

## AN EVALUATION OF CUSTOMER SATISFACTION AND SERVICE QUALITY AT RAYFIELD RESORT, PLATEAU STATE, NIGERIA

***<sup>1</sup>Tina O. Iirmdu; <sup>1</sup>Chinedu J. Anyamele; <sup>1</sup>Abigail O. Ukah; <sup>1</sup>Leonard S. Bombom***

<sup>1</sup>Department of Geography and Planning, University of Jos, P.M.B. 2084, Plateau state. Nigeria.

Corresponding Author: Tina O. Iirmdu

[tina.iirmdu@yahoo.com](mailto:tina.iirmdu@yahoo.com)

### Authors' Bio

Dr. Tina Odinakachi Iirmdu is a researcher at the University of Jos, Nigeria, specializing in Tourism Geography and Environmental and Resources Planning. Her work includes studies on chaos theory in tourism, risk management during the COVID-19 pandemic, and sustainable tourism practices in Plateau State. She has co-authored several peer-reviewed articles in journals such as *Modern Geografía*, *Studia Periegetica*, and *Journal of Tourism and Heritage Studies*, contributing significantly to tourism research in Nigeria.

Chinedu J. Anyamele is a scholar at the University of Jos, Nigeria, with expertise in Population Geography, Demography, Tourism, Cartography, and Economic Geography. His research explores spatial patterns of population distribution, and tourism development strategies. He contributes to academic discourse through peer-reviewed publications and collaborative projects that address regional planning and sustainable development. His work supports evidence-based policy in Nigeria's socio-economic and environmental sectors.

Abigail Ogechi Ukah is a postgraduate researcher in Environmental Resource Planning at the University of Jos. Her work focuses on vegetation cover changes and their implications for ecosystem dynamics and conservation in Amurum Forest Reserve. She specializes in Biogeography, Conservation Planning, Land Use, Tourism, and Demography. Abigail holds a Bachelor's degree in Geography and Planning and is an active member of the Association of Nigerian Geographers and the Jos Bird Club.

Dr. Leonard S. Bombom is a geographer at the University of Jos, Nigeria, with expertise in GIS, transportation studies, time geography, and tourism. His research includes spatial analysis of traffic fatalities, gas flaring impacts in the Niger Delta, and mobility challenges for disabled persons. He has co-authored influential papers in *GeoJournal*, *Transactions in GIS*, and other international journals. His work integrates geospatial methods with socio-environmental issues across Nigeria and beyond.

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Corresponding Author: Tina O. Iirmdu

[tina.iirmdu@yahoo.com](mailto:tina.iirmdu@yahoo.com)

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### ABSTRACT

*This study investigated customer satisfaction at Rayfield Tourism Resort, a prominent tourist destination in Jos, Plateau State, Nigeria. A mixed-methods approach was employed, combining literature review, direct field observation, structured oral interviews, and questionnaires administered to 120 visitors. Respondents were selected using purposive sampling based on their attendance at the resort during the study period. Data were analyzed using descriptive statistical techniques. Findings revealed a mixed assessment of the resort's performance. Seventy-five per cent of respondents expressed strong appreciation for the resort's natural beauty, tranquil atmosphere, and picturesque landscape, underscoring the importance of environmental aesthetics in leisure tourism. Similarly, 68% reported satisfaction with staff friendliness and professionalism, highlighting the role of frontline employees in shaping visitor experiences. However, significant deficiencies were identified in service delivery and infrastructure. Sixty per cent of surveyed tourists expressed dissatisfaction with the state of physical amenities, describing them as inadequate or poorly maintained. The study concludes that Rayfield Tourism Resort's inadequate facilities management and substandard service provision reduce visitor satisfaction and limit its competitiveness. It recommends urgent investment in upgrading existing amenities, expanding recreational activities, and improving sanitary conditions to align with international hospitality standards. Strengthening infrastructure and service delivery will enhance customer satisfaction, attract a larger tourist base, reinforce the resort's reputation, and contribute meaningfully to tourism development in Plateau State and Nigeria.*

**Keywords:** *Customers Satisfaction, Service Delivery, Tourism Development, Rayfield Tourism Resort, Plateau State*

## INTRODUCTION

The increase in the demand for tourism currently witnessed at the global level is the outcome of many factors such as increase in improved transportation, leisure, higher standards of living and improved education (Cooper et al., 2020). Tourism and recreation are indistinct because tourism is an important aspect of recreation (Györi & Balogh, 2017). Recreation is an activity of leisure, leisure being discretionary time (Veal, 2017a). The need to do something for recreation is an essential element of human biology and psychology. Researchers opine that recreational activities are often done for enjoyment, amusement, or pleasure and are considered to be fun (Parr & Lashua, 2020; Anyamele et al., 2025). Springer (2021) and Barriga Ávila and Galán-Casado (2025) defines recreation as an enjoyable leisure activity. Other scholars (Veal, 2017a; Ong et al., 2024; Ibhaifidon et al., 2025) defines recreation as the act of people doing things for enjoyment when they are not working. Recreation the world over is now recognized as one of the basic requirements of mankind and an important outlet from strain and tension of work and an opportunity for revitalization and relaxation in an outdoor environment (Johansson et al., 2025). When such recreational experiences are efficiently provided through well-maintained natural environments, engaging activities, and supportive amenities, customer satisfaction increases dramatically. This satisfaction stems from addressing psychological requirements as well as leisure expectations, both of which are important drivers of return visits and favourable customer referrals in the tourism business.

Customers' satisfaction in any tourist resort is also defined by the quality of the facilities (Hudson & Hudson, 2013). Tourism facilities consist of accommodation, availability of necessary infrastructural and recreational facilities, basic service provided and the totality of how these facilities and

*Customer Satisfaction and Service Quality at Rayfield Resort* services meet the customers' needs (Mandić et al., 2018; Saragih et al., 2023). Researchers argue that the satisfaction derived from the facilities provided in any tourist location towards meeting their recreational needs are affected by some variables (Han et al., 2021). These are the physical (objective) attributes and the attitude (subjective) variable (Han et al., 2021). The latter is based on people's perception and the former is concerned with the objective variable affecting peoples' satisfaction with respect to the provision of facilities. Studies show that people's quality of ideal recreation in a tourist resort is determined by the number of facilities provided (Sezen et al., 2019; Putri & Ingtiyas, 2020; Wapwera et al., 2023).

Rayfield Tourism Resort is situated on the Jos Plateau. The Jos Plateau is known as the region with great potentials for tourism development in the country and has been termed the 'tourist haven' of Nigeria as a result of her abundant natural and human tourism resources as well as her unique temperate-like and very friendly mild weather (Aniah et al., 2008). The consciousness of establishing a tourist industry to harness the abundant tourism potentials and take charge of tourism within the state took its course from the 1970s and more prominently in the 1980s with the establishment of the Plateau State Tourism Corporation in 1986 (Aniah et al., 2008; Ijeomah et al., 2011)). Its main objectives among others include: to encourage the provision and improvement of tourist amenities including the development of hotels, to co-operate with appropriate Federal, State and private organizations and collaborating with these authorities in achieving the objectives of the corporation (Aniah et al., 2008).

The Jos Plateau is also rich in tin minerals. The Tin discovered in the region was in high commercial quantity at the turn of the twentieth century, and well over forty (40) mining companies had settled in the region to mine the precious mineral Tin (Plotnicov, 1970; Alao & Ibrahim, 2023). As a result of the mining activities, there are numerous mining

ponds and anthropogenic hills known as mined ponds (Akintunde et al., 2022). As mining corporations failed to restore the ponds, other uses were sought. For example, many ponds have been utilized for fishing, industrial water supply, irrigation, and home water supply. The Plateau State Tourism Corporation transformed Rayfield Pond into a water-based tourist resort with amenities like canoeing, a bar, a restaurant, and accommodations. Since its inception, Rayfield Tourism Resort has seen a steady stream of visitors. This study assesses customers' satisfaction with the resort's facilities provided by the management of Rayfield Tourism Resort. According to Deegan and Dineen (1997) and Iirmdu, Anyamele, and Bombom (2025), organizational efficiency is dependent on effective management, and satisfaction with recreational facilities, is best assessed by the individuals. Therefore, the specific objectives of this study are to identify the resort's tourism potentials; examine management efforts to meet customer needs; and assess the rate of tourists' satisfaction with recreational services at the resort.

### ***Literature Insight***

Tourism is a major engine of socioeconomic development around the world, with consumer satisfaction and service quality acknowledged as critical determinants of long-term tourism growth (Cooper et al., 2008; UNWTO, 2023). Tourism in Africa is increasingly recognized for its potential to boost regional development and community empowerment; however, many destinations continue to face constraints due to poor infrastructure, political instability, and underutilization of natural resources (Rogerson & Rogerson, 2019). These challenges are especially evident in Nigeria's Plateau State, which is known as the "Home of Peace and Tourism" due to its temperate climate, unique cultural heritage, and rich natural attractions. Despite these assets, many tourist destinations in Plateau State have struggled to meet international standards due to persistent infrastructure decay, insecurity, and

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insufficient policy implementation, all of which have a negative impact on customer satisfaction and repeat visits (Adedayo, 2007; Iirmdu, Anyamele, & Bombom, 2025).

Tourism experts and stakeholders are increasingly concerned about the state's failure to fully realize its vast tourism potential. As Cooper et al. (2008) note, assessing tourist satisfaction is critical for the strategic growth of tourism in any location since it directly impacts the improvement of products, services, and stakeholder involvement. Similarly, researchers observed that the total tourist experience is determined by initial expectations and service quality, which ultimately determine whether a visitor returns or recommends a site (Oliver; 1980; Ye et al., 2019; Sulkaisi et al., 2021). Service quality remains an important factor in the hospitality industry as a whole. Management must thoroughly comprehend client expectations and tailor their offers accordingly. Adedayo (2007) asserts that customer satisfaction is crucial not only in improving visitor experiences, but also in the overall development of attractions and the local economy. Most hospitality offerings are a mix of products and services, so satisfaction is influenced by a combination of tangible amenities and intangible experiences. Satisfaction occurs when client expectations, molded by previous experiences and personal beliefs, are met or exceeded, fostering destination loyalty and economic growth. Plateau State's path to increased tourism competitiveness includes upgrading infrastructure, improving service quality, fostering public-private partnerships, and continuously assessing customer satisfaction to ensure that services meet global standards.

There is widespread agreement that service quality influences customer satisfaction (Cronin & Mackey, 1992; Crompton & Love, 1995; Lee, Graefe, & Burns, 2004). According to Huh (2002), crafts, accessibility, housing, cuisine, and resort personnel are among the most important components in satisfying customers by providing genuine, warm, and courteous service rather than behaviour that is

imposed on them owing to the industry's function. Lee et al. (2004) argued that satisfaction cannot be defined just in terms of the impact of service quality, and proposed the inclusion of domains such as social settings, management settings, and resource settings.

Past research revealed that customer satisfaction is an important theoretical as well as practical issue (Oliver, 1980; Anderson & Sullivan, 1993; Dimaro, 2023). Most marketers and consumer researchers regard customer satisfaction as a marketing technique for attracting the market's most volatile segments. Kozak and Rimmington (2000) argue that customer satisfaction is critical for successful destination marketing. Furthermore, Philip and Hezlett (1996) recognized that one of the strategic routes used by leisure firms to gain a competitive advantage has been an increased focus on customer satisfaction. According to Lateef and Olajide (2013), there appears to be a consensus that customer satisfaction influences destination choice, product and service consumption, and decision to return. Customer satisfaction is therefore becoming a corporate goal as more and more businesses seek for quality in their products and services. Customer expectations are influenced by word of mouth, personal needs, and previous experiences (Zeithaml, Bitner & Gremler, 2006). Satisfaction is typically characterized as a customer's emotional reaction to a service experience (Bitner & Hubbert, 1994). In addition, customer satisfaction in tourism is mostly impacted by the quality and availability of facilities such as lodging, infrastructure, recreational amenities, and service delivery (Akama & Kieti, 2003). Effective management ensures that these offers are relevant to customers' demands, hence improving the tourist experience. Satisfaction is influenced by both objective features (for example, physical facilities) and subjective impressions (for example, individual attitudes). Ultimately, the variety and quality of facilities available play an important part in determining the recreational experience and perceived worth of any tourist site.

## METHODOLOGY

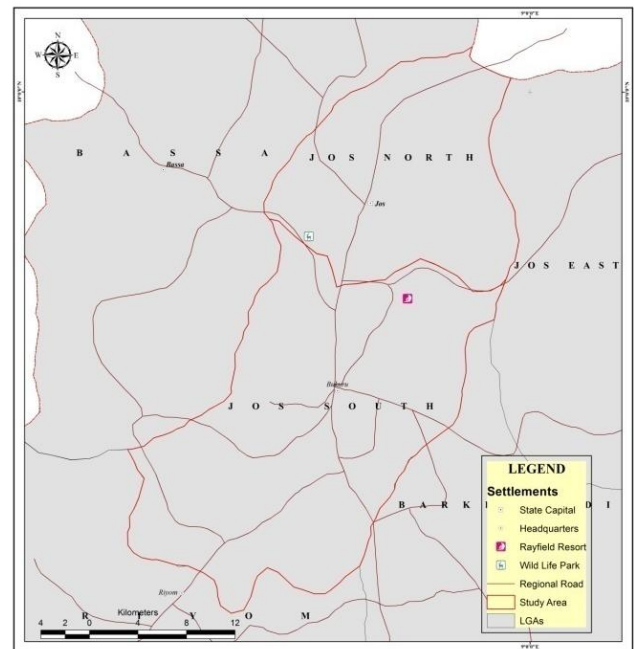
### *The Study Area*

Rayfield Tourism Resort is located on the Jos Plateau. The Jos Plateau is described as a distinct geographic region among the several recognized in Nigeria (Yalwa & Samuel, 2023). It is a highland area located at the northern tip of Plateau State in central Nigeria (See Figure 1), surrounded by relatively low lands. Plateau State consists of two geomorphological regions: the Jos Plateau and the adjoining low land (Benue trough) regions. The Jos Plateau lies between Latitude 8° 30' and 10° 10'N and Longitude 8° 20' and 9° 30'E, with a surface area of about 9,400km<sup>2</sup>. It has an average elevation of about 1,250m above mean sea level and stands at a height of about 600m above the surrounding plains. However, there are summits as high as 1800m (amsl), it is about 800m above the surrounding plains to which it descends through several steep escarpments at some points, and rises to about 1,500m above sea level at its highest point (Eziashi, 2000). The Jos Plateau has quite a number of resorts to include the Jos Wildlife Park, Jos National Museum, Museum of Traditional Nigeria Architecture (MOTNA), Zoological Garden, Lamingo Golf Course, Solomon Lar Amusement Park, Shere Hills, Amurum Forest Reserve, Mado Tourist Village, Rayfield Tourism Resort, Naraguta Leather and Pottery Industries, Naraguta Hills, Professor Bentu Indoor Theatre, Azi Nyako Youth Centre, Jos Township Stadium, Assop falls, Kurra falls, the Pidong Crater Lake and the NTA Mesa Hill amongst others.

Rayfield Tourism Resort, located in Jos, Plateau State, Nigeria (See Figure 2), is one of the oldest and most popular leisure destinations in the region. Nestled within the scenic Jos Plateau, the resort is surrounded by pine trees and a tranquil lake that offers opportunities for boating and relaxation (Mohammed, Ibrahim, & Abubakar, 2022). Its serene environment, cool climate, and natural beauty make it a



**Figure 1: Plateau State, Nigeria**



**Figure 2: Rayfield Tourism Resort, Jos**

**Source: GIS Lab, Geography Department, Unijos, 2025**

Rayfield Tourism Resort has long been recognized as a hub for recreation and tourism, attracting both local and international visitors. Beyond its natural charm, Rayfield Tourism Resort provides recreational facilities and hospitality services that contribute to the tourism appeal of Plateau State (Etudaiye et al., 2024). However, like many tourism sites in Nigeria, its infrastructure and service delivery face challenges that directly influence visitor satisfaction and repeat patronage (Wapwera et al., 2023). As a study area, Rayfield Tourism Resort is significant because it represents the intersection of natural endowments and human-managed facilities, making it an ideal case for evaluating customer satisfaction, service quality, and tourism development in Nigeria's hospitality sector (Etudaiye et al., 2024; Mohammed et al., 2022).

### **Data Management**

The sources of information for this study comprised direct field observation, questionnaire administration, and oral interviews. Data on the tourism potentials and endowment of the resort were obtained through interviews with selected management staff, while information on management efforts to meet customer needs was derived from an interview with the resort manager. In addition, data on the extent to which tourists were satisfied with the recreational facilities and services provided at the resort were collected through questionnaire administration to visitors. Both primary and secondary data were utilized. Primary data were gathered through face-to-face oral interviews with officials of Rayfield Resort, direct field observation, and questionnaire administration to tourists. Secondary data were obtained from existing publications, documents, journals, newspapers, books, and internet sources related to tourism



and customer satisfaction studies in the Jos Plateau region.

The study adopted the availability sampling technique, that is, purposive sampling technique, which is widely used in tourism and hospitality research when the population is accessible and directly relevant to the study objectives (Etikan, Musa, & Alkassim, 2016; Palinkas et al., 2015). This choice was made because tourists visiting the resort during the study period were readily available and represented the most appropriate group for assessing customer satisfaction. Purposive sampling was appropriate as it allowed the researchers to deliberately target respondents who had direct experience with the resort's facilities and services, thereby ensuring that the data collected were meaningful and context-specific.

A total of 120 tourists were selected for questionnaire administration. Respondents were chosen based on their presence at the resort during the survey period and their willingness to participate. This number was considered adequate to provide a representative overview of visitor experiences while remaining manageable for analysis (Creswell & Creswell, 2018). The questionnaire was structured into three main sections: section A comprised of the demographic information; section B focused on the tourism potentials and endowment of the resort and Section C comprised of the customer satisfaction and service quality.

The instrument employed a mix of closed-ended questions (using Likert scales for satisfaction ratings) and open-ended questions (to capture qualitative insights), consistent with best practices in tourism and hospitality research (Veal, 2017b; Saunders, Lewis, & Thornhill, 2019). Data collected were analyzed using descriptive statistical techniques, including frequency distributions and percentages, to summarize tourist responses and identify patterns in satisfaction levels (Kothari, 2004).

## RESULTS AND DISCUSSION

### *Tourism potentials and endowment of Rayfield Resort*

The data acquired as shown in Table one indicated that of the total population sampled at the Rayfield resort, 46% of the occupational structures are students. The self-employed and the civil servants together accounted for 25% while those in other profession accounted for 29%. This finding suggests that the resort predominantly attracts a younger, likely price-sensitive demographic, with fewer visits from high-income or corporate travellers. This occupational distribution implies that Rayfield Tourism Resort may be more popular among domestic, low-to-middle-income tourists, particularly youths and early-career professionals.

*Table 1: Occupational Distribution of respondents*

OCCUPATION	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Students	55	46
Self employed/Civil Servant	30	25
Others	35	29
<b>Total</b>	<b>120</b>	<b>100</b>

*Source: Authors fieldwork, 2025*

This finding is significant for hospitality management and marketing strategies. It aligns with previous studies (Adebayo & Ojo, 2021) indicating that youth and student populations

often constitute a large segment of domestic tourism in developing countries, particularly in areas with affordable recreational facilities. The results reflect the affordability and accessibility of Rayfield Tourism Resort,

making it more attractive to students than to higher-income groups who may seek more upscale or exclusive experiences. Moreover, the relatively low patronage by professionals and higher-income earners could indicate service quality issues or a lack of premium amenities at the resort, reinforcing the need for infrastructure improvement and targeted marketing strategies to diversify the client base (Okonkwo & Eze, 2020).

The interview with the resort manager indicated that the activities undertaken by customers, visitors and tourists at the resort include scenic admiration, game viewing, boating, bathing, swimming, entertainment, education and picnicking. With respect to

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meeting their customers' needs, provisions are made by the management staff in the form of facilities and services that can make the visits to these resorts adventurous. From the data collected and the analysis, findings revealed that the resort has great tourism potentials and endowment that need to be properly harnessed (Table 2). The main attractions and tourism potentials of the Rayfield resort are mostly social (man-made). As observed, the facilities and basic service provision at the Rayfield tourism resort are in a dilapidated state or not present (Table 2). This is because the resort is at its developmental stage; phase I and II (Mohammed, Ibrahim, & Abubakar, 2022).

*Table 2: Amenity Stock at the Rayfield Tourism Resort*

TYPES OF FACILITY	TYPE PRESENT	TYPE NOT PRESENT
Transport services	-None	- Bus and Taxi services
Open spaces	-Park, Promenade -Picnic ground, Children's play ground	-Parking facility
Amusement facility	-Outdated	-Theatre, Piers
Catering Facilities	- Bar, Restaurant, Cafeteria	- None
Seating Arrangement	- Benches, Permanent seats	-Need more
Health facilities	- Life buoy	- Ambulance -Clinic/First aid room
Shopping facilities	- None	- Gift shop - Souvenir shop
Communication facilities	-There is access to mobile phone services and internet connectivity	-Internet café -Dispatch Rider
Electrical facilities	Jos Electricity Distribution Company (JED) (as the only source of power supply)	-Standby generator - Solar panels/Inverters - Engineer/Electrician
Others	-Water sport facilities - Bathing facilities - Game facilities (Boating and Tennis) -Staff Offices and Toilets -Access roads	- Enquiry and information post - Swimming pool - Water skiing - Golf
Accommodation	- Lodgings	- Under construction

*Source: Authors Field work, 2025*



Findings in Table 2, show that Rayfield Tourism Resort provides a wide range of recreational and tourism activities, including scenic views, game viewing, boating, swimming, picnicking, entertainment, and education. These activities demonstrate that the resort has a high tourism potential, notably for leisure and educational tourism. However, finding revealed a substantial disparity between the resort's natural and social assets and the quality of infrastructure and services provided, with the majority of facilities either decrepit or altogether missing. This contradiction highlights a fundamental difficulty in destination development: having appealing resources but insufficient investment and infrastructure to enable tourist satisfaction and long-term tourism development. This is consistent with Eja et al. (2012), who argued that the sheer availability of tourist sites without supporting facilities degrades the visitor experience and may discourage return visits. However, Rayfield Tourism Resort is still in the developmental stage (phases I and II), implying that strategic planning, resource mobilization, and phased infrastructure development are ongoing or inadequate. The presence of lodgings currently under construction demonstrates that the resort is in an active phase of infrastructural expansion, aimed at enhancing its capacity to host a wider range of visitors. Accommodation is a critical component of tourism development, as it directly influences the length of stay, visitor satisfaction, and overall economic impact of a destination (Etudaiye et al., 2024). Thus, while current facilities may be limited, the ongoing infrastructural development underscores the resort's potential to evolve into a fully integrated tourism hub in Plateau State.

Furthermore, this condition mirrors what Odey and Essang (2020) characterised as a typical problem in many new tourist sites in Nigeria, namely underutilization of tourism assets due to inadequate facility maintenance, a lack of funding, and poor policy implementation. The management's desire to deliver adventurous

experiences is admirable, but it is unlikely to succeed unless accompanied by substantial improvements in fundamental infrastructure and service quality. The implication is that Rayfield Tourism Resort must prioritize facilities expansion, maintenance, and customer-oriented services in order to fully realize its tourism potential and improve guest satisfaction, as per sustainable tourism goals.

### ***Management efforts in meeting customers' needs at Rayfield Tourism Resort***

Customer satisfaction reflects a visitor's emotional response after evaluating service delivery, and it is a key factor in whether a tourist returns to the site, recommends it to others, or writes positive reviews (Bitner & Hubbert, 1994). In a competitive tourism market, particularly in countries seeking to diversify their economy beyond natural resources, such as Nigeria, customer satisfaction becomes a crucial criterion for determining the success and sustainability of tourism operations.

The survey of 120 respondents revealed a mixed assessment of management efforts in meeting customer needs at Rayfield Tourism Resort. Seventy-five per cent of respondents expressed strong appreciation for the resort's natural beauty, tranquil atmosphere, and picturesque landscape, citing these features as central to their recreational satisfaction. The serene environment and scenic qualities of the Jos Plateau, characterized by its temperate climate, undulating terrain, and attractive surroundings, were consistently identified as the resort's strongest assets. These findings underscore the importance of environmental aesthetics in leisure-based tourism, where the need for escape, relaxation, and connection with nature heavily drives destination selection. In contrast, the remaining 25% of respondents reported limited or no satisfaction with the resort's natural and recreational offerings.

In terms of human interaction and service quality, 68% of tourists were pleased with the friendliness and professionalism of resort

employees, whom they rated as “pleasant and kind.” This feature highlights the importance of frontline employees in molding visitors’ experiences and views. According to research, staff behaviour, attitude, and responsiveness are critical to service delivery in hospitality and tourism (Adedayo, 2007). Positive interactions not only increase customer satisfaction, but they also improve the destination’s brand image and likelihood of return visits.

However, the remaining 32% of respondents expressed varying degrees of dissatisfaction with staff interaction and service quality. Within this group: 20% reported moderate dissatisfaction, noting that while some staff were friendly, service delivery was inconsistent, with delays in response to requests and limited attention to customer needs. Twelve per cent (12%) expressed strong dissatisfaction, citing poor communication, lack of professionalism in handling complaints, and inadequate staff training as major shortcomings. This distribution suggests that while the majority of visitors value the resort’s staff friendliness, a significant proportion perceive gaps in service consistency and professionalism. These deficiencies highlight the need for management to invest in staff training, customer service protocols, and performance monitoring to ensure that positive visitor experiences are sustained across all interactions.

In addition, the study also revealed serious deficiencies in infrastructure and recreational facilities. Sixty per cent (60%) of respondents expressed dissatisfaction with the state of the resort’s physical amenities, describing them as inadequate or poorly maintained. This suggests that while natural and human resources are strong, the lack of functional infrastructure undermines the overall visitor experience. Conversely, 25% of respondents indicated moderate satisfaction, acknowledging that while the resort’s environment and staff were commendable, the absence of modern facilities limited their recreational options. A smaller proportion, 15% of respondents, expressed strong dissatisfaction overall, citing poor

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maintenance, lack of accommodation, and limited recreational services as major deterrents to future visits.

Complaints varied from crumbling structures, broken or outdated recreational equipment, and a lack of interesting activities to poor sanitation and insufficient lodging. One of the respondents expressed disappointment: “*There are not enough activities to keep families or groups engaged for a whole day.*”

This finding emphasizes the fact that natural resources alone cannot sustain tourism satisfaction in the absence of supporting facilities and well-kept infrastructure. According to Cooper et al. (2008), the quality, diversity, and reliability of tourism infrastructure have a direct impact on visitors’ experiences and their likelihood of returning or promoting the site to others. Tourists are increasingly looking for destinations that blend natural beauty, comfort, convenience, and entertainment.

All 120 respondents mentioned further utility and safety concerns. These included intermittent power supply, inadequate directional signage, and a lack of visible security guards or emergency services. In the context of a tourism location, such difficulties can considerably reduce perceived safety and confidence, particularly among families, international visitors, and first-time visitors. They also hinder the resort’s ability to hold large-scale events, keep long-stay tourists, and sell itself as a luxury destination.

In response to these concerns, the resort manager acknowledged the limitations with infrastructure and service delivery. During interviews, the manager noted that inadequate funding and bureaucratic delays continue to be significant barriers to resort improvement and innovation. He stated, “*We are trying our best with limited resources... The majority of renovations are sponsored ourselves, however we do occasionally collaborate with local businesses.*”

The manager explained that although the Plateau State Tourism Corporation provides some support, the absence of sustained

government funding and limited access to private investment have hindered efforts to renovate the resort or introduce new amenities. Nevertheless, he emphasized ongoing initiatives in staff training, community engagement, and environmental maintenance, which he believes will gradually enhance the overall tourist experience. While Rayfield Tourism Resort has great potential due to its natural assets and historical worth, customer satisfaction is hampered by service and infrastructure deficiencies.

#### ***Customers satisfaction with recreational facilities at Rayfield Tourism Resort***

The survey of 120 respondents revealed widespread dissatisfaction with the resort's fundamental service supply. Specifically, 56%

*Customer Satisfaction and Service Quality at Rayfield Resort* of respondents rated services as poor, 23% as inadequate, and only 20% as fair (see table 3). These results demonstrate that the majority of visitors perceive the resort's service delivery as falling short of acceptable standards.

The high proportion of respondents who assessed services as poor (56%) reflects the serious infrastructural and operational challenges facing Rayfield Resort. Visitors frequently cited disrepair, deteriorating facilities, and limited growth as key factors contributing to their negative experiences. This aligns with broader findings in tourism research, which emphasize that the physical condition of facilities is a critical determinant of customer satisfaction and repeat patronage (Kothari, 2004; Veal, 2017).

***Table 3: Customers satisfaction rating with service provision at Rayfield Tourism Resort***

SERVICE PROVISION RATING	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Fair	24	20
Inadequate	28	23
Poor	67	56
<b>TOTAL</b>	<b>120</b>	<b>100</b>

***Source: Authors Field work, 2025***

The 23% who rated services as inadequate suggest that while some basic provisions exist, they are insufficient to meet the expectations of tourists. This group likely represents visitors who recognize the resort's potential but are discouraged by the absence of modern amenities, limited recreational options, and lack of consistent service delivery. Their responses highlight the importance of incremental improvements in infrastructure and service quality to gradually enhance visitor experiences.

The 20% who rated services as fair indicate that a minority of tourists found the resort acceptable, though not exceptional. This group may consist of visitors who prioritize the natural environment and tranquility of the Jos

Plateau over built infrastructure. Their moderate satisfaction underscores the resort's reliance on its natural endowments as a compensatory factor for weak service provision.

Taken together, these findings suggest that Rayfield Resort's management has not yet achieved a balance between leveraging natural assets and providing adequate service infrastructure. While the resort benefits from its scenic location and serene atmosphere, the lack of functional facilities undermines its competitiveness as a tourism destination. Addressing these deficiencies requires sustained government funding, private investment, and strategic management

interventions to move the resort beyond its developmental phase.

This study's findings support Bitner and Hubbert's (1994) argument that customer satisfaction is directly related to service quality and perceived value. When core services and physical infrastructure fail to meet expectations, natural aesthetics or staff friendliness may not be enough to ensure a positive overall experience. According to Cooper et al. (2008), the success of a tourism location is determined not only by natural resources but also by proper investment in visitor services and facilities. These are required to fulfill modern tourist standards, increase return visits, and boost Rayfield Tourism Resort's competitiveness as a recreational destination.

## CONCLUSION AND RECOMMENDATIONS

This study assessed customer satisfaction at Rayfield Tourism Resort in Plateau State, focusing on three key areas: management structure, tourism resources, and the state of facilities and service delivery. Findings show that while visitors value the resort's natural beauty and tranquil setting, deteriorating infrastructure and inadequate services remain major obstacles to overall satisfaction. Many tourists expressed dissatisfaction with the poor condition of facilities, limited recreational options, and weak sanitary standards, all of which diminished their experience.

The results highlight the critical role of well-maintained facilities and efficient service delivery in meeting tourist expectations. They also reinforce the connection between effective management practices and successful tourism development. To enhance competitiveness, the resort must urgently invest in repairing existing facilities, expanding recreational activities, and improving cleanliness. A comprehensive development plan is needed, incorporating routine maintenance schedules, staff training, and mechanisms for visitor feedback.

To overcome financial and bureaucratic constraints, management of the resort should pursue partnerships with private investors and tourism stakeholders. At the same time, the Plateau State Tourism Corporation must strengthen its support through increased funding, policy enforcement, and performance monitoring. Addressing these areas will enable Rayfield Tourism Resort to boost its appeal, enrich visitor experiences, and contribute significantly to tourism growth in Plateau State and Nigeria at large.

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