in a high power distance society are often ignored in decision- making in the workplace (Yan and Hunt, 2005). This study has highlighted the influence of power distance culture on employees' job satisfaction and organisational commitment in small businesses. Being polite and respect of the employees by the leaders eliminates the perception of inequality in the workplace therefore, employees being able to make suggestions and be listened to by leaders creates a perception of equality, which could enhance job satisfaction and organisational commitment and this is in line with literature (Andreassi *et al.*, 2014).

Findings from employees' comments on respect for leaders and not being able to openly disagreeing with leaders have shown that the cultural

behaviour from this study reflects a high power distance cultural dimension. This revelation further develops on literature and consistent with other countries with a similar cultural orientation reported in the theoretical literature (Hofstede, 2001; Eskildsen *et al.*, 2010; Haung and Van de Vilert, 2010; Duze, 2012). In the same vein, findings from employees that they were able to make suggestions and were consulted with and treated as equals by leaders are not consistent with societies with a high power distance culture, but rather cultures with low power distance orientation (Hofstede *et al.*, 2010).

The findings of power distance culture in this study partially support the theoretical proposition (2a): “*Internal customer job satisfaction and organisational commitment are affirmatively impacted by the high power distance of Ghanaian culture*” because findings revealed some aspects of workplace behaviour inherent in societies with a low power distance culture. These findings therefore, build on the literature on power distance culture.

7.5.2 Individualism and Collectivism

Aspects of individualism and collectivism cultural dimension explored and discussed in this section include employees working relationships with colleagues, group belongingness, work-life balance and job security.

This study’s findings across the case hotels demonstrated collectivist cultural traits and were similar to literature on the same subject matter. Findings revealed that employees did have good working relationships with their colleagues, employees worked as a team with common interests and responsibility, which was for the success of their respective hotels. In addition, employees felt they did have balanced work and family life and were concerned for their job security. These findings were some of the attributes commonly found in the collectivist cultural societies and which influence job satisfaction and organisational commitment. From the observation of events during data collection, it was evident from the employees’ behaviour towards one another that they had cordial and harmonious relationships. Moreover, these findings are supported by theory on collectivist culture (Hofstede *et al.*, 2010; Andreassi *et al.*, 2014).

Working in groups or in teams enhances job satisfaction in societies with a collectivist culture because being a member of a group is the accepted behaviour which allows individuals to feel that they have contributed to a common goal within a society or in the workplace. The findings have revealed the collectivist cultural behaviour, which influences job satisfaction and organisational commitment in the case studies and supports the societal behaviour, which corresponds to the values and norms in some African cultures such as Ghana (Asiedu-Appiah *et al.*, 2017).

This finding is in contrast to the cultural behaviour normally found in the western countries and is congruent with literature (Hofstede *et al.*, 2010; Haung and Vilert, 2010; Duze, 2012; Andreassi *et al.*, 2014; Senaji *et al.*, 2014). The findings on collectivist and individualist cultures in this study support the assumptions made in the theoretical framework and the theoretical proposition (3b) put forward: “Internal customer job satisfaction and organisational commitment are affirmatively influenced by the collectivism of Ghanaian culture”.

7.5.3 Femininity and Masculinity

This section presents the discussion on the findings on femininity and masculinity cultural dimension from the case hotels. Attributes explored within this dimension were working to live, help colleagues with their work, willingness to cooperate with fellow employees and employees’ rewards.

Emerging masculinity and femininity cultural characteristics from this study’s findings indicate that feminine in orientation culture is prevalent in the case hotels. The findings are similar across the case hotels. The employees asserted that they work to live, stated their willingness to cooperate with colleagues for the success of their hotels and felt that they belonged to a group. The findings from this study, therefore, have revealed that employees have good relationships with their leaders and subordinates and, again, have a desire for employment security.

Employees were willing to help one another in doing tasks and were concerned for ‘weaker’ colleagues. In contrast to the cultural traits dominant in the masculine culture, findings from the employees in this study lean

towards feminine cultural tendencies and this therefore supports literature on feminine culture (Hofstede *et al.*, 2010; Adekunle and Jude, 2014; Magnini *et al.*, 2014). These findings are in line with the prediction made in the theoretical framework and strengthen this study's proposition (3c): "Internal customer job satisfaction and organisational commitment are affirmatively influenced by the femininity of Ghanaian culture".

7.5.4 Uncertainty Avoidance

On uncertainty avoidance, the findings revealed that a strong uncertainty avoidance culture is inherent in the cases. Employees' confidence in doing their work was similar across the case hotels. The findings from the author's field observations during the interview processes and from comments made during the data collection process, indicated that the employees' were confident in doing their jobs. Age, experience and love of their work emerged as some of the contributing factors for being confident in the workplace.

This study also revealed that employees across the cases were willing to stay with their present employers, even if offered similar work with higher wages, because some were afraid of the unknown; they didn't want change, didn't trust people who over-promised, were happy with their present employment and had loyalty to the leaders. Employees' motivations were similar in all the cases. Job security, esteem and belongingness with co-workers, not letting their leaders down, and the leadership were the prominent reasons for the employees' motivation at their respective hotels.

The findings from across the case hotels established that being able to approach leaders (interactions) was one of the most important motivational factors and this was consistent with the work of Abugre (2012) who posited that lack of communication and transparency between leader and employees are factors that de-motivate employees. These motivational factors found in this study prevail in societies with a high uncertainty avoidance culture. It is therefore argued that job satisfaction and organisational commitment are strongly influenced by the Ghanaian high uncertainty avoidance orientation in this study and this is consistent with the

literature (K'Obonyo and Dimba, 2007; Elskildsen *et al.*, 2010; Hofstede, 2010; Duze, 2012; Autio *et al.*, 2013; Andreassi *et al.*, 2014). The findings on uncertainty avoidance culture correspond to the theoretical proposition (3d): Internal customer job satisfaction and organisational commitment were strongly associated with the high uncertainty avoidance of Ghanaian culture..

In summary, cultural values and norms analysed in the case study findings were consistent with the theoretical literature (Hofstede *et al.*, 2010). Furthermore, the cultural behaviours prevalent in the four dimensions have major effects on employees' workplace behaviour and therefore contribute towards employees' job satisfaction and organisational commitment (Lee-Ross, 2005; Yan and Hunt, 2005; Hofstede *et al.*, 2010; Kuada, 2010; Karatepe, 2012; Adekunle and Jude, 2014).

Contrary to the literature on behaviour of societies with high power distance disposition, this study contributes to literature with the findings that employees from the case hotels felt that they were on equal terms with their leaders and additionally believed that respect between employees and leaders were reciprocal.

7.5.5 Affective, Continuance and Normative Commitments and Culture

From the study's findings, organisational commitment across the cases was predominantly built on cultural traits that were represented cognitively in the employees. The findings also revealed that the three prominent components of organisational commitment: affective commitment (AC), continuance commitment (CC) and normative commitment (NC) that abound in the literature were present in the case hotels findings. From the findings, it could be argued that the continuance commitment attributes revealed were based on social and financial reasons for the employees' commitment to the same employer, with culture having no influence on their decision to stay.

The continuance commitment on one hand could be due to the perceived financial costs of leaving the hotel. Committing to stay, on the other hand, could be due to the prevailing inactive economic activities and unfavourable labour market in Ghana and this is in line with the literature

(Allen and Meyer, 1996; Debrah and Mmeh, 2009; Elele and Fields, 2010; Wasti, 2016). In terms of normative commitment, it was evident from the findings across the hotels that the majority of the employees were committed because of loyalty to the leaders and colleagues, and some were committed because of family obligations.

Concerning the relationship between organisational commitment and culture, the normative commitment prevailed in this study because the findings support workplace behaviours associated with societies with a collectivist culture disposition and this is in line with the literature (Gelade *et al.*, 2006; Hofstede *et al.*, 2010; Lee *et al.*, 2014; Zopiatis *et al.*, 2014; Wasti, 2016).

The findings across the cases also revealed significant characteristics of cultural influences leading to employees' emotional and family attachment to the leaders. In the same vein, this study found that employees over 40 years old were committed affectively to their organisations more than the under 40 years old employees. The over 40 years old employees' commitment in the cases was attributed to their positive work experience and stability. This finding is supported by the literature (Abdul-Nasiru *et al.*, 2014) exploring the relationship between age and organisational commitment in public services in Ghana. They found that the public services in Ghana, employees might tend to stay with their organisations for a longer period due to the generous government pension scheme. The decision of employees staying in their respective jobs in this study was attributed to their emotional attachment and enjoyment working in or being a member of their respective hotels.

This finding builds on literature (Allen and Meyer, 1990; Abdulla, Djebarni and Mellahi, 2011; Wasti, 2016) that an employee's age has a real effect on affective commitment. The commitment could be due to competition in employment opportunities on the job market with younger people, resulting in them being motivated to put more effort into their work in order to be considered valuable to their organisation's cause.

It is argued from the findings in this study that culture has an important influence on the case hotels employees' organisational

commitment and this assertion is in line with cultural behaviours found in the literature (Gelade *et al.*, 2006). Harmonious relationships with leaders and the perceived feeling that employees may disappoint or let their leaders down are contributing predictors for choosing to stay with their employer and not leave. The humanistic approach by the leaders towards employees and the cordial relationships between the employees has contributed to the employees' emotional attachments to their respective hotels in this study and this is congruent with the literature (Jackson, 2015).

Furthermore, employees' support, care for their well-being and recognition of their contributions found in this study enhance employees' job satisfaction and organisational commitment as revealed across the cases. These findings are congruent with Karatepe's (2012) study of employees' career satisfaction and performance outcomes. The predictors of employees' retention, which included a humane and caring approach to employees and being nice to people and vice versa in the workplace, were among other factors found in this study and these factors were consistent with the literature (Karatepe, 2012; Milman and Dickson, 2014).

It is worth noting that affective commitment attributes were also evident from the findings of this study. The employees' emotional attachment, their satisfaction in the workplace, being a member of a group/belongingness and, moreover, contribution towards the achievement of group goals are values dominant in a feminine oriented culture. These findings are, therefore, consistent with the literature on employees' emotional attachment in the workplace. Furthermore, the findings from this study confirmed and supported the literature on the relationships between national culture and organisational commitment (Duze, 2012; Autio *et al.*, 2013; Mustafa and Line, 2014; Betancourt *et al.*, 2014; Gallie, *et al.*, 2017).

Findings on organizational commitment in this study have revealed that employees' commitment was based on a person-centred approach where all the three components of commitment were evident in the case hotels. These findings are significant and address the call for further research on a person-centred approach to organisational commitment (Meyer *et al.*, 2013). Additionally, findings from the case hotels increase

understanding of how culture influence employees' workplace behaviour cultural behaviour expected in collectivist societies. The employees in the study's relationships in the workplace have been built on a cordial and harmonious foundation, resulting in enhanced employee job satisfaction and these findings were congruent with the extant literature (Okpara, 2007; Debrah and Mmeh, 2009; Hofstede *et al.*, 2010; Adenkule and Jude, 2014).

In summary, it is argued that the overall findings on cultural traits and employees' job satisfaction and organisational commitment have addressed the overarching theoretical propositions (P2a-2d). The study's findings have demonstrated that employees' job satisfaction and organisational commitment are really associated with femininity, high power distance, collectivist and strong uncertainty avoidance cultural orientations and this is consistent with literature on the influences of culture in hospitality settings (Magnini *et al.*, 2014).

The findings also support the assertion that societal culture impacts on the relationships between employees and organisations leading to a motivated workforce and job satisfaction (Fitzsimmons and Stamper, 2013). This study, therefore, uniquely argues that national culture has an influence on job satisfaction and organisational commitment and helps to explain culture and workplace behaviour in the small hospitality enterprises studied in Ghana.

7.6 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

Influence of culture on leadership style and internal service quality was investigated to answer the main research question for this section. Hofstede (1980) four cultural dimensions of power distance, collectivistic versus individualistic, masculinity versus femininity and uncertainty avoidance were explored and findings are discussed below.

It is interesting to note that the employees across the case hotels were not concerned that they did not come from same region or town their leaders. These findings are in contrast with Testa's (2007) study which looked at national culture and leadership in the hospitality industry. In that

study (Ibid., 480) it was concluded that employees from different countries working in an international organisation perceived that working for a leader from the same country enhances cultural congruence.

For this study, which is based on indigenous Ghanaian small hospitality firms with Ghanaian employees, the investigation into whether the interviewees were from the same town or region was more appropriate than inquiring whether the employees were from the same country. It is worth noting that “home town” refers to the village, town, or city a person is from, especially the one in which people were born and lived while young and not to the location of the hotel or where the staff lived. Asking whether employees were from the same town or region was to ascertain whether the leaders of the case hotels hired people from the same town or region as themselves or whether employees working for a leader from the same town or region could enhance cultural harmony in the workplace.

This finding is important for the case hotels because Ghana is one of the most peaceful countries in the Sub-Saharan African region. Even though there are several tribes in Ghana, Ghanaians are prepared to help each other regardless of their tribal background and this was evident from the findings across the cases. Revelations from this study support the literature on Ghanaian culture (Manuh and Sutherland-Addy, 2013) because Ghanaians see themselves as a people with the same cultural norms and values, even though there are different dialects and ethnicity.

7.6.1 Leadership Style (Power Distance)

This section presents the discussion of the findings of how power distance culture influences leadership style in the case hotels.

The findings from leaders across the cases have revealed similarities in terms of cultural influence on leadership style and behaviour in the workplace. The leaders were approachable and one of them stated that they did not believe in an autocratic style of leadership. The employees revealed that they are on good terms with their leader, were treated with respect and their suggestions are listened to. This concurs with the leaders’ accounts of their relationships with the employees. The employees and leaders’ claims

that they have respect for each other were strengthened by the observation of events during the data collection process. Leaders spoke to employees with respect and sometimes, used the word “please”. There were common traits in the leadership styles from the comments made by the leaders.

The leaders in this study perceived themselves as parents of the employees and were concerned about the welfare of the employees. This behaviour shown by leaders toward their employees plays an important role in how supportive a workplace setting was perceived by the employees. In addition, the employees in this high power distance culture accepted their leaders and became attached to them (Hale and Fields, (2007). Daniels and Greguras (2014) also noted employees’ attachment to their leaders in their theoretical explanation of the nature of power distance implications for individuals and organisations.

Findings from the leaders in this study indicate that they were under an obligation to provide support and protection to their employees and this responsibility is embedded in the Ghanaian cultural leadership requirements, unlike societies in the western world (Blunt and Jones, 1997; Yan and Hunt, 2005; Iwowo, 2015). This paternalistic culture, inherent in societies with a high power distance disposition was revealed across the hotels and was similar in regards to the leadership styles. In the same vein, their leadership style was supported by the employees’ claims that they have harmonious relationships and respect for their leaders. Furthermore, in this high power distance culture, it was revealed that employees in this study do reciprocate the perceived parenthood and care accorded to them by showing loyalty and respect to their leaders therefore, this study enhances understanding and in line with literature (Lituchy and Michaud, 2017).

The employees’ evaluation of their leader depends on how they are treated by the leader. Within the high power distance culture, paternalistic behaviour is the norm and employees are expected to respect their leaders. In such a situation, employees are generally unable or unwilling to disagree with their leaders, who they regard as a father/mother figure. This behaviour was revealed by the findings from the employees in the case hotels and is in

line with the literature (Yan and Hunt 2005; Hofstede *et al.*, 2010; Kim and McLean, 2014; Lee and Antonakis, 2014; Lituchy and Michaud, 2017).

It must be noted that, contrary to the general assumption in the literature that decision-making is centralised and dwells with the leader, the findings in this study have revealed that leaders do consult their employees on matters relating to them and also take their suggestions seriously. This is in contrast to the literature where decision making and the opportunity to make suggestions are more akin to a low power distance culture where employees decision-making is not restricted by the leader, but employees are free to participate in decision making in the workplace (Yan and Hunt, 2005; Baa-Dartey *et al.*, 2011). It is also worth noting that these decision-making opportunities found in the case hotels could give the employees a perception of equality which could therefore increase their trust for the leader and job satisfaction as found by the work of Lee and Antonakis (2014).

The findings within the case hotels suggest that the leadership style in Ghana should involve cultural values which demonstrate tolerance, compromise, respect for older people and general agreement on rules in the workplace. This is in line with Jogulu's (2010) study of culturally-linked leadership styles and the literature (Hofstede, 2001; Bolden and Kirk, 2009) in West Africa.

With the exception of employees having the opportunity for decision making and to make suggestions, evidence from this study dictates that most aspects of high power distance culture traits were prevalent across the cases. These findings have, therefore, partially answered the theoretical proposition P3a of this study and are not consistent with other recent studies that opine that high power distance culture influences positively on leadership style (Kim and McLean, 2014; Lee and Antonakis, 2014).

7.6.2 Leadership Style (Collectivism versus Individualism)

Collectivism versus Individualism culture was explored and findings from the leaders' perspective are discussed in this section.

The attributes found in this study, such as putting individual interest behind group interest, cooperation in the workplace, displays of social behaviour, leader- employee relationships as a family are based on moral grounds that are commonly found in the collectivist culture. Group interest, unlike the individual interest inherent in individualistic cultures emerged from the findings of this study. The findings from the employees and the leaders in all the case hotels indicate that teamwork is encouraged and important for employee cohesiveness. This finding on teamwork is supported in the service quality literature (Parasuraman, *et al.*, 1990; Lovelock and Wirtz, 2016) and group cohesion in the literature on collectivism and individualism (Hofstede *et al.*, 2010; Kim and McLean, 2014). This finding further develops on existing literature on how collectivist culture traits influence leadership style through leaders' behaviour in the workplace in-group pulling together for common interest instead of individual interest.

Another important attribute in a collectivist culture that was found across the cases was recruitment that was predominantly based on recommendations from people already employed in the case hotels; only in a few instances were employees hired because they were related to the leader. The hiring of relatives or recommended people is perceived to reduce risks and is also seen as an obligation to the extended family and community. Hiring of relatives or recruitment through recommendation was not overly evident in this study because just over half of the employees interviewed were either related to the leaders of three case hotels or got their jobs through recommendations. The relationship between leaders and employees is built on mutual obligations whereby leaders protect their employees in exchange for their loyalty. Employees commented across the case hotels that they were given time off for personal and family commitments. This finding was corroborated by the findings from the leaders who indicated that employees were given time off to attend to their family commitments.

On a community level, the collectivist behaviour of altruism was apparent within the cases where an owner of a case hotel constructed a road bridge as a matter of generosity for the community within which the hotel is

located. In another hotel, the leader and employees paid for the hospital costs for a sick child and another had promised to pay for an employee's education.

The unique findings from the views of the leaders on their leadership styles therefore have important implications for a collectivist disposition and this was supported by the findings from the employees in this study. From theoretical proposition P3b, it is implied that leadership behaviour in the workplace is affirmatively influenced by Ghana's collectivist culture and this is in line with the literature (Kuada, 2010; Baa-Dartey *et al.*, 2011; Magnini *et al.*, 2014; Asiedu-Appiah *et al.*, 2017).

7.6.3 Leadership Style (Masculinity versus Femininity)

This section presents the discussion of the findings from leaders in the case hotels on masculinity and femininity cultural dimension.

On the masculinity and femininity dimension, emerging attributes within this study have shown that the feminine culture prevails in leadership styles in the case hotels. Aspects such as respect for leaders and the leaders concern for employees' well-being, interpersonal relationships and quality of life, which are dominant in a feminine culture, were revealed in the findings from the leaders across the hotels. Leaders care for their employees, in some cases providing free accommodation and food for employees. From the perspectives of the employees and leaders across the case hotels, reward systems were fair and the achievement of group goals was preferred to individual goals. Furthermore, the findings leaned towards a feminine culture in which jobs are humanized to give enhanced opportunities for mutual help and social cohesion (Hofstede *et al.*, 2010).

The Leadership performance is less important than the relationships between leaders and employees. These findings are in contrast to a masculine culture, where leaders are assertive and admire the strong. The focus on materialism and personal achievement in this culture, in some cases, causes leaders not to pursue ethical issues in leadership. The cultural characteristics, which permeated from the findings on masculine versus feminine cultures in this study, demonstrate that a feminine culture has a

positive influence on leadership style in the case hotels. These findings therefore, address the theoretical proposition P3c, which is congruent with the literature (Yan and Hunt, 2005; Hofstede *et al.*, 2010; Mustafa and Lines, 2014; Asiedu-Appiah *et al.*, 2017; Ugurluoglu *et al.*, 2018).

7.6.4 Leadership Style (Uncertainty Avoidance Dimension)

Emerging cultural descriptors from the uncertainty avoidance dimension across the cases revealed that the leaders' leadership styles are synonymous with the characteristics commonly found in societies with high uncertainty avoidance dominant values. The societal values considered by the leaders were based on being supportive leaders, which included team building that worked towards a common goal; contrasting with cultures with low uncertainty avoidance. The leadership styles found in this study further revealed the humane disposition of leadership.

Findings from the leaders' generosity, altruism, being trustworthy and caring for the employees were congruent with the employees' view of their leaders in the case hotels. In addition, conformance to the culturally accepted norms, which are societal expectations in the leadership style, leads to increased feelings of stability among employees. In essence, leadership behaviour helps to reduce the perceived sense of uncertainty among employees.

Subsequently, it is argued that the high uncertainty avoidance cultural values found in this study do influence leadership style in the case hotels, addressing the theoretical proposition P3d and this is supported by Hofstede (2001), Yan and Hunt (2005), Butler, Kwantes and Boglarsky (2014), Zhang and Zhou (2014) and Asiedu-Appiah *et al.* (2017). It is worth noting that, the hotels had rules for the employees to follow even though not strictly enforced as found in cultures with high uncertainty avoidance.

In general, the cultural influence on leadership style from the findings within this study support the literature's view of leaders in a high uncertainty avoidance societies where leadership is rooted in the humanistic principles, a paternalistic culture, interpersonal relationships, concern for family and community, emphasis on group effort and that individual goal seeking is

frowned upon. Compared to leadership cultures in western countries, the leadership culture found in this study cannot be isolated from leaders influence as fathers or mothers position (Bagire, 2014). As fathers are responsible for taking care of their children so are leaders in the workplace.

Leaders are culturally responsible for taking care of their employees and, for instance, they actually pay or contribute towards the further education of employees as part of the humanistic or altruist nature of leadership. Leaders in humane oriented societies display respect and responsive to their employee's needs, which build confidence in employees therefore, reducing fear in the workplace and enhancing job security. In this study, it appears that leadership is acknowledgement conferred on leaders by the employees because of shared values, sensitivities and expectations as discussed in the literature (Kuada, 2010; Lituchy and Michaud, 2017).

Typical examples illuminated from the findings were one in which the leader of one of the case hotels actually lived with the employees and in another case the owner ate together with the employees. These unique findings build on the literature on femininity culture by increasing understanding of how leaders in different societies are culturally dependable for taking care of their followers.

7.7 Chapter Summary

In this chapter, the discussion and analysis of the study have been presented in relation to the findings from the employees and leaders in Chapter 6. The cross-case analysis technique employed was to identify commonalities and differences from each of the case hotels. This technique aided in highlighting patterns that were emerging from the research topics. The findings were linked to the theoretical propositions made on each of the topic which linked to support the theoretical framework designed for this research. Furthermore, the findings have been linked to the extant literature by authors in the areas of service quality, culture and leadership from which a theoretical framework has been developed to encapsulate the findings of this study. In the next chapter the conclusions and recommendations of this research are presented.

CHAPTER EIGHT: CONCLUSIONS AND RECOMMENDATIONS

CHAPTER EIGHT

Conclusions and Recommendations

8.1 Chapter Introduction

This chapter presents the findings of this study and highlights the salient points discovered which have helped to achieve the stated aim that was to investigate internal customer service delivery, and how national culture influences employees' perception of job satisfaction, organisational commitment and leadership style in small hospitality enterprises in Ghana. The three theoretical propositions developed for this study were based on the review of the literature and the respective research questions in order to address the research aim and objectives. Conclusions were drawn for each section from the within-case and cross-case analysis to show whether evidence from the findings did support or refute each of the research theoretical propositions.

The limitations in carrying out this study and suggestions for future study are discussed in relation to their impact on the validity and reliability of the study. Additionally, practical recommendations for the hospitality sector in Ghana are highlighted. In addition, theoretical contributions to literature on the impacts of national culture on internal customer service delivery based on a developing country such as Ghana have been made with recommendations for future studies in this subject area.

8.2 Conclusions

The conclusions have drawn together the origin of this study, the review of the literature, theoretical framework, the research approach employed, data collection method used, data presentation and analysis and discussion of findings from the case hotels.

To reiterate the research questions explained in this study were the following:

1. Why is internal customer service quality important within small hospitality enterprises in Ghana?

2. How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

3. How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana? And

4. How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

8.2.1 Why is internal customer service quality important within small hospitality enterprises in Ghana?

This research question “*Why is internal customer service quality important within small hospitality enterprises in Ghana*” was set to explore the understanding of the importance of internal customers in service firms in the case hotels. This was due to the limited study of internal service delivery in the small hotel enterprises in developing countries (Chen, 2013). Sub-set questions developed from the main research question in this qualitative multiple case study were to explore the participants in this study’s perceptions of the importance of employees in guest service at their respective hotels. The sub-set questions aided the solicitation of interviewees’ opinions to address the objective set, which was to investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana.

From the perspectives of the employees and leaders in this study, the internal customers (employees) were important in service delivery. Employees were the people who provide the service to the paying customers was the consensus. Factors that contributed to the leaders’ appreciation of the importance of internal customers included good inter-departmental relationship, rewards, politeness and respect between colleagues and respect between leaders and employees (see chapter 7, section 7.3 and sub-section 7.3.1).

The rewards schemes found in this study were the way the leaders recognised and appreciated the work of the employees in the case hotels (see chapter 7, subsection 7.3.2).

Training of employees at the participating hotel was both formal and informal. The formal training by the Ghana Tourist Board was augmented by the leaders' in-house training. The in-house training was adequate to equip the employees with the essential skills to carry out their work. The obligatory fire safety inspection and issuance of Fire Safety Brigade's certificate to the hotels should be backed up by training of employees on Health and Safety at work (see chapter 7, sub-section 4.3.3).

On the aspects of internal service quality dimensions (reliability, assurance, tangibility, empathy and responsiveness), findings from the leaders involved in this study, adduce that the elements of internal service quality dimensions were adhered to because dissatisfied employees would not be able to provide effective customer service (see chapter 7, sub-section 7.3.5).

The findings from chapter 6 and the follow-up discussion in chapter 7 of this research have shed light on how employees and leaders within the small hotels case hotels in Accra/Tema acknowledged the importance of internal customer service. By exploring the leaders and the employees understanding of the importance of the hotels' staff in this study, has led to the conclusion that leaders and the employees in each of the participating hotels were aware of the importance of internal customer service.

Further, the findings from this study have theoretical and practical implications. Theoretically, the findings further increase understanding of the importance of service quality practices in the case hotels in Ghana. Practically, practitioners within the small hospitality sector should pay attention to internal customers' needs and wants.

The overall conclusion addresses the research objective one, which was to explore the importance of internal customer service quality delivery in the small hospitality industry.

8.2.2 How are the attributes of internal customer service delivered within small hospitality enterprises in Ghana?

The research question on how the attributes of internal customer service were delivered within small hospitality enterprises in Ghana was to

address the second objective, which was to explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana. The theoretical proposition was that, internal customers with appropriate service attributes are more likely to have positive internal service experiences in the workplace, which was encapsulated in the design of this study's framework (see chapter 4, figure 4.1).

Findings from the participants across the case hotels in this study indicated that, internal customers' service attributes were provided but notably, career development and progression opportunity for the employees was not. However, the goals of the younger employees were to further their education by developing on the basic training acquired from their hotels.

Employees of over 40 years of age in this case study did not foresee any career development in their jobs and were more committed to their jobs. The lack of motivation to seek jobs, which could provide career development, is the limited employment opportunities in the local area of study. Family members engaged in the hotels felt that they did have family support for continuous employment (see chapter 7, sub-section 7.4.1).

Recognition and appreciation for employees' good work were found from both the employees and the leaders in this study. The participating employees perceived that recognition either tangible or intangible showed that their leaders appreciated and cared for them. Leaders giving gifts to their employees are rooted in leadership culture in some societies. Interestingly, a very small number of employees' interviewed were not satisfied with the rewards and recognition by their leaders (see chapter 7, sub-section 7.4.2).

The goals of employees being given the right amount of work to do per shift were to alleviate stress and tiredness. Employees having the right amount of work to perform leads to better service delivery and increased job satisfaction (see chapter 7, sub section 7.4.3).

The recruitment and selection of majority of employees in the case hotels were either through the leaders or through recommendation by existing employees or family members. This informal employee's recruitment is prevalent in collectivist societies where proprietors and leaders of small

enterprises were expected to provide jobs for the people in their community or the immediate family members (see chapter 7, sub-section 7.4.4).

Provision of effective and efficient tools for employees to perform their work in service firm could enhance service delivery. Inadequate tools, which breakdown constantly, affect employees' job satisfaction. However, in a situation whereby provision of particular equipment may replace labour, leading to reduced working hours or loss of job, employees would not be dissatisfied for not having the equipment. This is because their job would be secure (see chapter 7, sub-section 7.4.5).

The driving force for service firms to empower their employees in service delivery is to help solve customers' complaints swiftly without seeking permission from their leaders. Empowering employees affects internal and external service delivery and satisfaction. Employees were given the opportunity to use their own judgement to solve guests' problems. Additionally, the participants in this study revealed that provision of tools and equipment, fair recruitment and selection, employee empowerment, and fair workload aspects of internal service attributes were provided (see chapter 7, sub-section 7.4.6).

Conclusions drawn from findings in the cross-case analysis in chapter 6 and the discussion in chapter 7 indicate that the case hotels did deliver appropriate internal customers service attributes as propagated in the literature. Notable similarities of how aspects of internal service were delivered were evident across the hotels.

Internal service attributes when effectively provided go to increase employees' job satisfaction and organisational commitment as proposed in the theoretical framework (refer to Fig. 4.1: p. 103). This conclusion also supports the theoretical proposition and findings further address the call for a study on how the concept of internal service quality to hotel service may improve service quality through cooperation between hotel workers and support for one another (Chen, 2013).

Despite the country context and size of the hotels used in this study, effective internal service attributes delivery were evident. Based on this conclusion, research objective two, which was to explore the concept of

internal customer service delivery within small hospitality enterprises has been achieved. The practical implication of this conclusion is that small enterprises in the hospitality sector in Ghana could enhance their employees' job satisfaction and organisational commitment, if aspects of internal service quality are delivered effectively in the hotels.

8.2.3 How does Ghanaian national culture impact on internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?

An attempt to fill gap in the literature (see chapter 1, table 1.1) on how understanding of culture could impact on internal service practices to enhance employees' job satisfaction was one of the factors leading to this study's aim. As a result, an objective was set to investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana. The main question and the semi-structured interview questions were used as method for data collection.

After assiduous review of the literature in chapter two and the research question, theoretical propositions were developed based on potential influence of culture based on each of the original four culture dimensions developed by Hofstede (1980) and subsequently captured in the theoretical framework for this study. Links between the objective set, research question, holistic proposition and primary data sources were explained in chapter 4.

Employees respect for their leaders is culturally demanded in societies with high power distance culture however, the respect should be reciprocal between the employees and the leaders. Employees would not openly disagree with their leaders and this is characteristic found in societies with high power characteristic. Unique findings from the participants from the case hotels were that employees were able to make suggestions to their leaders and the leaders listened in some cases acted upon the employees' ideas. This unique finding from the participants in this study builds on cross-cultural literature in a developing country such as Ghana because it is in

contrast to the general assumption that societies with high power distance orientation were dictated to by their leaders (see chapter 7, sub-section 7.5.1).

It is therefore, concluded that the theoretical proposition P2a “*Internal customers’ job satisfaction and organisational commitment are affirmatively influenced by the high power distance of Ghanaian culture*” partially support the literature. This is because findings adduce that the relationships between the employees and their leaders were more open. This findings are in contrast with the less open employees and leaders relationships in a high power distance society where communication tend to be one-way. The ability to make suggestions to leaders conveys a perception of equality among employee.

Employees having good working relationships with colleagues and cooperation among colleagues to work for in-group benefit, balanced work and family life and job security are some of the cultural attributes normally found in collectivist societies. The findings of collective cultural behaviours revealed by the participants in this study of small hotels in the Accra /Tema area of Ghana further develop literature on how culture influence employees’ job satisfaction and organizational commitment. (see chapter 7, sub-section 7.5.2).

Findings from the participating small hotels in this study therefore, reflect reality of the theoretical proposition P2b “*Internal customer job satisfaction and organisational commitment are affirmatively influenced by the collectivism of Ghanaian culture*” as depicted on the theoretical framework. These findings further strengthen literature on cross-cultural studies in a developing country such as Ghana.

Some of the attributes of feminist cultural trait such as employees’ willingness to help each other in performing tasks, the feeling of group belongingness, preference for more leisure and family life to more money and equitable employees rewards were evident in the case hotels. This feminist cultural disposition is in contrast to cultural traits found in masculine societies (see chapter 7, sub-section 7.5.3).

Overall, findings from the case hotels support the theoretical proposition P2c “*Internal customers’ job satisfaction and organisational commitment are affirmatively influenced by the femininity of Ghanaian culture*” and in addition reflect actuality of the theoretical framework for this study.

Safety or security is more important than other needs in strong uncertainty avoidance cultures. Therefore, in societies with high uncertainty avoidance culture, employees make fewer changes of employment. Job security, esteem and belongingness with co-workers and leadership style were some of the factors that motivate employees. Employees confidence in doing their jobs, willingness to stay with their present employer, the leadership style and group belongingness were the most factors that motivated the participants at the respective hotels (see chapter 7, sub-section 7.5.4).

Revelation from the participating employees in this study, their workplace behaviour displays a society inherent with high uncertainty avoidance culture. The findings under uncertainty avoidance attributes explored in the case hotels show that employees’ job satisfaction and organizational commitment to their hotels were influenced by high uncertainty avoidance culture. It is therefore, concluded that the findings support the theoretical proposition P2d “*Internal customers’ job satisfaction and organisational commitment are affirmatively influenced by the high uncertainty avoidance of Ghanaian culture*” and reflect validity of the theoretical framework and enhance literature on cultural studies.

Normative, continuance and affective organizational commitment features were evident from the findings from the case hotels in this study. Normative organisational commitment was revealed in the sense of loyalty to the leaders and colleagues and family obligations were cultural factors dominant in collectivistic societies. In similar vein, continuance commitment was uncovered due to financial loss and the perceived difficulty in securing employment elsewhere.

On another note, affective commitment whereby employees’ perceived emotional attachment and group belongingness were some of the attributes found in this study, which are dominant features in feminine

societies that contribute towards employees' job satisfaction and organizational commitment. These unique findings from the participating employees in this study have shown that all the three organizational commitment components were evident among the employees interviewed. Additionally, these findings build on the organizational commitment literature and in line with the person-centered organizational commitment approach (see chapter 7, sub-section 7.5.5).

From the findings from the within-case analysis and themes that emerged from the cross case analysis, it is concluded that national cultural values, norms and traits were the dominant mediators, which influence employees' job satisfaction and organisational commitment. This conclusion answers the void in the literature that calls for further studies in the area of cultural influences on employees' job satisfaction developing countries (see chapter 1, table 1.1). This study, therefore, has provided explanation to increase the calls for a greater understanding of how national culture dimensions (power distance; individualism versus collectivism; femininity versus masculinity and uncertainty avoidance) influence employees' workplace behaviour in the small hospitality businesses in different countries.

The conclusion further supports the idea that the blanket implementation of employees' job satisfaction and organisational commitment theories from the Western world may not be appropriate in other cultural societies, or at least they need to be adapted to recognise such cultural differences. Consequently, the call for the understanding of leadership style as prescribed within the African historical and cultural context is supported and should be heeded in the study of employees' job satisfaction and organisational commitment.

Based on this conclusion, the study has explored and explained the impact of national culture on internal customers' job satisfaction and organisational commitment in small hospitality enterprises. Furthermore, this conclusion has addressed the research objective three, which was to investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana.

The implications of this conclusion are that the national culture of a society could be taken into consideration when assessing factors that may enhance employees' job satisfaction and organisational commitment in the literature. Caution should be applied when imposing Western leadership theories in non-western societies and developing countries such as Ghana, where the findings of this study have revealed that employees' job satisfaction and organisational commitment are influenced by the prevailing cultural values.

The potential influence of Ghanaian national culture on job satisfaction and organisational commitment as depicted in the theoretical framework and the theoretical propositions P2a-2d appears to be supported from the findings from the case hotels and reflects reality albeit power distance culture not fully supported.

8.2.4 How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?

This final research question as with the previous three was developed based on leadership aspect of the aim of this study, which was to investigate the influence of national culture on leadership style in Ghana. Conclusions reached for this section are traceable to objective four, which was to investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana.

The developed main research question and sub-set semi-structured interview questions for data collection was to solicit the opinion of the leaders interviewed in the case hotels in order to address the objective. Theoretical propositions (P3a-3d) based on Hofstede's (1980) original four culture dimensions were encapsulated in the framework design in order to establish the link between culture and leadership style and to further address the call for a study on how culture may influence leadership of employees in the small businesses in Ghana (Debra and Mmieh, 2009).

In contrast to Western culture, findings from the case hotels in Accra/Tema area of Ghana revealed that the leadership style was influenced by the prevailing cultural traits whereby leaders were approachable, on good

terms with employees. Employees were accorded respect and suggestions listed to unlike the dictatorial leadership normally associated with societies with high power distance. Acceptance of leaders and attachment to leaders by employees in this study portraying a high power distance cultures is due to the paternalistic leadership style inherent in such societies.

Consultation of employees on issues relating to the hotels and the employees, suggestions made by the employees being considered by the leaders and decision-making not restricted to the leaders alone even though leaders have the right to give the final decision were evident from the participating small hotels in this study. This type of leadership style is predominantly found in low power distance cultures however, these leadership behaviours were found in this high power distance culture in this study. Subsequently, the assertion that leaders in high power distance culture tend to be dictators is not fully supported (see chapter 7, sub-section 7.6.1).

Leaders in this study sought group interests, cooperation in the workplace and leader-employee relationships as a family based on moral ground were found among the case hotels in this study in Ghana. Seeking group interests is one of the main characteristics prevalent in collectivistic cultures, unlike self-interests seeking individualistic societies in some Western countries. Employing friends and family members and people within a community binds people together in collectivist societies. Participating leaders in this study from the case hotels protected their employees in return for their loyalty (see chapter 7, sub-section 7.6.2).

This research provides some evidence to suggest that leaders were concerned for their employees' well-being and having a fair reward system in the workplace. Work and family life was important to the leaders in this study, which revealed traits that are commonly found in societies with feminine cultural disposition. (see chapter 7, sub-section 7.6.3).

Leaders were supportive of the employees, humane disposition of leadership, altruism, trustworthy and caring for employees increase the feelings of stability. Moreover, findings from the participating leaders in this study showed that they were polite and respected the employees. Leaders

were responsive in solving employees' problems and were trusted by the employees. Evidence from the leaders from the case hotels disclosed that the leadership style such as caring for employees to bring some sense of job security were some of leadership behaviours typically found in a high uncertainty avoidance society (see chapter 7, sub-section 7.6.4).

This study has recognised the constraints on leadership style brought about by societal expectations of the role a leader should play in the community and in the workplace. The findings also support the beliefs, values, cultural norms and characteristics expected by employees of leaders within a society, which are regarded to be pertinent in effective leadership. It was evident in this study that the leaders perceived themselves as parents of the employees and as such have their wellbeing at heart, which is evident in societies with a high power distance.

Based on the findings from the leaders at the case hotels, the study concludes that the objective four has been duly addressed based on the conclusions drawn from the study's findings and this supports calls for more general, empirical research on culture and leadership styles in other societies besides the Western cultures. Further, the findings from this study have helped to close the gap in the study of how culture may influence leadership of employees in the small businesses in Ghana.

The implications of this conclusion are that the 'one size fits all' theory of internal service and leadership styles in the developed world may not fit appropriately in the developing world with different cultures. Pertaining cultural values and norms have different implications on leadership style and workplace behaviour in different societies. It is therefore, suggested that proponents of leadership styles and internal customer service theories should consider national culture.

The theoretical proposition three (P3a-3d) as portrayed in the theoretical framework (see Fig. 4.1: p. 103) appears to be supported from the findings from the case hotels. Further, it is concluded that national culture have an influence on leadership styles in the workplace even though proposition P3a does not fully support the literature that leaders in high power distance cultures were considered to be dictators and employees

suggestions were not listened. In summary, these conclusions have addressed the aim of this research, which was “*to investigate the internal customer service delivery and how national culture and leadership affect employees’ perception of job satisfaction and organisational commitment in small hospitality enterprises in Ghana*”. Furthermore, the aim is addressed by achieving the research objectives set and supported by the exploration of the propositions and theoretical framework.

8.3 Operational Recommendations

The following recommendations are made based on the findings of this study for leaders, practitioners and national hospitality and tourism organisations in Ghana. In addition, the recommendations are intended for scholars and researchers of service quality and leadership styles in small businesses in different cultures.

8.3.1 Training and Personal Development of Employees

Evidence from the study’s findings revealed that the main internal customer service attributes were evident in the case hotels. The one area that needs attention is employees’ training and career development based on the conclusion made from the findings that there was no effective formal training in place besides the training provided by the Ghana Tourist Board in the case hotels. Traditionally, the proprietors of small hotels view formal employees training to be a burden on their scarce financial resources. This is coupled with the notion that employees may leave for another hotel after investing in them through formal training.

In view of the tourism sector being the fourth largest foreign exchange earner in Ghana, it is proposed that the Ghanaian Government should support the hotel sector with appropriate training so that they may be more able to deliver better service quality. The Ghana Tourist Board, the official training provider to the small hotels, should be well organised with effective mechanisms to monitor and control how training is provided. District or regional training centres could be set up to provide training opportunities for the small hotel sector. The Ministry of Tourism and the Ministry of

Employment could fund these training facilities for Youth Employment. Not only will the hotel sector benefit from improved service skills, but this also could enhance the tourists' experience of Ghana with high level of service quality, therefore encouraging repeat visitation.

On the other hand, if in-house training is the preferred practice, it is recommended that the training should be intensive during the beginning of employment and must be continual. An appropriate induction programme with an employee handbook is highly recommended. The information within the handbook could inform the employees what the hotel would be expecting from them and vice versa.

In the case of leaders in the small hotels, formal leadership skills training to complement the culturally induced leadership style will be beneficial in small enterprise operations. It is therefore recommended, that for whatever reason, whether cultural factors or otherwise, leaders of small hotels should be encouraged by governments through appropriate agencies to embark on a basic leadership training programme that includes entrepreneurial and basic employees training skills.

This recommendation could be achieved if the government could provide free training and upon successful completion awarded a certificate of achievement. The award of achievement certificate is to motivate leaders in the small hospitality sector to participate in training initiatives government may offer.

In addition, the small hotels sector could benefit from added leadership skills in employee training, aspects of human resources and quality management principles. The tourism industry could also benefit from tourists visitation due to improved service quality provided by the small hotels.

8.3.2 Influence of National Culture on Internal Customer Service

The findings from this study, as reflected in conclusions (Section 8.2.3) suggest that Ghanaian culture positively influences internal customers' work place behaviour. It is therefore, recommended that researchers, scholars and practitioners of service quality should include cultural norms,

beliefs and traits as predominant attributes contributing to employees' workplace behaviours concerning job satisfaction and organisational commitment and these are different from society to society. Despite the effective contribution of national culture towards internal service quality, literature on internal customer quality does not explicitly explain how culture may influence employees' perceived job satisfaction and organisational commitment.

Additionally, the relationship between culture, employees' workplace behaviour and leadership style, which could lead to job satisfaction and organisational commitment, should be given prominence in the literature. The expected benefits could include increased understanding of how culture influence employees and leaders from one society to the other in the study of service quality in the context of cross-cultural studies.

8.3.3 Influence of National Culture on Leadership Style

Evidence from this study, as outlined in conclusions (Section 8.2.4) reveals that leadership style is influenced by the cultural values. The findings conclude that the study of leadership styles in small enterprises should incorporate the culture of different societies, because culture positively influences leaders' behaviour towards their employees in different societies.

Furthermore, it is recommended that country specific culture should be embedded in the study of leadership style theories by researchers and scholars in the field of leadership because the western style of leadership may not work well in non-Western societies where national culture predominantly affects leadership in the workplace. This could be achieved by acknowledging culture in leadership theories because cultures are different in different societies.

8.4 Theoretical Contributions

The study of the factors affecting internal customers' workplace behaviour is important in the study of leadership styles in different settings. This study therefore, contributes to the existing literature by building on the

limited theory on internal customer service and the potential impact of national culture on job satisfaction, organisational commitment and leadership style, by combining theoretical arguments from three streams: Service Quality theories, Leadership style and Cultural theories.

- The study unravels the driving forces in internal customer service attributes and national culture dimensions in the development of the theoretical framework. To the best of the author's knowledge, this is the only study that has assessed the implications of service quality and national culture in the small hospitality sector owned and led by indigenous people in a country and contributes to addressing the gaps identified in the literature (Table 1.1, p.8) and presented below:
 - How the concept of internal service quality to hotel service may improve service quality through cooperation between hotel workers and support for one another (Chen, 2013).
 - How the understanding of culture could influence internal service practices to enhance employee satisfaction (Okpara, 2007; Huang and Rundle-Thiele, 2014).
 - How the most important African cultural attributes impact on leadership and organisational performance are required to guide leaders in the continent (Kuada, 2010).
 - How culture may influence leadership of employees in the small businesses in Ghana (Debrah and Mmieh, 2009).

The gap in the literature on service quality issues in the small enterprise hospitality sector formed the justification for undertaking this study. This research therefore is important because it has developed on existing theory in Internal Service Quality (ISQ) by incorporating the potential impacts of culture in internal customer service delivery in the small hotels. This study fills the gap of previous ISQ studies that have been based on formal principles and practices of service quality concepts within large organisations and have ignored small enterprises. It is suggested that, to effectively implement an internal service quality system, it is imperative to understand the contextual and theoretical factors associated with country

specific national culture and to avoid the blanket introduction and implementation of the principles of service quality.

This research, therefore, is important because it has developed on existing theory in Internal Service Quality (ISQ) by including the dominant role that national cultural values play in the concept of internal customers' expectations of service in the workplace.

- There is the need to understand how internal service quality practices in different cultures in the workplace could bolster employee satisfaction and organisational commitment (Huang and Rundle-Thiele, 2014). In spite of this, there has been limited literature available on how national culture could influence employees' job satisfaction and organisational commitment as revealed from the case study. This study develops on existing theories of internal customer service quality by including national culture as a pivotal predictor of job satisfaction and organisational commitment in different societies. Moreover, this study contributes to the existing literature for researchers on service operations to acknowledge the important role of national culture on employees' experiences and expectations of service in the workplace.
- This study contributes towards the influence of national culture on leadership style in small enterprises and addresses the call for country specific research into culture and leadership style. The study also contributes to the development of leadership theories to include cultural aspects of specific societies in the study of leadership.
- The unique theoretical framework designed for this study also contributes to and builds on existing literature by combining three streams of theories (national culture dimensions, internal customer service and leadership style). The framework links national culture with leadership style and internal service attributes leading to perceived job satisfaction and organisational commitment.
- A key contribution to literature is this study's finding that the employees' were able to make decisions and the leaders considered suggestions made by the employees in the workplace. Additionally,

employees expected their leaders to reciprocate the respect they were given. These interesting findings conflict with the literature's postulation that subordinates in a high power distance culture as Ghana were often disregarded in decision-making in the workplace. Another contribution to literature is the employees' ability to make suggestions and respect returned by the leaders, which creates perception of equality.

8.5 Research Limitations

As with all research, this study is not without its limitations despite the interesting revelations from the findings; the researcher however, acknowledges that whilst addressing the aim and objectives, and contributing to knowledge, there were some methodological limitations.

- The use of small number of case hotels that were based in one geographical area of Accra /Tema of Greater Accra region so does not look at regional differences. However, Accra/Tema area is the most densely populated part in Ghana and home to people from all over the country with ethnically diverse and integrated people from each region of Ghana. This limitation can be overcome by a future study covering other regions in Ghana.
- The selection of employees interviewed in this study by the leaders could influence the responses from the interviewees. In effect, the researcher anticipated the issue that the respondents may be apprehensive with their responses, especially on matters concerning the leader. This limitation was overcome by direct observation of interviewees during the interview processes to see how confident they were and the author used "why" and "why not" follow up questions to solicit meaning from their responses. The selection of the employees interviewed in the case studies could be open to the accusation of bias equally it may reflect reality.
- As per this case study's protocol, some of the interviews were conducted in the Ghanaian language for the interviewees who were uncomfortable being interviewed in English. This was to ensure that the data collection

captured the opinions of all the interview participants. The recorded interviews were later translated into English and then transcribed. The main issue arose where interviewees did not want to be tape recorded at the same time. This meant the researcher simultaneously translated and wrote the responses in English. This limitation could have led the findings to be biased as to the translation of the responses. This bias was minimized because the researcher did not use interpreters, being an indigene of Ghana with a similar cultural and linguistic background, he was able to translate the responses as they were presented. Additionally, translated interview questions from English to Twi language and responses from Twi to English were subjected to external verification.

8.6 Recommendations for Further Studies

The following recommendations are proposed for further studies to underpin the extant literature in the areas of internal service quality; impacts of culture on job satisfaction; organisational commitment and leadership style in the Ghanaian small enterprise hospitality sector. The following recommendations are therefore proposed for further exploration:

- Further study is necessary to replicate this research in bigger star rated hotels, which are foreign owned and managed by indigenous Ghanaians to compare the similarities and differences from the findings in the contexts of internal service delivery systems, cultural influences and employees' experiences in the workplace with the current research, which is based on small enterprises only. The leadership style in these hotels could be based on prescribed leadership principles and practices from the hotels' home countries. Conclusions could then be deduced to see if indigenous leaders in such hotels have the flexibility to follow the prevailing Ghanaian cultural values and norms in their leadership style.
- The use of a single geographical region (Greater Accra) in Ghana to conduct the research calls for future research, which could cover cases in each of the ten geographical regions of Ghana. It is worthy of note that, the cost of living is much lower in the other regions compared to

the cost of living in the Greater Accra region. In view of this, employees in the Accra region may be committed to their jobs for their survival, but not for organizational loyalty. Further research focusing on other regions may therefore be able to compare employees' job satisfaction and organisational commitment as well as any cultural influences on employees' workplace behaviours. Conclusions could then be drawn on similarities or differences in employees' workplace experiences across the regions

- Future research focusing on the impacts of Ghanaian culture, values and norms on employees' job satisfaction and organisational commitment in both public and private organisations is recommended. Such research could enhance the understanding of the complex nature of employees' job satisfaction and commitment. Furthermore, such research may be able to highlight the different levels of employees' job satisfaction and organisational commitment (normative, affective or continuance) between the public and private sector employees and this could reveal whether national culture is given any prominent consideration in the employees' hierarchy of needs.
- A further study is called to investigate and develop on theoretical conflict between this study's findings and the literature on influence of high power distance on subordinates' workplace behaviour. A study using larger hotels owned and led by Ghanaians to draw conclusion on how power distance culture influence the employees in this sector's workplace behaviour.
- Further research on influence of national culture on employees' job satisfaction and organizational commitment in the small hospitality enterprise in another sub-Saharan country is recommended to develop on the findings from this study.

8.7 Chapter Summary

The aim and objectives of this thesis have been investigated and some gaps in the literature have been closed. The study has also identified

some of the salient factors that affect internal customers' perception of service quality delivery in indigenous small hospitality enterprises in Ghana.

The methodological strategy (case study) adopted for this study aided the understanding of service quality systems from the findings from the case hotels. Furthermore, this study has shed light on Ghanaian cultural values and how they may influence leadership style, job satisfaction and organisational commitment.

Knowledge from the insight of the prevailing culture in this study is important in building on existing theories on leadership, job satisfaction and organisational commitment in the context of leadership styles. This provides increased understanding that Western theories on leadership styles may not be appropriate without acknowledging the role of local culture in the workplace. The limitations of this research have been highlighted and recommendations for future studies stated.

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APPENDICES

LIST OF APPENDICES

Appendix 1: Details of the Interview Guide for Interview	
Participants.....	358
Appendix 2: Interview Guide: Linking research questions and method.....	359
Appendix 3: Research participation letter.....	361
Appendix 4: Research participants' information sheet.....	362
Appendix 5: Interview participants consent form	363
Appendix 6: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 1	364
Appendix 7: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 2	365
Appendix 8: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 3.....	366
Appendix 9: Detailed table of findings from direct observations, artefacts or documents review: Hotel No 4.....	367
Appendix 10: Example of employees' interview questions.....	368
Appendix 11: Example of employees' interview transcript	372
Appendix 12: Example of leaders' interview questions.....	377
Appendix 13: Example of leaders' interview transcript	380
Appendix 14: Translated interview questions from English to Twi language.....	384
Appendix 15: Translated employee's interview response from Twi to English language.....	388
Appendix 16: Summary of Employees' Findings and Emerging Patterns/Themes: All Case Hotels	396
Appendix 17: Summary of Leaders' Findings and Emerging/Themes:.....	404

Appendix 1: Details of the interview guide for interview participants

1	Date	6 th -20 th January 2014
2	Time	40 – 60 minutes
3	Venue	At the premises of the hotels.
4	Arrangements	<ul style="list-style-type: none"> • Participating employees to be told that they were under no obligation to take part of the interview, this was to drive away fear that opting out could be deemed disrespectful to their leader. This was to address the issue of the participants being asked by either the owner or leader to participate. • Participants to be offered soft drink or water before the interview started. They were asked general questions to begin with so as to make them feel at ease. • Participants to be encouraged to feel free to respond to the interview questions. They were to be assured that their participation was purely on a voluntary basis and they could withdraw at any time from the study. • Also, they were to be made aware that, they could decline to answer any question or questions that they felt uncomfortable with. • Participants were to be assured of their anonymity and confidentiality.
5	Facilities	<ul style="list-style-type: none"> • The interview participants consent form to be explained before participants gave their consent to be interviewed before the beginning of the interviews. • Participants who objected to be tape- recorded were to be granted their wish. • Those who were uncomfortable with the use of English were to be allowed to be interviewed in Ghanaian language.
6	Interviewer	Michael Evans
7	Number of participants	Twenty Four
8	Respondents	5 employees and 1 leader from each of the 4 hotels
9	Reward	Employees were to be given 2 bottles of soft drinks of their choice. The leaders were thanked for their co-operation.
10	Direct observation	Permission to be sought from the leader before observation of the hotel facilities and the employees during the interview and at work.
11	Document review	Permission was to be asked to have sight of any document relevant in the hotel's operations
	Artefacts	Physical appearance and cleanliness of facilities were to be inspected.

Appendix 2: Interview Guide: Linking research questions and method for the study

Research Objectives/Questions	Interview Guide and Data sources and method	Justification
<p>Research Objective 1 To investigate the importance of internal customer service quality delivery within small hospitality enterprises in Ghana</p> <p>Research Question 1 Why is internal customer service quality important within small hospitality enterprises in Ghana?</p>	<ul style="list-style-type: none"> • Leaders of the organisations: Interviews. • Probe: why are internal customers important? • <p>Also possibly</p> <ul style="list-style-type: none"> • Direct observations Employees' personal appearance, verbal and nonverbal communication • Artefacts Physical appearance, cleanliness of facilities 	<ul style="list-style-type: none"> • Interviews will provide the leaders' accounts of how effective internal customers' service quality delivery impact on external customer and business success I.e. based on their experiences and knowledge. • To provide great insight of the daily service delivery process in a contemporary setting
<p>Research Objective 2 To explore the concept of internal customer service quality delivery within small hospitality enterprises in Ghana</p> <p>Research Question 1 How the attributes of internal customers' service are delivered within the small hospitality businesses in Ghana?</p>	<ul style="list-style-type: none"> • Internal customers: Interviews • Probe: questions into internal service attributes that participants were aware with examples. • Probe: can you give examples of attributes and your perceptions of their quality. • Leaders of the organisations: Interviews Probe: in what ways were internal service attributes impact on service satisfaction? Probe: can you give some examples of attributes that you provide for the employees. <p>Also possibly</p> <ul style="list-style-type: none"> • Direct Observations (as above) • Document review training records, health and safety records and insurance certificate • Artefacts(as above) 	<ul style="list-style-type: none"> • Interviews to provide internal customers' accounts and their experiences, and their judgements about those experiences which will reveal their perceptions of the attributes delivered to them. It would be possible to ascertain whether the internal customers have ideas about appropriate attributes that should be delivered to them. • Interviews with the leaders and owners may provide data on how and why attributes of internal customers are delivered. • The provide insight account of the level of service attributes and how they are delivered • Review of documents will reveal existing operational procedures, e.g. training, health and safety. • Artefacts will highlight service and employment environment

<p>Research Objective 3</p> <p>To investigate and explain the impact of Ghanaian national culture on internal customer job commitment and job satisfaction in small hospitality enterprises in Ghana.</p> <p>Research Question 3</p> <p>How does Ghanaian national culture affect internal customer job satisfaction and organisational commitment in small hospitality enterprises in Ghana?</p>	<ul style="list-style-type: none"> • Internal customers: Interviews • Probe: how does national culture impact on your job satisfaction and organisational commitment? • Probe: explain with examples why national culture may negatively/ positively impact on your relationship with the hotel • Leaders of the organisations: Interviews • Probe: can you give me an example (if possible) of your recruitment and selection procedure <p>Also possibly</p> <ul style="list-style-type: none"> • Direct Observations (as above) 	<ul style="list-style-type: none"> • The accounts and experiences reported by internal customers will reveal something of how they gained employment, their relationships with the owners/ Leaders and other employees. Interviews with different internal customers from the four case hotels will provide different versions of their employment history and relationships with the owners and Leaders. Interviews will reveal how culture, tradition, norms and beliefs interface with their job satisfaction and organisational commitment • Interviews with the leaders and owners of the organisations may provide their criteria for recruitment and selection process. Will reveal how cultural values, beliefs and norms they and their extended family obligations in relation to employment. • To observe the relevant cultural behaviours in the workplace
<p>Research Objective 4</p> <p>To investigate and discuss how Ghanaian leadership styles impact on internal customer service delivery in small hospitality enterprises in Ghana.</p> <p>Research Question 4.</p> <p>How does Ghanaian national culture influence leadership style and internal service delivery in small hospitality enterprises in Ghana?</p>	<ul style="list-style-type: none"> • Internal customers: Interviews • Probe: questions of equality with leaders, motivation. • Probe: Leadership effectiveness with examples if possible. • Leaders of the organisations: Interviews • Probe: how would you describe your leadership style? • Probe: can you give me an example of how your leadership is influenced by your culture? <p>Also possibly</p> <p>Observations (as above)</p>	<ul style="list-style-type: none"> • Interviews with leaders and owners will provide information about how culture may influence their leadership style. Their experience and knowledge of why a particular leadership style is more favourable in the small sized hospitality sector in Ghana. • Interview with the internal customers will yield data on their expectations from their leader. Interviews will reveal something about how culture impact on their behaviour towards their leaders • To observe leaders and gather information on behaviours of leaders towards their internal customers and vice versa.

Appendix 3: Research participation letter

Research Project Title: An Investigation of Factors affecting Internal Customer Perception of Service Quality Delivery: The Case of Indigenous Small Hospitality Enterprises in Ghana

Dear Sir,

RE: Research Participation Letter

With reference to our meeting in September 2012 regarding the opportunity to use your organisation in a case study in internal customer service delivery in hospitality industry, would you please confirm if you still agree for me to go ahead and use your organisation for the study? (Please see attached for research aim, objectives and questions)

Please advise officially as I need your consent document to apply for ethical approval for my study.

As discussed, the study will take place in early January 2014 (dates will be confirmed nearer to the time) and I would like to know the number of employees that will be available for the study. It is anticipated that the duration for the participants' interview would be between 40 – 60 minutes' maximum.

Data collection would include open-ended interviews, direct observations of participants in their verbal and non-verbal behaviour in customer service delivery and during the interview process. Documents relating to the business operations, with your permission, would be reviewed and artefacts that would be useful to the investigation would be noted.

The study is not compulsory to the participants and their identity will remain anonymous. All responses will be kept in the strictest confidence. Any recorded or written information, including consent forms will be kept in a secure filing cabinet within the University of Salford for at least five years, after which they will be destroyed.

As part of a PhD research thesis, it is likely that there may be some publications of the findings in various journal articles.

Findings from this study would be made available to you if requested.

Thank you for your cooperation.

With kind regards.

Michael Evans

University of Salford (Salford Business School): Tel. +44(0)161 295 2028

Appendix 4: Research participants' information sheet

Research Project Title: An Investigation of Factors affecting Internal Customer Perception of Service Quality Delivery: The Case of Indigenous Small Hospitality Enterprises in Ghana

Dear case study participant,

This study is part fulfilment for my PhD research programme at the University of Salford, UK.

You are being invited to take part in the above research project. It is important that you understand the reason why this research is being carried out and what it will involve. Please take your time to read this information carefully and feel free to discuss any matters of concern with me.

The purpose of the study is to conduct an investigation into internal customer service delivery systems in the small sized hospitality industry in Ghana. The scope of the research encompasses an evaluation of internal customer service delivery attributes and how national culture and leadership style impact on internal customers' perception of job satisfaction and organisational commitment.

As part of a PhD research thesis, it likely that there may be some publications of the findings in various journal articles. Your management have agreed with the researcher in principle to use the hotel for this research, which means the staff could voluntarily participate in the case study.

The data will be collected by face-to-face interviews and, with your permission, responses will be hand written and/or tape recorded. The interview will be held only once and it will last between 40-60 minutes at the maximum. Part of the data collection would be direct observations of the participants at work. The provisional date would be in the first two weeks in January 2014.

Again, your participation is purely on a voluntary basis and you can withdraw at any time from the study. Also, you may decline to answer a question or questions that you may feel uncomfortable with. You will be given the opportunity at the end of the interview if you wish to change your mind and to exclude your answers from the study.

Your anonymity and data confidentiality will be paramount in the research ethics by assigning random numbers e.g. P1. The names of the participant will not be used throughout the study. All documents regarding the study, e.g. audio recorded and written materials will be kept under lock and key in a secure room within the College of Business and Law of the University of Salford. All electronic information will be kept on a University of Salford computer which is username and password protected and only the researcher will be able to access the information. It is anticipated that after submission of the study, all related documents will be destroyed after a five-year period as per the university's policy.

Thank you for reading this and I hope you want to take part in this study; however, if you have any doubts or queries about this study, please do not hesitate to contact me.

Michael Evans

University of Salford (Salford Business School): Tel. +44(0)161 295 2028

Appendix 5: Interview participants consent form

Title of study: An Investigation of Factors affecting Internal Customer Perception of Service Quality Delivery: The Case of Indigenous Small Hospitality Enterprises in Ghana

Name of Researcher: Michael Evans, PhD student, Salford Business School, University of Salford. United Kingdom

Please Tick Box

1. I, the undersigned confirm that I have read and understood the information sheet for the above study and have had the opportunity to ask questions.
2. I understand that my participation in this study is purely voluntary and that I can freely withdraw at any time without giving reasons.
3. I understand that I am under no obligation to answer any question(s) that I am not comfortable with.
4. I have been given the opportunity to ask questions about the project.

Please Tick Box

5. I agree to take part in the study.
6. I agree to the interview being audio recorded.
7. I agree to the interview being written down
8. I agree to be observed in my work
9. I agree that I can be quoted anonymously in publications

Name of Participant:

Signature:

Date:

Name of researcher:

Signature:

Date:

Michael Evans: Contact details for further information: +44(0)161 295 2028

Appendix 6: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 1

Observations	Key aspects to consider	Comments
Building/Reception Area/Restaurant/ No. of bedrooms	Physical appearance Cleanliness Equipment and tools 20 bedrooms	Impressive buildings with fitted air-conditioning equipment. Clean reception with a modern computer and a flat screen television set. Nice dining area clean and spacious. Open space bar with local thatched roofing, a television set for public viewing
Kitchen	Physical appearance Cleanliness Equipment and tools	Well equipped kitchen with clean utensils. Clean tiled floor and walls
Employees' personal appearance	Personal cleanliness Uniform	Employees wore uniforms. Women wore blue check dress and the kitchen staff had white pinafore over blue check dress. Whilst men wore white shirt and black trousers.
Facilities for Staff	Physical appearance e.g. Cleanliness	There are two self-contained bedrooms set aside for the female and male employees to use as rest rooms.
Verbal communication between leader and employee Among employees	Tone of speech Response from employee	The leader spoke to the employees with respect and the employees did the same. The leader used the word "please" when asked one of the employees to do something for him. Shared some jokes with the employees. Employees were polite to each other
Other infrastructure considerations	Guest toilets	Very clean guest facilities with electronic hand dryer
Document	Key aspects to consider	Comments
Training records	Type of training Training organisation Types of qualifications and awarding bodies Training periods	The Ghana Tourist Board conducts training.
Health and safety records	Health and Safety training records Health and Safety certificate	Fire Safety certificate
Artefact	Hotel's business certificates	Certificate of incorporation. VAT certificate, Ghana Hoteliers Association certificate Ghana Tourist Board Certificate of Training.

Appendix 7: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 2

Observations	Key aspects to consider	Comments
Building/Reception Area/Restaurant/ No. of bedrooms	Physical appearance Cleanliness Equipment and tools 16 bedrooms	There is no separate restaurant for the guests. It is part of the reception. There is an eating area for the leader and the employees.
Kitchen	Physical appearance Cleanliness Equipment and tools	Small kitchen with basic equipment and appeared to be reasonably clean
Employees' personal appearance	Personal cleanliness Uniform	Front line employees including the security guard had uniforms supplied by the hotel. White top (shirt) and black pants apart from the cleaner who was wearing a red pinafore.
Facilities for Staff	Physical appearance e.g. Cleanliness	Staff living area for four employees. Two people sharing a room. Generally clean.
Verbal communication between leader and employees	Tone of speech Response from employee	Communication between the leader and the employees was generally polite. Employees respect was evident from their tone of voice.
Other infrastructure considerations	Guest toilets	Unisex toilet for public use and appeared clean.
Document	Key aspects to consider	Comments
Employee handbook	Hours of work Wages, rewards policy Holidays entitlement	Employee's individual files detailing their commencement of employment, pay and application form but not rewards policy.
Training records	Type of training Training organisation Types of qualifications and awarding bodies Training periods	Basic training provided by Accra /Tema Hotel Association with Accreditation Certificate issued by the Ghana Tourist Board.
Health and safety records	Health and Safety training records Health and Safety certificate	The hotel has all the legal certificates for hotel operation. For example:- fire certificate
Artefact	Hotel's business certificates Equipment	Hotel insurance, certificate, VAT registration, fire certificate, certificate of incorporation and Ghana Hoteliers Association membership certificate. Computer

Appendix 8: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 3

Observations	Key aspects to consider	Comments
Building/Reception Area/Restaurant/ No. of bedrooms	Physical appearance Cleanliness Equipment and tools 10 bedrooms	Open air restaurant in a clean environment. Clean chairs and tables with a drinking bar
Kitchen	Physical appearance Cleanliness Equipment and tools	Big kitchen with clean and modern cooking utensils. Very clean.
Employees' personal appearance	Personal cleanliness Uniform	All employees wore uniform and personal appearance seemed clean. The kitchen staff had heard covering.
Facilities for Staff	Physical appearance e.g. Cleanliness	There is a changing room for the staff. The room is clean with individual lockers.
Verbal communication between leader and employees	Tone of speech Response from employee	Communication between leader and employees were very cordial and respectful. Employees showed confidence in their work and seemed to have very good relationship with the customers.
Other infrastructure considerations	Guest toilets	Facilities for guests i.e. toilets and reception area were found to be reasonably clean
Document	Key aspects to consider	Comments
Employee handbook	Hours of work Wages, rewards policy Holidays entitlement	There was no official handbook however, there was a file showing the number of days that employees have taken as holidays. The establishment keeps accounting records detailing daily and monthly activities including staff wages.
Training records	Type of training Training organisation Types of qualifications and awarding bodies Training periods	No official training records were available. There was a certificate issued by the
Health and safety records	Health and Safety training records Health and Safety certificate	The only available Health and Safety certificate observed was that of the Ghana Fire Service.
Artefact	Hotel's business certificates Equipment	Television, Ghana Tourist Board Certificate Ghana Fire Service. Computer

Appendix 9: Detailed table of findings from direct observations, artefacts or documents review: Hotel No. 4

Observations	Key aspects to consider	Comments
Building /Reception Area/Restaurant No. of bedrooms	Physical appearance Cleanliness Equipment and tools 20 bedrooms	Nice hotel building with spacious guest car park. Open bar area with parasols. Clean environment and reception area with a flat screen television. On the walls are certificates of incorporation and fire safety.
Kitchen	Physical appearance Cleanliness Equipment and tools	The hotel has a tiny kitchen which from evidence it is only used by the hotel staff.
Employees' personal appearance	Personal cleanliness Uniform	Employees had no formal uniform but they appeared clean.
Facilities for Staff	Physical appearance e.g. Cleanliness	Employees have an en-suite room for their use and to sleep when they have to work late at night. This area looked tidy.
Verbal communication between leader and employee	Tone of speech Response from employee	Free and open conversation between the leader and the employees. Leader cracking jokes with them but the employees were able to share the jokes.
Other infrastructure considerations	Guest toilets	Other guests' facilities (toilets) observed looked clean and fitted with an electric hand drying mechanism
Document	Key aspects to consider	Comments
Training records	Type of training Training organisation Types of qualifications and awarding bodies Training periods	There was no evidence of individual training records. However, training certificate issued by the Ghana Tourist Board was evident.
Health and safety records	Health and Safety training records Health and Safety certificate	Fire Safety certificate
Artefacts	Hotel business certificates	Certificate of incorporation and VAT registration certificate Membership certificate of Ghana Hoteliers' Association and Ghana Tourist Board Certificate. Computer

Appendix 10: Example of an employee's interview questions

AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA

Introduction

I am Michael Evans from Salford Business School, University of Salford, United Kingdom. I am carrying out research for a PhD thesis. I am interested in internal customers' service quality in the small sized hospitality enterprises in Ghana.

EMPLOYEES

Section A: Research Question: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

Question: How would you describe the working relationship between your department and the other departments in this hotel? Why is it important to provide accurate and dependable service to each other?

Response:

Question: Are employees polite to each other? If not, why not? If yes, Why?

Response:

Question: How would you describe the employee reward schemes in this hotel? What are they? How are they administered?

Response:

Question: In your opinion, do you feel that employees at this hotel are properly trained to do their jobs well? If yes, can you describe how training is provided?

Response:

Question: How would you describe the facilities that are provided for staff while on duty?

Response:

Question: Why are employees important as customers in service delivery?

Response:

Section B: Research Question: How are the attributes of internal customers' service delivered within small hospitality enterprises in Ghana?

Question: What is your opinion regarding the training and career development provided by this hotel?

Response:

Question: How are employees recognized for their hard work in this hotel?

Response:

Question: How would you describe the amount of work you have to do per shift compared to other employees in this hotel?

Response: Question: What is your opinion on recruitment and selection methods at this hotel? Do you think there is nepotism in the recruitment system? If yes or no, can you give an example to support your claim?

Response:

Question: How satisfied are you with the effectiveness of the equipment and tools used by employees to perform their duties in this hotel? How modern are they?

Response:

Question: Are employees allowed to use their own judgment in solving guest problems? What are you allowed to do?

Response:

Section C: Research Question: How does Ghanaian national culture impact on internal customers' job satisfaction and organizational commitment in the small and medium sized hospitality enterprises in Ghana?

Power Distance

Question: What are the relationships like between your superiors and the employees? Do you think you are on equal terms? (Probe why and why not).

Response:

Question: Do your superiors at this hotel consider your suggestions? Please give an example.

Response:

Question: Do you show respect for your superiors? If yes, why? If no, why not?

Response:

Question: In your opinion, can you openly disagree with your superiors? If not, why not? If yes, why?

Response: Collectivism versus individualism

Question: How are your working relationships with the other employees?

Response:

Question: Do you feel you belong to a working group with the same responsibility or common interest?

Response:

Question: Do you have time for your personal and family life by working in this hotel? Please explain how?

Response:

Question: Does the security of your job affect your workplace behaviour? If yes why and how? If no, why not?

Response:

Masculinity versus Femininity

Question: What is your opinion on working to live rather than living to work?

Response:

Question: Do you often help your colleagues in doing their jobs? If yes, why? or If not, why not?

Response:

Question: How would you describe the willingness of your fellow employees to cooperate with each other? Why is there cooperation? Or why is there no cooperation?

Response:

Question: Do you feel employees' rewards in this hotel are equitable? If yes, how? If not, why not?

Response:

Uncertainty Avoidance

Question: How would you describe your confidence in doing your work at this hotel? Please explain why you feel confident or not confident.

Response:

Question: Would you leave this hotel if you were offered another job with higher wages? If not, why not? If yes, why?

Response:

Question: What is your opinion on the hotel's rules? What has stopped you breaking any of the rules even if it had been for the best interest of the hotel?

Response:

Question: What motivates you the most in your work?

Response:

Section D: General Information

1. What is your gender? (Please tick) Male Female

2. How did you gain employment with this hotel? (Please tick)

Through formal application

Through the owner of the hotel

Through the manager of the hotel

Through an existing employee of the hotel

Through a family friend

3. Do you come from the same town as the manager or owner? Yes No

4. If you answered No to question 3 above, would you have preferred working for a leader/manager/owner from your own town or region?

Yes No

5. If Yes, why? Please explain-----

Thank you for your time and assistance

Appendix 11: Example of an employee's interview transcript

AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA

Introduction

I am Michael Evans from Salford Business School, University of Salford, United Kingdom. I am carrying out research for a PhD thesis. I am interested in internal customers' service quality in the small sized hospitality enterprises in Ghana.

EMPLOYEES

Section A: Research Question: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

Question: How would you describe the working relationship between your department and the other departments in this hotel? Why is it important to provide accurate and dependable service to each other?

Response: We do not have distinct departments. I have worked in every section before. We cover every role from supervising to laying beds and cleaning.

Question: Are employees polite to each other? If not, why not? If yes, Why?

Response: Yes. We are only a handful working here and although relationships are informal, we have adopted the principle of reciprocity of respect and so deal politely with everyone staff and client alike.

Question: How would you describe the employee reward schemes in this hotel? What are they? How are they administered?

Response: We are paid a salary at the end of each month. Although this is meagre we are happy because we earn commission based on the hotels income and we are given presents as well.

Question: In your opinion, do you feel that employees at this hotel are properly trained to do their jobs well? If yes, can you describe how training is provided?

Response: We have not had formal hotel or hospitality training but we, the owners do provide in-house training from time to time. I believe that because of the size of the hotel, we do so many things better. We give special attention to our clients as we get to know them better.

Question: How would you describe the facilities that are provided for staff while on duty?

Response: Compared to the larger hotels we have basic facilities but they are adequate. For example, there is an en-suite room set aside for staff use.

Question: Why are employees important as customers in service delivery?

Response: Employees take responsibility for service delivery and ensure that guests' service delivery is of satisfactory standard. We offer outstanding services with the limited resources at our disposal so we are important.

Section B: Research Question: How are the attributes of internal customers' service delivered within small hospitality enterprises in Ghana?

Question: What is your opinion regarding the training and career development provided by this hotel?

Response: I am satisfied with it as I do not expect too much from my uncle. He has promised expansion and formal training later.

Question: How are employees recognized for their hard work in this hotel?

Response: We get compliment from my uncle and sometimes-financial rewards also. For example, for working continuously over a 48-hour shift, we get an extra day wage. We and our immediate family can also enjoy meals and other facilities on their own or with us, especially when we are off duty.

Question: How would you describe the amount of work you have to do per shift compared to other employees in this hotel?

Response: Being the closest to my uncle and the next in line for inheritance, so I do put in more hours especially when we are busy.

Question: What is your opinion on recruitment and selection methods at this hotel? Do you think there is nepotism in the recruitment system? If yes or no, can you give an example to support your claim?

Response: It is not an issue of nepotism. Family businesses are usually ran by family members work contracted out only when there is no one in the family to do. I got the job here because of my uncle.

Question: How satisfied are you with the effectiveness of the equipment and tools used by employees to perform their duties in this hotel? How modern are they?

Response: We are a small hotel without the financial capacity to update equipment on regular basis. However, the tools and equipment we have are effective and efficient. We try to maintain what we have to the best standard

Question: Are employees allowed to use their own judgment in solving guest problems? What are you allowed to do?

Response: Yes, of course. That is mainly what we do here. When one is not sure of how to deal with a particular problem, s/he is able to solicit the advice of any other member of staff over the owner himself as we have everyone's personal phone number.

Section C: Research Question: How does Ghanaian national culture impact on internal customers' job satisfaction and organizational commitment in the small and medium sized hospitality enterprises in Ghana?

Power Distance

Question: What are the relationships like between your superiors and the employees? Do you think you are on equal terms? (Probe why and why not).

Response: Yes, we are on equal terms and as I have already said we are a closely knit family of workers. We share roles and support one another whenever required.

Question: Do your superiors at this hotel consider your suggestions? Please give an example.

Response: My suggestions are always in considered because I am also seen as one of the owners of the hotel. Furthermore, my suggestions as a graduate are seen to be informed

and have always yielded resulted time and again having been tested even in difficult situations.

Question: Do you show respect for your superiors? If yes, why? If no, why not?

Response: Yes, of course. My superiors are my uncle and his wife and they pay my salary and supports my livelihood. I totally depend on them and this hotel for everything, for now and the future. Therefore I owe them all the respect due a superior.

Question: In your opinion, can you openly disagree with your superiors? If not, why not? If yes, why?

Response: Yes, I can because I have been able to earn the trust of my superiors in my job role but would not disagree with them in public.

Collectivism versus individualism

Question: How are your working relationships with the other employees?

Response: We have very cordial relationships. We are a small 'family', and that is what we, in fact, are. We have no known differences but of course there are disagreements from time to time, on issues deemed to be of the interest of growing the business.

Question: Do you feel you belong to a working group with the same responsibility or common interest?

Response: The answer above explains it all. We share common values and see ourselves as partners in business rather than employees of a third party business. We have shared responsibilities with common interests. Yes, of course.

Question: Do you have time for your personal and family life by working in this hotel? Please explain how?

Response: Yes, time spent here cannot be spent elsewhere but where it matters we cover each other's shift if they cannot make it. Also, our family are welcome here all the time. We have a room dedicated to our personal needs while on duty and other services as well.

Question: Does the security of your job affect your workplace behaviour? If yes why and how? If no, why not?

Response: No, Not at all. My job security is assured. I have not need to worry as the hotel is just like my own. In fact, we all feel the same and treat it like our own indeed.

Masculinity versus Femininity

Question: What is your opinion on working to live rather than living to work?

Response: From my experience here we are not living to work. Of course this employment is my livelihood and therefore I will say that I'm working to live.

Question: Do you often help your colleagues in doing their jobs? If yes, why? or If not, why not?

Response: Yes of course. As I have explained we are like a family and this business is more or less my own and I see it as a duty to ensure it grows.

Question: How would you describe the willingness of your fellow employees to cooperate with each other? Why is there cooperation? Or why is there no cooperation?

Response: We don't see ourselves as employees but family and so there is a lot of cooperation in all we do. We share common interests.

Question: Do you feel employees' rewards in this hotel are equitable? If yes, how? If not, why not?

Response: Very equitable. Why? On top of our pay we get other benefits like meals, transport for our private and other family needs when needed. We know the earnings we make and so what we are paid is indeed equitable. There is hardly any reward differentiation; we have a lot in common

Uncertainty Avoidance

Question: How would you describe your confidence in doing your work at this hotel? Please explain why you feel confident or not confident.

Response: I am very confident because I am not afraid of making mistakes or failing. Where I am in doubt I consult my colleagues. As far as I am concerned, consultation, cooperation and shared responsibility for success or failure are key to feeling confident at work as individuals are absolved from all blame.

Question: Would you leave this hotel if you were offered another job with higher wages? If not, why not? If yes, why?

Response: Never, not for wages. Maybe something else but I am yet to know what that is. If I don't come to work for a day I feel like I am missing something in my life. This place is my home, my life, my playing field and of course the source of my livelihood and that of my family.

Question: What is your opinion on the hotel's rules? What has stopped you breaking any of the rules even if it had been for the best interest of the hotel?

Response: In fact, I have not felt like there are rules for us – the staff. Yes, for the clients but not us. We don't have rules, but guidelines to put in our best, to improve our service to our clients

Question: What motivates you the most in your work?

Response: The feeling of shared responsibility and ownership, of working for myself and no other and furthermore, the people I work with.

Section D: General Information

1. What is your gender? (Please tick) Male Female

2. How did you gain employment with this hotel? (Please tick)

Through formal application

Through the owner of the hotel

Through the manager of the hotel

Through an existing employee of the hotel

Through a family friend

3. Do you come from the same town as the manager or owner? Yes No

4. If you answered No to question 3 above, would you have preferred working for a leader/manager/owner from your own town or region?

Yes No

5. If Yes, why? Please explain-----

Thank you for your time and assistance

Appendix 12: Example of hotel leaders' interview questions

AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA

Introduction

I am Michael Evans from Salford Business School, University of Salford, United Kingdom. I am carrying out research for a PhD thesis. I am interested in internal customers' service quality in the small sized hospitality enterprises in Ghana.

Section A

Thank you for taking part in this important research on Internal Customer Service Quality.

Can you please describe your position in this hotel?

How long have you owned or worked at this hotel?

What is your perception of guests' service delivery in your hotel?

Section B: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

1. Can you please tell me who your internal customers are?
2. In your opinion, do you think they should be provided with equal service quality as the paying guests? If yes, why? If no, why not?
3. Are there any links between internal and external customers' loyalty to this hotel?
4. How would you describe the benefits to this hotel if the employees are satisfied with their jobs and committed to the hotel?

Service Dimensions

Reliability

What promises do you make to your employees to do their jobs effectively?

How and why do you deliver these promises made to your employees?

Assurance

In your own view, do you think you are courteous to your employees? Why should they trust you?

Tangibles:

How would you describe the employees' facilities in this hotel?

Empathy

In your opinion, do you feel that you give individual attention to your employees? If yes, please explain why? If no, why not?

Responsiveness

How quickly do you respond to resolve your employees' problems?

Section C: How are the attributes of employees' service delivered within small hospitality enterprises in Ghana?

1. How do you recognize the contribution of your employees' in serving the paying guests at this hotel? Why should you give recognition to these customers or why do you not recognize them?
2. What opportunities do the employees have in this hotel for training and career development? How and why is training important?
3. Do your employees have the authority to make decisions in satisfying hotel guests' needs?
4. What are your recruitment and selection policies at this hotel?

Role Ambiguity

Why is it important to provide your employees with accurate information on how to perform their duties effectively?

Role conflict

How do you ensure that employees do not have more work to do than they have time for?

Employee-job fit

How qualified are your employees in doing their jobs?

Technology-job fit

Why is it important in the service industry to have the appropriate tools for the internal customers to perform their jobs?

Supervisory reward systems

How would you describe your reward systems in this hotel?

Perceived control

Why should you empower your employees in solving guests' problems encountered in experiencing services?

Teamwork

Why should internal customers pull together for a common goal in this hotel?

Section E: How does Ghanaian national culture influence leadership style and internal service delivery in the small and medium sized hospitality enterprises in Ghana?

1. How would you describe your leadership style?
2. How often do you consult your employees before making decisions which involve their work in this hotel? If there is no consultation, why not? If yes, why?
3. In your opinion, are the employees expected to obey you without question? If yes, why? If not, why not?
4. As a manager/owner do you have to prioritize the needs of your employees, family and overall community welfare in your leadership actions? Why? or why not?
5. In your opinion, do you feel that you are under obligation to act like a parent of extended family members?
6. Do you have to protect the wellbeing of your internal employees? Why? or why not?
7. How would you describe your relationship with people older than you in this hotel?
8. How do you perceive the importance of encouraging group loyalty even if individual goals suffer?
9. In your opinion, do you think giving your followers' protection and direction would be reciprocated with loyalty and commitment?
10. Do your employees rely on you for instructions to do their jobs? If yes, why? If no, why not?

Section D: General Information about yourself

1. What is your gender?(please tick) Male Female
2. How old are you?(please tick)
Under 20 20-30 30-40 41-50 Over 50
3. What is the highest level of your education? (please tick)
Junior Secondary School Senior Secondary School
National Diploma Degree
Other (please specify) -----
4. How long have you owned, managed or supervised this hotel? (please tick)
Less than 6 months 2 years but less than 3 years
6 months but less than 1 year 3 years but less than 5 years

1 year but less than 2 years More than 5 years

5. How did you recruit the employees in this hotel? (please tick)

Through formal application

Through a family friend

6. Do you come from the same town as most of the employees? Yes No

7. If you answered No to question 4, would you have preferred employing most of your employees from your own town or region?

Yes No

8. If Yes, why? Please explain-----

Thank you for your time and assistance

Appendix 13: Example of a hotel leader's interview transcript

AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA

Introduction

I am Michael Evans from Salford Business School, University of Salford, United Kingdom. I am carrying out research for a PhD thesis. I am interested in internal customers' service quality in the small sized hospitality enterprises in Ghana.

Leaders (Owners/Managers/Supervisor)

Section A: Research Question: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

Question: Can you please tell me who your internal customers are?

Response: The staff

Question: In your opinion, do you think they should be provided with equal service quality as the paying guests? If yes, why? If no, why not?

Response: Yes, the employees manage the place and look after the customers as such they should be treated well.

Question: Are there any links between internal and external customers' loyalty to this hotel?

Response: There is a link because if employees are happy they would provide good service to the customers and the customers would visit the hotel again.

Question: How would you describe the benefits to this hotel if the employees are satisfied with their jobs and committed to the hotel?

Response: They will work well and attract more customers for business growth, more profit and business expansion.

Service Dimensions

Reliability

Question: What promises do you make to your employees to do their jobs effectively?

Response: I urge them to discuss their problems with me because I am open and will help if possible.

Question: How and why do you deliver these promises made to your employees?

Response: I promise them verbally and I deliver all promises made to them because I have to gain their trust.

Assurance

Question: In your own view, do you think you are courteous to your employees? Why should they trust you?

Response: I respect my employees and they trust me because I deliver whatever I promise them.

Tangibles:

Question: How would you describe the employees' facilities in this hotel?

Response: All employees live on site, have free meals and I actually eat together with the employees.

Empathy

Question: In your opinion, do you feel that you give individual attention to your employees? If yes, please explain why? If no, why not?

Response: Yes, because of privacy and depending on individual problem and to show that you care for them and given individual attention.

Responsiveness

Question: How quickly do you respond to resolve your employees' problems?

Response: As quickly as possible depending on the situation but I always try to help resolve my employee's problems

Section B: Research Question: How are the attributes of employees' service delivered within small hospitality enterprises in Ghana?

Question: How do you recognize the contribution of your employees' in serving the paying guests at this hotel? Why should you give recognition to these customers or why do you not recognize them?

Response: By voice appreciation. This is to encourage them to do more.

Question: What opportunities do the employees have in this hotel for training and career development? How and why is training important?

Response: There is basic training by Ghana Hotel Association. (Professional association of hotels in Ghana). Training is important to improve the skills of the employees.

Question: Do your employees have the authority to make decisions in satisfying hotel guests' needs?

Response: Employees have opportunity to make decisions. For example, allowing guests to pay their bill next day.

Question: What are your recruitment and selection policies at this hotel?

Response: Through formal application, word of mouth or recommendations from friends and family.

Role Ambiguity

Question: Why is it important to provide your employees with accurate information on how to perform their duties effectively?

Response: To guide them in their duties i.e. decision making procedures.

Role conflict

Question: How do you ensure that employees do not have more work to do than they have time for?

Response: Through scheduling of work to make sure that there are enough staff on duty during busy periods.

Employee-job fit

Question: How qualified are your employees in doing their jobs?

Response: They have basic training to do their job

Technology-job fit

Question: Why is it important in the service industry to have the appropriate tools for the internal customers to perform their jobs?

Response: In this hotel we have the basic tools but they are modern. Ineffective tools may frustrate the employees in doing their jobs adequately.

Supervisory reward systems

Question: How would you describe your reward systems in this hotel?

Response: Employees do receive bonuses or rewards at Christmas and Easter. They have free accommodation and food as part of the employees' rewards at the hotel.

Perceived control

Question: Why should you empower your employees in solving guests' problems encountered in experiencing services?

Response: I empower my employees in solving guests' problems because I am not around all the time.

Teamwork

Question: Why should internal customers pull together for a common goal in this hotel?

Response: In order to help struggling workers to complete their chores.

Section C: Research Question: How does Ghanaian national culture influence leadership style and internal service delivery in the small and medium sized hospitality enterprises in Ghana?

Question: How would you describe your leadership style?

Response: I am strict but fair. I am open to suggestions. I have the employees' welfare at heart but when I need to take disciplinary action I do so.

Question: How often do you consult your employees before making decisions which involve their work in this hotel? If there is no consultation, why not? If yes, why?

Response: I do consult my employees almost on daily bases. This is to solve problems swiftly.

Question: In your opinion, are the employees expected to obey you without question? If yes, why? If not, why not?

Response: No but employees can make suggestions to correct things.

Question: As a manager/owner do you have to prioritize the needs of your employees, family and overall community welfare in your leadership actions? Why? or why not?

Response: Yes I do, because I do not play music at night to disturb my neighbours. I have actually constructed a road bridge for the community. Employees have time off for their personal and family matters. To care for people in the community and at work.

Question: In your opinion, do you feel that you are under obligation to act like a parent of extended family members?

Response: Yes we live like a family already and seek advice from me.

Question: Do you have to protect the wellbeing of your internal employees? Why? or why not?

Response: Yes, we live like a family already, we live and eat together.

Question: How would you describe your relationship with people older than you in this hotel?

Response: Cordial and respect for each other. In this hotel the security guard is older than me but we respect each other.

Question: How do you perceive the importance of encouraging group loyalty even if individual goals suffer?

Response: All individual goals are put aside and to work towards a collective common goal.

Question: In your opinion, do you think giving your followers' protection and direction would be reciprocated with loyalty and commitment?

Response: They will feel secure and payback by working hard.

Question: Do your employees rely on you for instructions to do their jobs? If yes, why? If no, why not?

Response: No, I provide instructions every now and again but generally, they are free to do their jobs without my instruction.

Section D: General Information about yourself

1. What is your gender?(please tick) Male Female

2. How old are you?(please tick)
Under 20 20-30 30-40 41-50 Over 50

3. What is the highest level of your education? (please tick)
Junior Secondary School Senior Secondary School

National Diploma Degree

Other (please specify) -----

4. How long have you owned or managed this hotel? (please tick)

Less than 6 months	<input type="checkbox"/>	2 years but less than 3 years	<input type="checkbox"/>
6 months but less than 1 year	<input type="checkbox"/>	3 years but less than 5 years	<input type="checkbox"/>
1 year but less than 2 years	<input type="checkbox"/>	More than 5 years	<input checked="" type="checkbox"/>

5. How did you recruit the employees in this hotel? (please tick)

Through formal application	<input checked="" type="checkbox"/>		
Through a family friend	<input checked="" type="checkbox"/>		
6. Do you come from the same town as most of the employees? Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

7. If you answered No to question 6, would you have preferred employing most of your employees from your own town or region.

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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8. If Yes, why? Please explain-----

Thank you for your time and assistance

Appendix 14: Translated interview questions from English to Twi language

AN INVESTIGATION OF FACTORS AFFECTING INTERNAL CUSTOMER PERCEPTION OF SERVICE QUALITY DELIVERY: THE CASE OF INDIGENOUS SMALL HOSPITALITY ENTERPRISES IN GHANA

Introduction

I am Michael Evans from Salford Business School, University of Salford, United Kingdom. I am carrying out research for a PhD thesis. I am interested in internal customers' service quality in the small sized hospitality enterprises in Ghana.

EMPLOYEES

Thank you for taking part in this important research on Internal Customer Service Quality.

Section A: The Big Question: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

1. How would you describe the working relationship between your department and the other departments in this hotel? Why is it important to provide accurate and dependable service to each other?

Eden na wo betumi aka afa wadwuma ye kuo a ewo saa adwuma yi mu ene nkuo nnkuo aka no ho? Aden nti na ehia se ekuo biara no benya nkitahodie a yonko do ewo mu senea eba ma adwuma ye ako so?

2. Are employees polite to each other? If not, why not? If yes, Why?

Wogyedi se adwumayefo de obuo ma won ho won ho anaa? Se ente saa dea, aden nti?

3. How would you describe the employee reward schemes in this hotel? What are they? How are they administered?

Kyere nhesheye a asoeye yi (hotel) ede asi ho eshe adwuma yefo adekyem mu efa won adwuma ye mu? Sen na adwumawura hwe ma eye adwuma?

4. In your opinion, do you feel that employees at this hotel are properly trained to do their jobs well? If yes, can you describe how training is provided?

Wadwen mu no se wo hwe a, adwumayefo a ewo bia ye yi won anya nimdee ana nteteye a eboa won adwuma ye anaa? Wo betumi akyere okwan a wofa so ma adwumayefo nya nteteye anaa?

5. How would you describe the facilities that are provided for staff while on duty?

Wobetumi akyere akadee a adwumawura de ma adwumayefo ebra wom eye adwuma anaa?

6. Why are employees important as customers in service delivery?

Okwan ben so anaa se den nti na adwumayefo ho hia wo won som mu anaa se adwuma ye mu?

Section B: The Big Question: How are the attributes of internal customers' service delivered within small hospitality enterprises in Ghana?

1. What is your opinion regarding the training and career development provided by this hotel?

Kyere wadwen wo nteteye ene emoa asoeye (Hotel) yi ede ma adwumaye fo senea ebe boa won na won ako won anim?

2. How are employees recognized for their hard work in this hotel?

Abas obo en wode ma adwuma ye ni a obo neho moden wo adwumayi mu (Hotel)?

3. How would you describe the amount of work you have to do per shift compared to other employees in this hotel?

Se wo de to wo mfefo adwumayefo ho a, wobetumi akere adwuma dodow a se wo ba adwuma wo ye?

4. What is your opinion on recruitment and selection methods at this hotel? Do you think there is nepotism in the recruitment system? If yes or no, can you give an example to support your claim?

Eden na wobetumi aka afa senea wo whewhe na wofa adwumayefo wo saa adwuma yimu. So kete ase hye ene kokofu bi womu anaa? Se kokofu ene ketease hye wo mu anaa se eni mu, wobetumi ama mfatoho?

5. How satisfied are you with the effectiveness of the equipment and tools used by employees to perform their duties in this hotel? How modern are they?

So wani gye afidie ne akade a eboa adwumayefo ma won ye adwuma no ho anaa se daabi? Efa akade ho no eye fofro anaa se den?

6. Are employees allowed to use their own judgment in solving guest problems? What are you allowed to do?

So adwumayefo wotumi se won ankasa betumi akyerekyere won adwen se mente me ho ase bi sore wo won ne ohoho a wabeda asoeye (hotel) no ntem anaa?

Section C: The Big Question: How does Ghanaian national culture impact on internal customers' job satisfaction and organizational commitment in the small and medium sized hospitality enterprises in Ghana?

Power Distance

1. What are the relationships like between your superiors and the employees? Do you think you are on equal terms? (Probe why and why not).

Adwumayefo ne adwuma mpanyimfo ntem ten sen? Wo gyedi se wo ye pe anaa? Se wo ye pe anaa se won nye pe kyere wo adwen fa ho.

2. How are your suggestions considered by your superiors at this hotel? Please give an example.

So adwuma npanyinfo gye waden kyere to mu anaa se dabi wo asoeye ha (hotel)? Ma mfa to ho.

3. Do you show respect for your superiors? If yes, why? If no, why not?

So, we de obu ma wo mpanyinfo anaa? Se eye yew anaa se dabi a kyere mu.

4. In your opinion, can you openly disagree with your superiors? If not, why not? If yes, why?

Se wo ne wo panyi bi enye adwen anaa se nea oreka ene wo de bo abira wo tumi si no pi kyere no se wo mpense so anaa? Kyere nea enti ana se yew.

Collectivism versus individualism

1. How are your working relationships with the other employees?

Kyere se nea wo mfefo ntem te wo aduma mu

2. Do you feel you belong to a working group with the same responsibility or common interest?

Wogye dise wo ne wfefo adwumayefo no wo adwuma kuw biako mu a mo wo botae biako anaa?

3. Do you have time for your personal and family life by working in this hotel? Please explain how?

So, we de obu ma wo mpanyinfo ana? Se eye yew anaa se dabi a kyere mu?

4. Does the security of your job affect your workplace behaviour? If yes why and how? If no, why not?

Se wo ne wo wo payin bi enye adwen anaa se nea oreka ene wo de bo a bira wo tumi si no pi kyere no se wo mpene so anaa ? kyere nea enti ana se yew.

Masculinity versus Femininity

1. What is your opinion on working to live rather than living to work?

Enti wo ye adwuma senea ebeye wo nsa beko wano anaa se wo pe adwuma no kyen akatua?

2. Do you often help your colleagues in doing their jobs? If yes, why? or If not, why not?

So, eye a woboa wo mfefo wo won adwuma yemu anaa se dabi kyerekyere mu.

3. How would you describe the willingness of your fellow employees to cooperate with each other? Why is there cooperation? Or why is there no cooperation?

Eden na wobetumi aka afa nkabom ho wo mo adwuma mu nho? Aden nti na nkabom wo ho ana se aden nti na nkabom ni ho?

4. Do you feel employees' rewards in this hotel are equitable? If yes, how? If not, why not?

Wo gye di se abasobode wo adwuma mu ha (hotel) eye pe anaa? Kyere mu nea enti a eye pe anaa se enye pe.

Uncertainty Avoidance

1. How would you describe your confidence in doing your work at this hotel? Please explain why you feel confident or not confident.

Eden na wobetumi aka afa wogyedi a wode ye adwuma wo ha ho? (hotel) kyere nea enti a wo gye wo ho di wo wadwuma ye mu nea enti a wonye wo ho ni wadwuma ye mu.

2. Would you leave this hotel if you were offered another job with higher wages? If not, why not? If yes, why?

Se awuma fofro bi ma wo akatua esom bo kyen nea wo reye yi a wo beko anaa se wo betoaso aye adwuma dada yi ara? Kyere wo adwen fa ho.

3. What is your opinion on the hotel's rules? What has stopped you breaking any of the rules even if it had been for the best interest of the hotel?

Sen na wo woka fa mmra wa hyehye wo adwuma yi mu (hotel)? Eden nti na besi ene wo mu adwuma mmra so, mpo se ebe na se ede boa adwuma noa (hotel).

4. What motivates you the most in your work?

Eden ne nkuron hye kese paa na wo wo wadwuma mu?

Section D: General Information

1. What is your gender? (Please tick) Male Female
Wo ye obaa anaa obarima? Obarima Obaa

2. How did you gain employment with this hotel? (Please tick)
Wo ye den na wo nya adwuma wo asoeye (hotel) ha?

Through formal application
Me kyerew nkrataa senea ese

Through the owner of the hotel
Enam adwumawura so

Through the manager of the hotel
Enam nea adwumawura ede adwuma no ahye ne nsa se onwhe so no so

Through an existing employee of the hotel
Enam obia oye adwuma wo (hotel) ha so

Through a family friend
Enam mabusua adamfo bi so

3. Do you come from the same town as the manager or owner? Yes No
So wo ne adwuma wura anaa nea ohwe adwuma no so no fi kuro baako so anaa?

Daabi Yiw

4. If No to question 3 above, would you have preferred working for a manager/owner from your own town or region? Yes No
Se daabi dea anka wo be pe se wo beye adwuma ama obi a wo ne no fi kro baako so anaa?

Yiw Daabi

5. If Yes, why? Please explain-----

Se yew dea kyere mu

Thank you for your time and assistance

Medaase ne wo mmere ene wo moa.

Appendix 15: Translated employees interview response from Twi to English language

Section A: Research Question: Why is internal customer service quality delivery important within small hospitality enterprises in Ghana?

Question: How would you describe the working relationship between your department and the other departments in this hotel? Why is it important to provide accurate and dependable service to each other?

Response: *Employees have cordial relationship. We see ourselves as one people. There is informal communication between us as we live together.*

Emuaye: *Adwumayefo wo nkitahodie papa. Ye hu yeho se nipa kro. Ye di ho nkomo daa efise ye nyinaa te faako.*

Question: Are employees polite to each other? If not, why not? If yes, Why?

Response: *We are polite to each other in some way, and we always resolve our misunderstandings.*

Emuaye: *Ye bu yeho wo kwan pii so, se akasakasa be yemu a ye tumi siesie asem kro mmre biara.*

Question: How would you describe the employee reward schemes in this hotel? What are they? How are they administered?

Response: *The rewards at this hotel is very good rewards. For example, we have free accommodation and food.*

Emuaye: *Nkoronhye ne adema nshesheye wo asoeye (hotel) yi mu de eye paa. Ne ti triw ene se adwuma wura ma adwumayefo dan ene aduane a yen tua ka.*

Question: In your opinion, do you feel that employees at this hotel are properly trained to do their jobs well? If yes, can you describe how training is provided?

Response: *We do receive on the job training from the owner.*

Emuaye: *Adwumawura boa ma wotetew a adwumayefo wo ebra wore ye adwuma.*

Question: How would you describe the facilities that are provided for staff while on duty?

Response: *We have suitable living facility, staff dining area and washroom.*

Emuaye:*Biaye a yeye adwuma no de asenka ni ho, yewo baabi a yeda ena baabi nso a yedidi ene agyanan bia a asenka eni ho koraa.*

Question: Why are employees important as customers in service delivery?

Response: *We are important as the customers because we need each other. We give guests the service they require and they pay for the service.*

Emuaye:*Ye ho hia se enea adetofu ho hia. Enti a ete saa ne se yen de ye ye adetonfo ana enti won so ye adetofu. Nea adetofu no pe no yeye ma won saa pepe pen a won so tua ka saara.*

Section B: Research Question: How are the attributes of internal customers' service delivered within small hospitality enterprises in Ghana?

Question: What is your opinion regarding the training and career development provided by this hotel?

Response: *The training at this hotel is good. It helps me to gain experience which will aid me to continue my education in future by saving money.*

Emuaye:*Nteteye a ewo adwuma yi me ye papa. Eboa me ma mete adwuma no ase yiye paa na afei mehu no yiye se senea a beboa me ama matoa madesua so daakye se metumi sie sika.*

Question: How are employees recognized for their hard work in this hotel?

Response: *We are given money at weekend which is not part of our wages.*

Emuaye:*Adwumawura ema yen sika nawotwe awie ye biara saa sika yi odema yen no enka yen akatua ho koraa.*

Question: How would you describe the amount of work you have to do per shift compared to other employees in this hotel?

Response: *Amount of work we here is average as there are times that we are not busy at all. If we have to work at busy periods, I think it averages out evenly.*

Emuaye: *Adwuma a yeye wo ha no nye titriw biara, Efise, mmre bi wo ho ye nye adwuma koraa nso mmre bi ba na adwuma no aboro yen so. Nti saa ne ete.*

Question: What is your opinion on recruitment and selection methods at this hotel? Do you think there is nepotism in the recruitment system? If yes or no, can you give an example to support your claim?

Response: *Recruitment is fair even though I got the job through recommendation from my auntie. The manager treats us all equally.*

Emuaye: *Okwan a wofa so fa adwuma yefo de asem ka ni ho koraa ewo mu enam me papa nua bia (auntie) so na me nyaa adwuma yi de nanso yen panin no hwe yen nyinaa pepeepe.*

Question: How satisfied are you with the effectiveness of the equipment and tools used by employees to perform their duties in this hotel? How modern are they?

Response: *We have basic tools but effective for what we need them for.*

Emuaye: *Ye wo enema yede ye adwuma a eboa yen wo yen adwuma ye mu. Eboa yen wo okwan bebree so na esom bon so.*

Question: Are employees allowed to use their own judgment in solving guest problems? What are you allowed to do?

Response: *I can use my judgement to reduce room rate if the guest has not got the full amount.*

Emuaye: *Se obi ban a mpo ne sika nso na ope se oda ha a metumi tew edan ka no so ema no.*

Section C: Research Question: How does Ghanaian national culture impact on internal customers' job satisfaction and organizational commitment in the small and medium sized hospitality enterprises in Ghana?

Power Distance

Question: What are the relationships like between your leaders and the employees? Do you think you are on equal terms? (Probe why and why not).

Response: *We are treated as human beings and on equal terms.*

Emuaye: *Adwuma mpaninfo hu adwuma yefo no se nnipa baako afie mpaninfo ene adwumayefo ntem ye kama paa.*

Question: How are your suggestions considered by your leaders at this hotel? Please give an example.

Response: *Yes, recently customers suggested that we should cover up their packed cars so that they can keep their privacy. Obviously the customers don't want people to notice their visitation to the hotel. The manager took the suggestion on board and has provided the covers.*

Emuaye: *Yiw, ebeye ena kakra ni na yen ahohuo kaa se wo pe se anka yekata won a firi a wode ba asoeye ha (hotel) ho ma won senea ebeye obi nhu se eye asoma si anaa obenten na aba ho. Bere a yede to ye mpanyin anim no ogye to mu woma yen akataso mprenpren.*

Question: Do you show respect for your leaders? If yes, why? If no, why not?

Response: *Yes, I do respect my leaders. Because he pays my wages and we recognise his contribution towards our welfare.*

Emuaye: *Yiw, me de obuo ma me mpayin efi se otua meka bosome biara ena bio nso no ohwe adwumayefo so yie paa.*

Question: In your opinion, can you openly disagree with your leaders? If not, why not? If yes, why?

Response: *No, not yet. If there is the need to disagree, it would be done in private and polite manner.*

Emuaye: *Daabi, sab ere no enya enuro ho. Se eho hia se wo ne opayin no begye akigye koraa, se eba se me mpene nea opanyinreka no so a meye wo kokoa mu wo obuo kwan so.*

Collectivism versus individualism

Question: How are your working relationships with the other employees?

Response: *I have a very good relationship with the other employees. We live as family and share rooms.*

Emuaye: *Me ne me mfefo a ewo adwuma yi mu ntem ye paa. Ye nyinaa te se abusua afie nso ye da dan kro mu.*

Question: Do you feel you belong to a working group with the same responsibility or common interest?

Emuaye: *Yiw, megye di se me ne mfefo adwumayefo no wo adwuma kuw biako mu a ye wo botae biako a asoeye ye be gyina. Ye nyinaa de obuo ma ye ho.*

Response: Yes, think we are all working as a group with similar interest for the success of the hotel, Also we respect each other.

Question: Do you have time for your personal and family life by working in this hotel? Please explain how?

Response: *Yes, I consult with my colleagues, and then see the manager. Most times we are able to go to our hometown.*

Emuaye: *Yiw, me bo me mfefo adwumayefo amenea ansa na afie ko hu me payin bo no amanea. Mmre pii no payin no ma yen kwan ko yen krom.*

Question: Does the security of your job affect your workplace behaviour? If yes why and how? If no, why not?

Response: *Yes, my job security is very important and shapes my workplace behaviour. I need to save money to continue my education.*

Emuaye: *Yiw, ma adwuma ho ban hia me pa paa pa nti me neyee wo adwuma yi mu gyina so. Me hia se me sie sika na ma atoa ma desua so.*

Masculinity versus Femininity

Question: What is your opinion on working to live rather than living to work?

Response: *I work to live as I need money to better my education*

Emuaye: *Me ye adwuma se ebeye a me nsa beko mano na afie me hia sika de atoa ma desua so.*

Question: Do you often help your colleagues in doing their jobs? If yes, why? or If not, why not?

Response: *Yes, I do help others because we need to achieve a common goal and to help each other at times of need.*

Emuaye: *Yiw, me boa mefefo ma won ye won adwuma efi se ye nyinaa wo botae baako nti ye boa ye ho emmre ehia.*

Question: How would you describe the willingness of your fellow employees to cooperate with each other? Why is there cooperation? Or why is there no cooperation?

Response: *We cooperate with each other very well, because I work with people and to satisfy them.*

Emuaye: *Ye boa yen ho yen ho papaapa efi se ye wo nkabom, esese me ma nipa a me ne won ye adwuma ho to won.*

Question: Do you feel employees' rewards at this hotel are equitable? If yes, how? If not, why not?

Response: *Honestly we think rewards at this hotel are fair. The leader is trying his best to satisfy us even though he is stretching his financial resources in the new project.*

Emuaye: Nokware ni ye dwen se akyede a ewo asoeye ha (hotel) ho te. Ye payin no bo no ho moden se obe ma yen ani agye emmre a ohia sika asi adan fofro aka asoeye ha.

Uncertainty Avoidance

Question: How would you describe your confidence in doing your work at this hotel? Please explain why you feel confident or not confident.

Response: *Very confident in my work because my boss encourages and empowers me to do my work.*

Emuaye: *Me wo gyedi wo my adwuma ye mu efi se me panyin hye me nkoran na oma me de me adwe ye ma adwuma.*

Question: Would you leave this hotel if you were offered another job with higher wages? If not, why not? If yes, why?

Response: *I will compare the working conditions for differences before making any decision. However, it would be difficult for me to leave as my boss is willing to help in my education financially.*

Emuaye: *Me de ma adwuma yi nkyekye beto adwuma fofro ho ansa na ma kyere ma dwen. Ensoso, ebeye den paa ama me se me gya ma adwuma yi efiri se me payin se obe boa me wo sika ama ma toa me adesua so.*

Question: What is your opinion on the hotel's rules? What has stopped you breaking any of the rules even if it had been for the best interest of the hotel?

Response: *Normal rules as all hotels have rules but have never tried breaking any.*

Emuaye: *Adwuma yi mu mmra enhyehye te se asoeye (hotel)biara mu mmra na enso me nhye da ntia mmra biara so.*

Question: What motivates you the most in your work?

Response: *I am motivated by the way the leader takes care of the employees. He gives me bottled water without charging.*

Emuaye: *Dea ehye me nkuron ene ekwan a ye payin fa so hwe adwumayefo so. Payinin no ma me etoa mu nsuo a onye me sika.*

Section E: General Information

1. What is your gender? (Please tick)

Male

Female

Wo ye obaa anaa obarima?

Obarima

Obaa

2. How did you gain employment with this hotel? (Please tick)

Wo ye den na wo nya adwuma wo asoeye (hotel) ha?

Through formal application

Me kyerew nkrataa senea ese

Through the owner of the hotel

Enam adwumawura so

Through the leader of the hotel

Enam nea adwumawura ede adwuma no ahye ne nsa se onwhe so no so

Through an existing employee of the hotel

Enam obia oye adwuma wo (hotel) ha so

Through a family friend

Enam mabusua adamfo bi so

3. Do you come from the same town as the leader or owner? Yes No

So wo ne adwuma wura anaa nea ohwe adwuma no so no fi kuro baako so anaa? Yiw Daabi

4. If No to question 3 above would you have preferred working for a manager/owner from your own town or region? Yes No

Se dab idea anka wo be pe se wo beye adwuma ama obi a wo ne no fi kro baako so anaa? Yiw Daabi

5. If Yes, why? Please explain-----

Se yiw dea kyere mu -----

Thank you for your time and assistance

Medaase ne wo mmere ene wo moa.

Appendix 16
Content Analysis of Employees' Findings and Emerging Patterns: All Case Hotels

Category	Importance of Internal Service Quality Delivery					Pattern/theme
	Interviewees Responses					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/theme
Importance of inter-departmental relationships	Very cordial. Good relationships to bring harmony. On good terms.	Have good working relationships. Work together because that brings harmony in the hotel. Good working atmosphere	Good relationship between all departments. Help each other to do jobs much faster and easier	Have cordial relationships. Consult each other and discuss daily activities in the hotel.	Cordial and good relationships to work together. Good terms.	Cordial/ Good relationships
Being polite to each other in the workplace	Respect each other but as humans. Conflicts are quickly resolved.	Polite to each other. Resolve our misunderstandings	Do respect each other because we want to work together for the success of the hotel.	Polite to each other because that attitude helps to create a good working atmosphere.	Polite to each other, Respect for each other and conflicts are quickly resolved	Polite and Respect for each other.
Provision of employees' rewards at the case hotels	Money and present all the time. We all eat together sometimes.	Very reasonable rewards, money or presents at Christmas.	Reward scheme in this hotel is fair and worthwhile.	Rewarded with presents. Given gifts.	Reasonable rewards, given presents.	Employees' reward, presents.
Employee Training at the hotels	Yes, there is formal training by the Tourist Board	On the job training and learn from informal meeting. The boss gives us training as well.	Received training which provided by the Ghana Tourist Board	The owner trains us. There is no formal training.	Formal training by the Ghana Tourist Board. Informal training.	Formal training, informal training provided
Employee Facilities	Adequate facilities, for example, rest room.	Very good facilities for example, living accommodation.	Good employee facilities for example, changing room.	Have a changing room and a separate room for staff to sleep in when we work late into the night.	Good facilities for the staff. Provided with staff changing rooms.	Employees were provided with workplace facilities.

Perception of employees importance in customer service delivery	Employees are important as customers because the employees provide direct service to them.	We are important as the customers because we need each other. We give customers the service they require and they pay for the service	We are important as the paying customers because we serve them.	Employees are important. Customer service satisfaction depends on employees' positive service delivery.	Employees are important. Employees deliver the service to the customer.	Employees are important as customers.
Category	Internal Service Attributes Delivery					
	Interviewees Responses					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/theme
Career development	Good, because I could be a manager in the future.	To gain experience through training, save money and to continue my education.	To gain experience and continue education.	To gain employment in one of the larger hotels from the experience acquired in this hotel	Gain experience to continue education or move to larger hotel.	Satisfied with career development for future.
Employees' recognition	The manager thanks us and shows appreciation for our work	We are recognized through appreciation from the owner. He thanks us.	No real recognition but on some occasions we do get thank you from the manager	Employees recognised for hard work done. Leader thanks us and given some refreshment	Shown appreciation for work done, Thanks employees	Appreciation and thanks from the leaders
Workload per shift	Fair amount of workload as compared to the other departments	Workload is equal because we are a small hotel and we help each other.	In my opinion, the workload is equal because we tend to help each other.	Small hotel as such our workload is fair and equal. Only busy when the hotel is full of guests.	Fair and equal amount of work. Help each other to do tasks.	Equal workload and employees help each other.
Recruitment and selection	Recruitment is by formal process of application and no nepotism in my opinion	Recruitment is fair even though I got the job through recommendation from my auntie.	Recruitment is fair. Got job through formal application. Other employees also gained their	All employees are treated equally. Leader's sister is not treated differently from	Fair recruitment by formal process or recommendation. Equal treatment	Equal treatment and no favouritism or nepotism

		The manager treats us all equally.	employment through application.	us.		
Equipment and tools to perform task	Efficient and effective modern tools and satisfied with them.	We have basic tools but effective for what we need them for.	We have good tools to work with and they are modern.	We have adequate fridges and freezers even though they are not new, they are effective and efficient for what they are supposed to do	Efficient and effective tools, modern, could do with modern equipment	Efficient tools and equipment some modern and others not.
Using own judgment to make decisions	Changed a room for a guest whose TV was not working also for a guest who had ineffective shower in his room.	Do not allow guests who seemed to be drunk to book room in the hotel.	Use own judgement but let the leader be aware of later.	Have the authority to use own judgment All minor customer issues are decided upon by employees.	Employees empowered to use own judgement. Solving customers' complaints. Employees allowed making decisions.	Employees use own judgment.
Category	Culture Influence on Employees' job satisfaction and organisational commitment. (Power Distance Dimension)					
	Interviewees Responses)					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/theme
Relationships between leader and employees	Leaders and employees on good terms. Respect for each other because respect is give and take.	Have good relationship, actually I knew the manager before working at the hotel. He respects all of us as equals	On good and equal terms. There is respect between the superiors and the employees.	Good relationship and treated equally. Meet formally or informally.	Good relationships between leaders and employees and on good terms. The leader on equal terms and polite to employees.	Good Relationship between leaders and employees. Polite and on equal terms.
Employees' suggestions	Suggestions are taken Example, suggested to the owner to replace the televisions with flat screens sets, welcome drink of bottled water	Leader listens to employees' suggestions. Example, guests who look suspicious should	Suggestions are reasonably considered by the leader. Example, suggested that the hotel sells some	Suggestions are highly considered. Request for change of bed linen and the owners do	Suggestions are taken, Leader listens to employees' suggestions Suggestions are highly considered	Employees suggestions are listen to acted upon by the leaders.

	and new equipment for the kitchen.	not be allowed to stay in the hotel.	brands of drinks.	provide.		
Respect for leader	Do show respect to my leaders because of age , position as bosses and as part of Ghanaian culture	Societal culture demands that employees respect their superiors. Also due to age and being the boss and employer and pays the wages.	Do respect leaders because they are the employers and pay the wages. Can discuss personal problems with them and they listen and give advice.	Do have respect for leaders. Respect is also the highest discipline we have in our culture. Our society, custom and culture demands respect. Leaders also respect employees that.	Respect for leaders. Being older and as employer. Respect for elders and a leader in society is culturally demanded.	Employees do respect their leaders
Able to disagree with leader	No, because the leader is the boss. Discussion in private because of respect	No, because of respect. Would suggest opinion in private. Culture demands that you cannot disagree with your leader openly	No, won't do that openly or in public but in private because of respect.	Can disagree with the leader but not openly. It is disrespectful to disagree with your leader in public	Not to disagree with the leader because of respect. Any disagreement to be in private. Culture forbids public disagreement with a leader.	Any disagreement to be in private due to respect for the leader.
Category	Culture Influence on Employees' job satisfaction and organisational commitment. (Collectivism versus Individualism)					
	Interviewees Responses)					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/themes
Employees working relationships	On good terms. Have good working relationships and respect each other.	We have good and cordial working relationships. Live as family and share rooms at the hotel.	Very good and cordial relationship. We work as a team. May have some differences at time.	Good working relationships with employees. Open and ready to help one another. Work as team and disagreements are quickly resolved.	Good and cordial relationships, work as a team, help each other at work. Live together at the hotel	Employees have good working relationships and a team.

Belonging to a group with common goal	Work as a group to achieve a common goal. To provide good service to the customers and the success of the hotel.	Yes, we work in a group for a common goal that is continuous employment if the hotel is profitable. Work together for the success of the hotel.	Belong to a group who are working together for long term employment and pay increase. We are all striving to achieve a common goal, which is the hotel to be successful.	Work together and share the same responsibility with the aim of the success of the hotel. The hotel's success is very important to us for our livelihood. We informally discuss ways of improving service delivery.	Working as a group for a common goal. To provide good service to customers. For the success of the hotels. For continuous employment.	Employees work as a group for the success of the hotels and continuous employment
Work life balance	Days off a because of the shift system and also allowed time off to attend to family matters.	Consult with my colleagues, and then see the manager. Most times we are able to go to our hometown.	Yes. Do get time off for personal or family matters if asked. Leader gave time off and m money to visit sick member of the family.	When we ask for time off to attend to our private and family matters, we are granted and colleagues are ready to cover for each other if there is an emergency. Cover each other's shift if they cannot make it.	Time off to attend to private and family matters. Employees ready to cover shifts. Leader's financial support when needed.	(Yes) Work to live culture. Employees permitted time off for private and family issues.
Job security and workplace behaviour	Need the money and because of lack of employment opportunity in the country.	To take care of my family. Will not intentionally do anything wrong at this hotel. Jobs are hard to come by	Job security is important to gain some experience for further education. Need regular income and need the job to be able to get married.	The job is important in order to a save up for further education. Need the job and the money to survive. Need the job and so intend to keep it as long as possible.	Need the money. Lack of employment opportunity. Need to save for further education	(Yes) Job security is important because of the need of money and lack of employment opportunity.

Category	Culture Influence on Employees' job satisfaction and organisational commitment. (Masculinity versus Femininity)					
	Interviewees Responses)					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/themes
Working to live versus living to work	Work to live, money is needed to take care of the family. Work to survive and to take care of parents.	Work to live because need money to cater for family. Need money for further education. Also need money to survive.	Work to live need money for further education. Need money for children's welfare and security.	Not living to work. Employment is the livelihood but It is not because of the money, even though money is important in life. Happy to work at the hotel.	Working to live. Need money to take care of parents and family. Happy working at the hotel. Need money to survive	(Yes) Working to live
Helping colleagues do tasks	Yes, help in all departments for the common goal of the hotel and to speed up service delivery. Work as a team.	Help out when colleagues are busy. Help because of the need to achieve a common goal and to help each other at times of need.	Help my colleagues doing their jobs. Not to see other colleagues struggling to finish tasks on time. To relieve stress on other employees.	Help each other all the time. Work in all the departments and do not have specific jobs per se due the size of the hotel and employees. Need to work as a team in keeping our jobs.	Help in all departments for the common goal. To speed up service delivery. Relieve stress on colleagues. Team work to keep jobs.	(Yes) Employees help colleagues to do jobs.
Willingness to cooperate	Employees are willing to cooperate with each other because of attitude towards team work. Want the success of the hotel. If the hotel is profitable hotel could lead to employees' job security.	Willingness to cooperate with each other because the aim is to work towards a common goal that is sustainability of the hotel. Willing to help out because of the way	Willingness to cooperate with each other because of teamwork and help each other to achieve a common goal, which is the security of our jobs.	There is cooperation among the employees because of friendliness and the willingness to help one another. Teamwork for the success of the	Willingness to cooperate with each other. Teamwork. Success of the hotel. Job security.	(Yes) Employees are willing to cooperate with each other for a common goal.

		the leader treats us.		hotel		
Equitable employees' rewards	Yes, rewards are fair and openly administered. Depends on the length of employment. Given used furniture from the bedrooms whenever he replaces them in the rooms. No comment on rewards.	Rewards are fair, because rewards are extra from wages and show appreciation from the boss.	Rewards are fair but in some instances some employees are rewarded privately. Rewards are adequate as compared to other jobs. Rewards are fairly given and depend on seniority in service.	Very equitable. On top of wages there are other benefits like meals, transport for our private and other family needs when needed. Equitable and reasonable. The leader is not obliged to give us presents but we are given.	Yes, rewards are fair. Equitable depending on length of employment at the hotel. Money apart from wages.	(Yes) Fair and equitable rewards provided.
Category	Culture Influence on Employees' job satisfaction and organisational commitment. (Uncertainty Avoidance)					
Interview Topics	Hotel No.1	Hotel No.2	Hotel No.3	Hotel No.4	Sub- Patterns/themes	Pattern/themes
Confidence in doing your work	Very confident because done the same job for a considerable number of years. Confident through training and experience.	Yes, because of experience know my job. Leader encourages and empowers employees to do their work. Confident because work under no supervision.	Very confident because of experience. Know most of the customers and relate to them in informal way.	Very confident because not afraid of making mistakes or failing. Consult colleagues when not sure. Confidence comes from age and experience. Work without supervision and sometimes train the other employees.	Confident because of training. Confident because of age and experience. Work without supervision.	(Yes) Confident in doing jobs.
Leaving for	No, happy at this hotel	No, belongingness	Oh no, because	No, I am happy	Comfortable at the hotel.	(Yes) Will stay with

higher wages	and well treated, also because of job security. Comfortable love for the leader. Cannot trust promises made by new hotel. Change is good in life. Can't stay at one place throughout your life.	to the hotel. Happy at this hotel and because of colleagues. Don't want to start from bottom again. The leader is good to the employees.	people cannot be trusted. People sometimes do not deliver what they promise. Don't want to change jobs. No, because of family ties. Trust of leader.	here and the owners are investing and expanding the hotel business, which will give me job security. Trust the leader; they are good to the employees and good to work for.	Get on well with the leader. Trust the leader. Job security. Leader is good to the employees.	present hotel.
Opinion on the hotel's rules	Standard hotel rules and regulations applicable everywhere in Ghana. Never broken a rule. Fair rule and have not broken any yet. Broken the rule for discounting a guest's room rate.	Yes rules are fair but will break a rule if it is in the interest of the hotel. Normal rules but not broken any yet	Rules are fair. Have not broken any rule as yet. Would break any rule if that would be to satisfy an unhappy customer.	Don't have rules, but guidelines to put in our best. Relaxed rules and not difficult to follow. Have not broken any rule. Would break any rule for the hotel's interest.	Fair rules. Yes, would break the rule for customer satisfaction and hotel's interest. Have not broken any rule.	Fair rules. Would break rule for customer satisfaction./ Not broken a rule
Motivation to perform your work	Good treatment from the leader motivates the employees at the hotel. Leader is friendly and jovial. Colleagues and wages (money).	The way the manager takes care of the employees. Free food and accommodation. Because of colleagues	To gain work experience, save money for further education. Love for the job. I am motivated by co-workers and advice from the leader	Motivated by the leader and fellow employees, just like one happy family. The leader's respect for the employees. Relationship with the other employees.	The leader's respect for and treatment of employees. Relationships between colleagues. Free food and accommodation. Money.	Motivated by leader, colleagues and money.

Appendix 17
Summary of Content Analysis of Leaders' Findings and Emerging Patterns: All Case Hotels

Category	Importance of Internal Service Quality Delivery					Pattern/theme
	Leaders' Interview Responses					
Interview Topics	Leader: Hotel No.1	Leader: Hotel No.2	Leader: Hotel No.3	Leader: Hotel No.4	Sub- Patterns/themes	Pattern/theme
Importance of Internal customers (employees)	Yes, paying customers/clients for repeat business however, how you look after your workers would reflect on their performances in looking after the customers	Yes, the employees manage the place and look after the customers as such they should be treated well.	Yes, definitely because the employees have direct contact with the paying guests who are spending money with us and the employees attend to their needs and wants.	Internal customers (employees) are equally important. The employees should be treated equally as paying guests because they serve the guests. If the employees are happy, they can serve the customers better.	Employees are important. Employees serve the customers relationships to work together.	Employees are important.
Links between internal and external customers' loyalty.	Yes, there is a link because good service equals to satisfied guests.	There is a link because if employees are happy they would provide good service to the customers and the customers would visit the hotel again.	Yes, because if the employees are happy (satisfied), the customers would also be happy (satisfied) with their service. Loyal employees provide good service.	There is a link between internal and external customers. Employees if not treated well, will leave. Similarly, if the external customer is dissatisfied with the service, they will not come back.	There is a link between internal customers and external customers. Employees' satisfaction leads to customer satisfaction. Dissatisfied employees may leave and dissatisfied customers would not come back.	There is a link between internal and external service.
Benefits to this hotel if the employees are satisfied.	The hotel will benefit from loyal employees who would want to stay and not leave.	Very reasonable rewards, money or presents at Christmas.	Reward scheme in this hotel is fair and worthwhile.	Rewarded with presents. Given gifts.	Reasonable rewards, given presents.	Employees' reward, presents.
Reliability	Employees are given	Promise them	Employees are	Whenever we	Promises made to	Promises made to

(keeping promises)	incentives e.g. gifts and malt drink when promise is made.	verbally and deliver all promises made to them because I have to gain their trust.	given bonuses for the level of sales per day in the restaurant. We deliver this promise to encourage the employees to up sale so as to make more profit for the hotel.	promise the employees by paying them bonuses in accordance with increased revenue, we do exactly that. Benefits come in the form of bonuses and gifts and are presented equally during one of our meetings.	employees are kept. Promises for bonuses and presents are kept	employees were kept.
Assurance (trustworthy, politeness and respect)	They trust me because always attend to their needs.	Respect my employees and they trust me. Deliver whatever is promised.	Yes, being polite is important for employees' motivation and respect is reciprocal.	Courteous to the employees and respect them. Employees allowed keeping all tips when they tell me about the money left by customers.	Polite to employees, respect for employees. Leaders are trusted by employees.	Leaders were trusted by employees.
Tangibility (Facilities)	Good facilities. Employees have rest rooms.	Employees live on site, have free meals and I actually eat together with them	Good facilities Changing and rest room.	The employees have one room with en-suite bathroom to sleep if they work late into the night.	Employees are provided with facilities for use at the hotel. Live at the hotel. En-suite bedroom.	Employees have adequate facilities.
Empathy (approachability, individual attention)	Resolve problems before they get to the director	Employees are cared for and given attention.	Individual attention because each person with different problem and need	Employees are given individual attention because each one may have different problem	Employees' problems are attended to. Employees are given individual attention based on their issue.	Employees were given individual attention.
Responsiveness (Promptly dealing with employees' problems)	Employees' problems are responded to rapidly	Employees' problems are responded to as quickly as possible	Employees' problems are quickly resolved.	Sit down with the employees and discuss the problem.	Rapid response to employees' problems. Financial help if needed.	Employees with problems were listened to and quickly responded to.

Category	Internal Service Attributes Delivery					Pattern/theme
	Leaders' Interview Responses					
Interview Topics	Leader: Hotel No.1	Leader: Hotel No.2	Leader: Hotel No.3	Leader: Hotel No.4	Sub- Patterns/themes	Pattern/theme
Recognition	Employees are recognised with Incentives	Voice appreciation to encourage employees	Praise and thank the employees. This is to encourage them	Thank them for their hard work. If employees know that their work is appreciated, they will not hesitate to do more than what is required of them	Praise. Thanks appreciation for employees' hard work.	Employees were recognised for their work
Training and Career development	Training by Tourist Board and in house	The employees are given basic training by the Ghana Hotel Association, and there is in-house training by myself and the supervisor.	Training by Tourist Board and in house	No formal training at the hotel. Opportunity to progress in the hotel by the in-house training provided	Tourist Board. In-house training	In-house training
Employees' empowerment	Employees are empowered to take decisions at the hotel	Employees have opportunity to make decisions	Employees are empowered take decisions when necessary to satisfy guests needs	Employees have authority to make decisions to satisfy customers' needs. Employees are free to make decisions that would solve a guest's problem before it gets worse	Employees' empowerment. Take own decision	Employees were empowered
Employees' recruitment and selection	Fair. Formal and recommendations	Formal application or by word-of-mouth recommendations from friends and family.	Some of the employees were recruited through the Tema labour office. Also recruit people who call at the hotel looking for job.	The employees were either family members or had their jobs through family and friends	Recruitment by formal process. Through family and friends' recommendation.	Formal and informal recruitment.

Category	Key Internal Service Performance Factors (Gap 3)					Pattern/theme
	Leaders'	Interviewees	Responses)			
Interview Topics	Leader: Hotel No.1	Leader: Hotel No.2	Leader: Hotel No.3	Leader: Hotel No.4	Sub- Patterns/themes	Pattern/theme
Role ambiguity	Adequate information provided and work according to plan.	Important to provide employees with accurate information to do their duties	It is important they receive accurate information help the on how to perform their duties.	It is very important to give the employees the right information to do their work.	Employees are provided with information. Information during morning meetings.	Employees are provided with information.
Role conflict	Looking at forecast of business and plan work schedule to even the workload.	Enough employees on duty during busy periods	Employees work on rota basis and share jobs. Also we try to rotate duties among the restaurant and bar staff. Employees are eager to help each other"	They do run shift system in the hotel, early and late. In Work load is even out and what is more, all the employees work together in all the departments	Shift system on rota bases. Jobs are rotated. Adequate staffing during busy periods. Work is planned to even the workload	Fair amount of workload per shift.
Employee-job fit	Some attended catering school or housekeeping course qualified employees.	Employees have basic training provided by Ghana Tourist Board and in-house training.	Employees have basic on-the-job training to their tasks.	The employees do not have vocational qualifications but are given in-house training to be able to do their jobs	Qualified by training. Training by Tourist Board. In-house training	Employees have basic in-house training or by Tourist Board.
Technology-job fit	Basic but the use of new computer is in progress.	Basic tools but they are modern. Ineffective tools may affect the employees in doing their jobs adequately	Very important to provide appropriate tools. Use of appropriate tools would result in employees' performance.	Important to provide appropriate tools for the employees to do the right job.	Basic tools and efficient. Appropriate tools and modern.	Basic but appropriate tools provided.
Supervisory control	The director let the chef cook for us when he comes around and we all eat at the same table. Employees are given presents.	Bonuses as reward at Christmas and Easter periods. Employees have free accommodation	Employees' contributions are noticed and rewarded accordingly.	Employees are given presents, bonuses and food hampers at Christmas periods	Employees are given presents. Bonuses as reward. Free accommodation. Employees' contribution noticed and rewarded.	Employees' were rewarded

		and food.				
Perceived control	Yes, it is important to solve guests' problems before it gets out of hand by empowering the service staff. Not around I am not here 24/7 so employees can use their own judgment to solve problems.	Employees are empowered to solve guests' issues	Delegation reduces stress and to empower the employees to solve guests' problems	Employees are empowered to solve guests' problems without consulting me because I am not around at all times".	Not at the hotel all the time. Employees are empowered and delegated.	Employees were empowered.
Teamwork	To achieve a common goal all employees must work together a team.	Promote togetherness among the employees. Help struggling workers to complete tasks.	Employees should pull together for a common goal. Employees with different motives or personal interest will affect customer service delivery.	Teamwork helps to hasten service delivery and to achieve a common goal, which is customer satisfaction	Work together to achieve common goal. Promote togetherness. Employees pull together. Teamwork hastens service delivery.	Employees worked as a team.
Category	Influence of Culture on Leadership Style					
	Leaders' Interviewees Responses					
Interview Topics	Leader: Hotel No.1	Leader: Hotel No.2	Leader: Hotel No.3	Leader: Hotel No.4	Sub- Patterns/themes	Pattern/themes
Leadership style employed	Strict but fair and open to suggestions. When there is a need to discipline an employee I will do that but at the same time I act fairly.	We have good and cordial working relationships. Live as family and share rooms at the hotel.	Cordial relations with my employees, I am very approachable and they can come to me with their personal problems	Lead as a mother figure and social worker. Respect between myself and the workers and is reciprocal	Approachable leader. Cordial and good relationships with employees. Strict but fair and open. Respect between leader and employees.	Approachable leader.
Consultation with employees	Employees are consulted before decisions are made. Consultations are on daily basis. Employees have the right to	Yes, we work in a group for a common goal that is continuous employment if the hotel is profitable.	Employees are always consulted before any decision is taken.	Employees are always consulted for their opinions on decisions that may affect them or the hotel in general.	Employees consulted before decisions are made. Employees have the right to question the leader. Open to	Leaders consulted employees.

	question me and also make suggestions on matters to correct things whenever necessary.	Work together for the success of the hotel.		The employees are encouraged to voice their opinions out.	employees' suggestions. Employees encouraged to voice opinions.	
Employees to obey the Leader without question	Employees are allowed to ask questions this is to encourage team spirit.	Employees have the right to make suggestions to correct things.	Employees are free to voice their opinions without fear	Employees should be urged to voice their opinions and questions in order to seek explanation to matters raised by their leader.	Employees can make suggestions. Voice their opinions to seek explanation. Ask questions in order encourage team.	Employees can ask questions.
Actions for employees, family and community needs	Employees have time off for personal and family matters Being charitable in the community.	Do not play music at night to disturb my neighbours. Constructed a road bridge for the community. Employees have time off for their personal and family matters.	Employees produce the work and are allowed time off for their family matters. The community supports the business as such their welfare is considered.	Concerned with the need of the employees and the community. Society helps each other. Neighbours fetch water from the hotel's water reservoir whenever there is water shortage or there is a problem with the public water supply system in the community	Employees have time off for personal and family matters. Being charitable in the community. Help each other in a community.	Employees and community needs are taken into consideration.
Obligation to act like a parent of an extended family	Employees look up to me for advice and guidance	Live like a family already and they seek advice from me.	Yes, because we Spend most time with the employees as a family.	Obligation to act as a parent of the employees because family and friends connections. Employees look up to me for direction and advice at all times.	Employees seek advice and guidance from leader. Live like a family. Care for the employees	Leaders are obligated to act as parents.

Protecting the wellbeing of employees	Protect the employees from being sacked. Encourage them to be serious with their jobs.	Obliged to protect them as a leader and guardian	Yes because employees are the backbone of the business. Without them the business would not strive.	Yes, for employees own good and their future wellbeing. Helped with their education.	Protect employees for their own good. Employees are the backbone of the business.	Employees' wellbeing were protected.
Respect for older employees	Good relationship with director and his wife. They are older than me. Among the employees, I am the oldest.	Cordial and respectful relationship for older employees.	Respect the older employees as my mum or dad	Respect for older employees at the hotel is good. Brothers and sisters relationships.	Respect for older employees. Cordial and good relationships.	Respect for older employees.
Group loyalty versus individual goal	Important that employees and leaders work as a group	All individual goals are put aside for a collective common goal	Group loyalty was important to avoid competitors poaching the employees.	Employees are encouraged to work together as a family or a team rather than pursuing individual goals. Group loyalty brings harmony in the workplace	Individual goals put aside. Collective common goal. Group loyalty brings harmony in the workplace. Employees encouraged working together as a family or a team.	Group work
Employees reciprocating leader's protection	Yes. Help from an employee when needed	Employees would feel they have job security with the hotel	Employees' do appreciate the support given to them by the leader.	Yes, they will reciprocate my protection and guidance. Employees willing to help at busy times when off duty.	Help from an employee when needed. Feeling of job security. Appreciation for leader's support. Willing to help at busy periods even when off duty.	Employees reciprocate leaders' protection.
Employees reliance on Leader to do their jobs	Employees know what to do. Do not have to rely on me.	Provide instructions every now and again but generally, they are free to do their jobs without my instruction.	Employees know their jobs and do not wait for instructions from the leader.	The employees know their jobs and do not wait for instructions from the leader.	Employees' know their job. Free to work without instruction.	Confident employees in doing jobs.