

Maintenance Culture Adopted By Hotels in Ado-Ekiti, Ekiti State, Nigeria

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Abstract: The paper assessed the quality of facilities and services provided by hotels in Ado-Ekiti, the research employed the use of survey research method; it involved the use of a well structured questionnaire to elicit information from respondents. Purposive sampling technique will be used to select three (3) star hotel as the sample for the study. The reason for making use of the purposive sampling was because the researcher feels its right to use 3 star hotel for the research. Three (3) star hotels are the ones that have at least some average facilities that can be maintained. In all the 3 star hotels in Ado Ekiti, a total sample of 20 hotels were selected for the study using convenient sampling technique which form 10% of the total population of the hotels in the study area, The patrons who responded to the questionnaire were selected with the use of convenient sampling technique. A total of 4 patrons were selected from each of the 20 hotels. However, the researcher was able to retrieve 79 out of 80 copies of questionnaire administered. The data collected were analysed using descriptive method of data analysis. It can be summarized in the study that negotiations with property owners is the major provision made for financing repairs, maintenance and renewal programmes in hotels, some hotels make use of setting aside certain percentage of revenue and year to year budget allocation, facilities inspections were majorly done on daily basis in many of the hotels, health and safety regulations are the major factor guiding maintenance decision in many hotels as made known by the respondents. The surroundings of the many of the hotels were always inspected majorly on daily basis; patrons were not perfectly satisfied and comfortable with the service of the hotels. The common maintenance management approach that is majorly adopted by three (3) star hotels in Ado Ekiti is time-based (routine preventive). It was concluded that, the hotels makes use of several method of maintenance, but many of these strategies have not been able to adequately improve the quality of facilities. However, it was recommended that the hotel owners should always have a good understanding of the maintenance strategies to be adopted in the hotel industry. There should be adequate budget well spelt out for maintenance and the maintenance decision should not only be made by the hotel owners but also the staff who are closer to the customers.

Keywords: Maintenance, Maintenance culture and Hotels

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I. INTRODUCTION

Maintenance is essential in today's competitive hospitality industry. Hotel management should give due importance to maintenance of assets. Maintenance management deals with planning, organizing, directing, staffing, controlling, and evaluating functions of management applied to maintenance activities (Aroro and Goyal, 2008).

Maintenance is a combination of actions carried out to retain an item/machine equipment, system or plant in order to restore it to an acceptable working condition (Aroro *et al.*, 2008). The purpose of maintenance is to increase the system availability. According to Harold (2008), maintenance is the day to day problem of keeping the physical plant in good generating condition. They also added that it is necessary to ensure that availability of machine, building and service needed by other units of the organization for the performance of their organization for the performance of their function, at an optimum returns investment is generated. According to Aroro *et al.*, (2008), different types of maintenance are:

- i. Routine Maintenance: This includes sweeping washing floors, walls, cutting grass, sizing trees, shrubs, cleaning readily accessible windows doors, ventilators.
- ii. Schedules Maintenance: It is initiated at the property based on a form work order which identifies a known problem. Scheduled maintenance covers inspection, adjustment repair, replacement predetermined from past failure pattern.

- iii. Repair Maintenance: This involves the disassembling of the equipment, to locate the fault, to find out that part needed to replace it to reassemble, then to check the equipment to ensure that it has restored its function capacity.
- iv. Breakdown Maintenance: A failed component or system is repaired and put back to operating condition.

II. STATEMENT OF THE RESEARCH PROBLEM

The problems of hotels today is as a result of poor maintenance culture of facilities. Anderson (1989), emphasized on how poor maintenance has been the bane facing the operation and sustainability of hotel and tourism business in Nigeria, he further explained that hotel facilities requires good and timely maintenance so as to minimize its level of wear and tiers and thus enhance customer satisfaction, he then define maintenance as all efforts required to keep productive facilities, that is equipment, plants, machine in an operational condition. Muyingo, (2011) also wrote that maintenance measures are affected by the budget situation. When the situation is economically good more maintenance is done and when tougher maintenance expenditure is reduced. Hotel operators need to consider and develop other approaches of financing maintenance. The hotel market is strongly affected by new trends and technological changes and influenced by macro factors in the economy both on a country level and on international level. The development and construction of new hotels also takes a number of years and therefore developers have to forecast future occurrences in order to make the correct projection of the demand (Hellström and Lind, 2006).

Objective of the Study

The objective of this paper is to examine the maintenance culture adopted by hotels in Ado-Ekiti.

The Study Area

Ado-Ekiti is located between latitude 7°25'N and 7°45'N of the equator and between longitude 5°05'E and 5°30'E of the Greenwich Meridian as shown in Figure 1.1. Ado-Ekiti has length has breadth of 32 and 28km respectively. It is about 199km to the Northern Ekiti and Erio to the north (43.5km), Ijero to the North East (7.5km), Southern and South Eastern to the South (59km) and Western Ekiti of the West (9km). Politically, Ado Ekiti is the capital city of Ekiti-State and has since 1996 enjoyed this status. Ado Ekiti has evolved and continued to enjoy urban status and adequately qualify to be called a city as it reflects in political, economic, social and cultural identity than many modern urban areas lack. Ado Ekiti last known population was put at is 424, 300 (NPC, 2006) with a growth rate of 3.2% per year, the projected population of Ado Ekiti will be 545,447 in 2019.

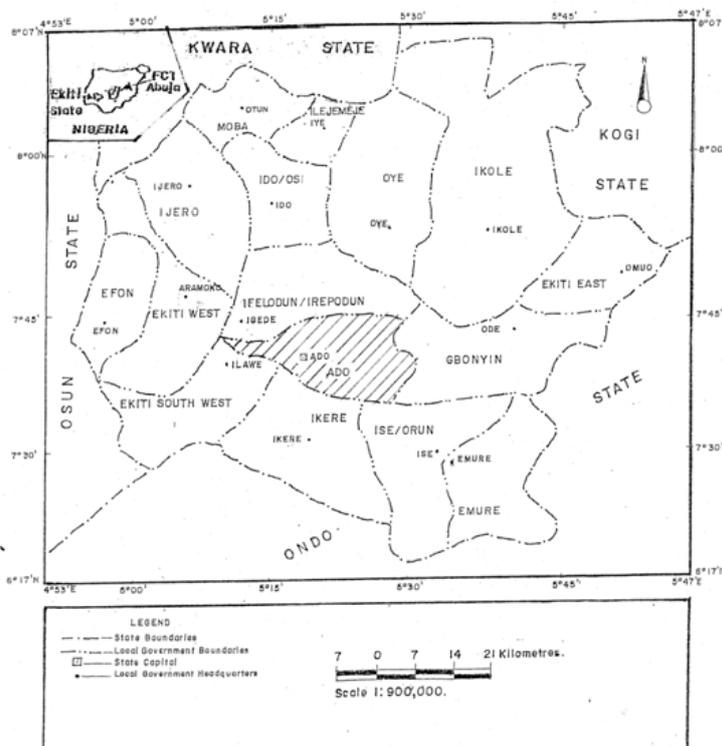


FIG 1.1 : EKITI STATE POLITICAL: ADO LOCAL GOVERNMENT AREA

SOURCE: Ado Local Government Secretariat, Ado-Ekiti/Department of Geography and Planning Science Cartographic Unit, Ekiti State University, EKSU, Ado-Ekiti

III. LITERATURE REVIEW

Henley (2004), highlighted that maintenance is significant in hotels because room quality reflected the price paid for it. The writers were of the view that when room rates are raised it should be based on quality because guest must be able to perceive the quality increase. In providing quality evaluation, hotels have been awarded “stars”, more stars means higher quality hotels. On yearly basis the writers observed that “star” rating increase or decreases in hotels. Managers losing star should then know that the hotel is beginning to lose ground when it comes to maintenance of amenities required to retain their current “star” status. Potential customers also have the means to picking up this signals and messages indicating lower quality.

Lind, & Muyingo, (2009), also stated the meaning of maintenance as restoring to or retain to a state in which an item can perform an initially specified function and all actions aimed towards this are maintenance activities. As such from a forward looking perspective, the concept of maintenance favours minor changes and where it is possible to know in advance what is rational to do. It is also suitable for an industry characterized with more rapid changes on its specific building structure. This was confirmed by Hassanien. (2007), asserted that hotels need minor renovations because this industry is influenced by technological and societal changes.

According to Lind (2009), is related to the old historical standards, currently rational decision making on maintenance is forward looking and therefore this old definition cannot matter but is reviewed to incorporate strategies. A decision maker for maintenance should think in terms of how to keep informed, how to take decision, and consideration of the fact that the future is uncertain, therefore no need for future planning. Furthermore, from longer perspective the writers were of the view that the question is whether an object should be kept in, improved or declared unwanted. Maintenance is also seen as an investment because resources are spent today to do maintenance in order to reduce cost or get higher benefits in the future as compared to if the resources are not spent. However despite this opinion maintenance is generally separated from true investment because it is matter of restoring an old function or keeping up an old function (Lind, 2009).

According to Harold (2008), maintenance is the day to day problem of keeping the physical plant in good generating condition. They also added that it is necessary to ensure that availability of machine, building and service needed by other units of the organization for the performance of their organization for the performance of their function, at an optimum returns investment is generated.

IV. RESEARCH METHODS

The research employed the use of survey research method; it involved the use of a well structured questionnaire to elicit information from respondents. Purposive sampling technique will be used to select three (3) star hotel as the sample for the study. The reason for making use of the purposive sampling was because the researcher feels its right to use 3 star hotel for the research. Three (3) star hotels are the ones that have at least some average facilities that can be maintained.

In all the 3 star hotels in Ado Ekiti, a total sample of 20 hotels were selected for the study using convenient sampling technique which form 10% of the total population of the hotels in the study area, the hotels selected were: Soteria Hotel, Hosanna Hotel, Banky Suites, Home Away Hotel, Royal Castle and Suites, Festmag Hotel, De Jewels Apartment and Suites, Southwestern Hotel, Radjut Hotel, D'bliss Tit Hotel, Pathfinder Hotel, Prosperous Hotel, Yemraf Hotel, Parkview Hotel, Don Clemens Hotel, Midas Hotel, Symbol Hotel and Suites, Kay Calaxy Hotel, Tani Vic Hotel and Friendly's Hotel all in Ado Ekiti, Ekiti State. The patrons who responded to the questionnaire were selected with the use of convenient sampling technique. A total of 4 patrons were selected from each of the 20 hotels. However, the researcher was able to retrieve 79 out of 80 copies of questionnaire administered. The data collected were analysed using descriptive method of data analysis.

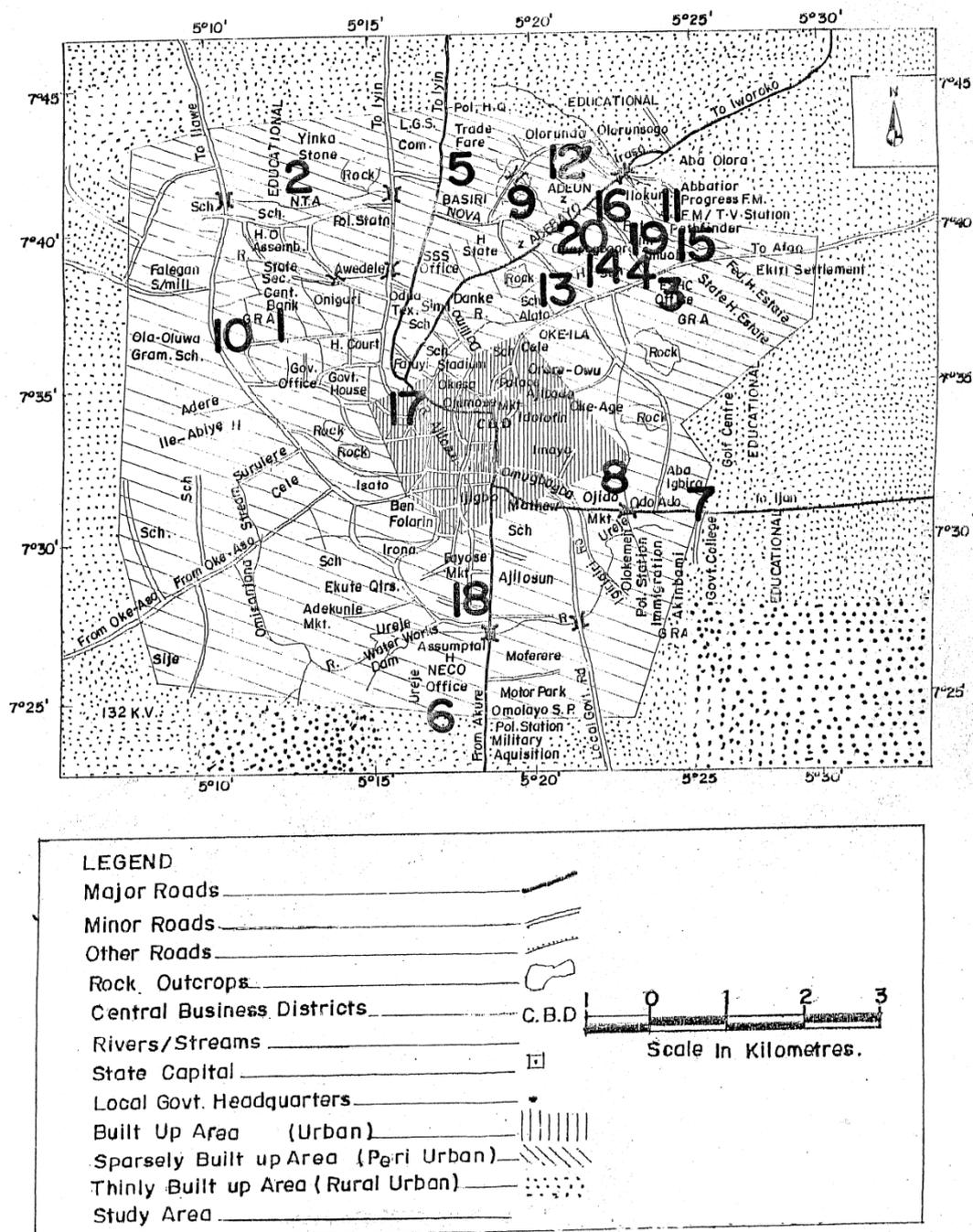


FIG. 1-2 : ADO-EKITI IN MAP SHOWING THE SAMPLING LOCATIONS.
 SOURCE: Ado Local Government Secretariat, Ado-Ekiti/Dept. of Geography & Planning
 Science, Cartographic Unit, Ekiti State University, EKSU, Ado-Ekiti.

TABLE 1: 3 Star Hotels on fig 1.2 in Accordance with the Numbering on the Map.

S/N	Name of Hotel	Address
1	Soteria Hotel	GRA Onigari, Ado Ekiti.
2	Hosanna Hotel	NTA road along Satellite campus, Ado Ekiti.
3	Banky Suites	Along Ado-Iworoko road, Ado Ekiti.
4	Home Away Hotel	Along Afao road, Ado Ekiti.
5	Royal Castle and Suites	Basiri along Iyin road, Ado Ekiti.
6	Festmag Hotel	Opposite Akure garage, Ado Ekiti.
7	De Jewels Apartment and Suites	Along Ijan road, Ado Ekiti.
8	Southwestern Hotel	Along Ijan road, Ado Ekiti
9	Radjut Hotel	Along Ado-Iworoko road, Ado Ekiti.
10	D'bliss Tit Hotel	GRA Onigari, Ado Ekiti.
11	Pathfinder Hotel	Behind De Head block industry, Ado Ekiti.
12	Prosperous Royal Hotel	Along Ado-Iworoko road, Ado Ekiti.
13	Yemraf Hotel	No 2, Fagbuaro avenue off housing road, Ado Ekiti.
14	Parkview Hotel	Opposite Tinuola Maximum School off housing road, Ado Ekiti.
15	Don Clemens Hotel	Behind Tinuola Maximum School Ado-Iworoko road, Ado Ekiti.
16	Midas Hotel and Arena	Midas way, off Ado-Iworoko road, Ado Ekiti.
17	Simbol Hotel and Suites	Ajilosun along Ado-Ikere road, Ado Ekiti
18	Kay Galaxy Hotel	Ajilosun behind little by little plaza, Ado Ekiti.
19	Tani Vic Hotel	Opposite Olawuwo Filling Station along Ado-Iworoko road, Ado-Ekiti.
20	Friendly's Hotel	No 34, Opopogboro Street, Ado Ekiti.

Source: Author's Compilation, (2019)

V. RESULTS AND DISCUSSION

Table 2: Provision made for Financing Repairs, Maintenance and Renewal Programmes

Provision made for Financing Repairs, Maintenance and Renewal Programmes	Frequency	Percentage (%)
Setting aside percentage	37	31.9
Year to year budget allocation	21	18.1
Negotiations with property owner	58	50.0
Others	0	0
Total	116	100

Source: Author's Field Survey, 2019

Findings revealed the provisions made for financing repairs, maintenance and renewal programmes in table 2. It shows that 31.9% of the respondents asserted that setting aside certain percentage of revenue is the provision made for financing repairs, maintenance and renewal programmes, 18.1% of the respondents revealed that year to year budget allocation is the provision made for financing repairs, maintenance and renewal programmes while 50.0% of the respondents asserted that the main provision that is always made for financing repairs, maintenance and renewal programmes is negotiations with property owners. Hence, this implies that negotiations with property owners is the major provision made for financing repairs, maintenance and renewal programmes in hotels in Ado Ekiti. Also some hotels make use of setting aside certain percentage of revenue and year to year budget allocation.

Table 3: Inspection of Fixtures

Inspection of Fixtures	Frequency	Percentage (%)
Once a week	9	7.8
Twice a week	31	26.7
Daily	71	61.2
Others	5	4.3
Total	116	100

Source: Author's Field Survey, 2019

Observation showed how the fixtures in the hotel room are inspected. 61.2% of the respondents asserted that the fixtures are inspected on daily basis and 26.7% of the respondents also said that the fixtures in the room are inspected twice week and 7.8% revealed that the inspection on how fixtures are maintained in the room is done only once in a week leaving 4.3% of the respondents explaining that inspection of fixtures are done in other ways (table 3). Therefore, this implies that fixtures were majorly inspected on daily basis in many of the hotels in Ado Ekiti.

Table 4: Factors Guiding Maintenance Decision

Factors Guiding Maintenance Decision	Frequency	Percentage (%)
Strategic value of service	17	14.6
Health and safety regulations	70	60.3
Availability of resource in the market	28	24.1
Others	1	0.9
Total	116	100

Source: Author's Field Survey, 2019

The respondents described the factors that guide the maintenance in the hotels. Table 4 revealed that 60.3% of the respondents asserted that health and safety regulations is a factor that guide the maintenance decision also, 24.1% said the availability of resource in the market is the prominent factor that guide maintenance decision in hotels while, 14.6% and 0.9% of the respondents asserted that strategic value of service is a guiding factor for maintenance decision in hotels today and other maintenance decisions respectively. Hence, this implies that health and safety regulations are the major factor guiding maintenance decision in many hotels as made known by the respondents.

Table 5: Environmental Inspection

Environment Inspection	Frequency	Percentage (%)
Once a week	8	6.9
Twice a week	20	17.2
Daily	85	73.3
Others	3	2.6
Total	116	100

Source: Author's Field Survey, 2019

Findings from table 5, shows that 73.3% revealed that the hotels are always clean and the environment is always inspected on daily basis, 17.2% of the respondents asserted that the hotel environments are always inspected twice a week because the environment is always in good condition, 6.9% of the respondents disclose that the environment of the hotels are always inspected once a week while, 2.6% of the respondents made it known that the environmental inspection is done in other ways. Therefore, this implies that the surroundings of the many of the hotels were always inspected majorly on daily basis.

Table 6: Assessment of Patrons Comfort and Satisfaction

Assessment of Patrons Comfort and Satisfaction	Frequency	Percentage (%)
Very Good	78	67.2
Average	35	30.2
Less than average	3	2.6
Not good at all	0	0
Total	116	100

Source: Author's Field Survey, 2019

It can be observed from table 6, 67.2% of the respondents asserted that the assessment of maintenance work on patrons comfort and satisfaction is very good, 30.2% of the respondents revealed that the assessment of patrons comfort and satisfaction is on average while 2.6% of the respondents asserted that patrons comfort and satisfaction is less than average. However, it can be concluded that patrons were not perfectly satisfied and comfortable with the service of the hotels. This could be as a result of the ineffectiveness of the maintenance culture adopted in the hotels, average facilities among others.

Table 7: Maintenance Management Approach

Maintenance Management Approach	Frequency	Percentage (%)
Condition-based monitoring (Predictive)	22	18.9
Time-based maintenance (Routine preventive)	75	64.7
Failure driven maintenance (emergency corrective)	19	16.4
Total	116	100

Source: Author's Field Survey, 2019

It can be observed in table 7 that 18.9% of the respondents asserted that condition-based monitoring (predictive) is the maintenance management approach adopted in the hotels while 64.7% of the respondents revealed that time-based maintenance (routine preventive) is the maintenance management approach adopted by hotels meanwhile 16.4% of the respondents asserted that failure driven maintenance approach (emergency corrective) is the maintenance management approach usually adopted by hotels in Ado Ekiti. Hence, the common maintenance management approach that is majorly adopted by three (3) star hotels in Ado Ekiti is time-based (routine preventive). That is constant scheduled checking and re-checking of the facilities in the hotels.

VI. SUMMARY OF FINDINGS AND CONCLUSION

It can be summarized in the study that negotiations with property owners is the major provision made for financing repairs, maintenance and renewal programmes in hotels, some hotels make use of setting aside certain percentage of revenue and year to year budget allocation, facilities inspections were majorly done on daily basis in many of the hotels, health and safety regulations are the major factor guiding maintenance decision in many hotels as made known by the respondents. The surroundings of the many of the hotels were always inspected majorly on daily basis, patrons were not perfectly satisfied and comfortable with the service of the hotels. The common maintenance management approach that is majorly adopted by three (3) star hotels in Ado Ekiti is time-based (routine preventive). However, it can be concluded that, the hotels makes use of several method of maintenance, but many of these strategies have not been able to adequately improved the quality of facilities. It is high time hotel owners should focus on adopting good method of maintenance in their bid to survive the competing forces around them.

VII. RECOMMENDATIONS

From the findings it can be recommended that the hotel owners should always have a good understanding of the maintenance strategies to be adopted in the hotel industry. There should be adequate budget well spelt out for maintenance and the maintenance decision should not only be made by the hotel owners but also the staff who are closer to the customers. There should be adequate staffing of the maintenance department in order to achieve good maintenance culture.

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