Perceived service delivery and productivity in the food and beverage sector in Potchefstroom

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I would like to dedicate this study to my mother, who has always believed in me and inspired success. I appreciate your attentiveness, support and love. Thank you for shaping me into who I am.
I, Adam Herman (Armand) Viljoen, identity number 8902285201082 and student number 21068690, hereby declare that this research submitted to the North West University, for the Master study: *Perceived service delivery and productivity in the food and beverage sector in Potchefstroom*, is my own independent work; and complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the North West University; and has not been submitted before to any institution by myself or any other person in fulfilment (or partial fulfilment) of the requirements for the attainment of any qualification.

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Abstract

Perceived service delivery and productivity in the food and beverage sector in Potchefstroom

The importance of management in the food and beverage sector as well as managing food and beverage service employees are crucial aspects that influence quality service delivery. The food and beverage sector is a large service orientated segment of the greater tourism industry, and effective management of employees is therefore necessary since employees are regarded as the primary resource through which establishments deliver services. One might further argue that an employee is “the service” that customers pay for, and that the employees make the intangible service, tangible by their efficiency. The food and beverage sector is however burdened with many challenges such as long working hours, poor remuneration and unskilled employees that influence the overall working conditions of employees and furthermore their overall job satisfaction. The job satisfaction experienced by employees is closely related to Quality of Work Life, which enables employees to design their own level of job satisfaction that will contribute to improved perceived service delivery and productivity. Investigating the needs of employees and how they perceive their own service delivery and productivity is a very important consideration as these contribute to job satisfaction. The rational is that Quality of Work Life contributes to the perceived service delivery and performance of employees as satisfied employees tend to be more hardworking, more productive and will offer better quality services, especially in a service-orientated sector such as the food and beverage sector.

The primary goal of the study was to determine the perceived service delivery and productivity in the food and beverage sector, by investigating how commercial food and beverage service employees in Potchefstroom, North-West Province of South Africa, perceive their own service delivery and productivity. In order to reach the goal of the study a self-administrated questionnaire was distributed among food and beverage service employees at various types of establishments such as hotel restaurants, family restaurants, restaurants, fast food outlets, bars, coffee shops and commercial caterers. A total of 224 questionnaires were obtained and included in the statistical data analysis. The data was captured and analysed in the Statistical Package of Social Sciences (SPSS), while Amos was utilised for the Structural Equation Model (SEM). The statistical analysis used in this study consisted of three (3) stages. Firstly, the profile of the respondents, the work life domains and the employees’ business environment was compiled with the help of two-way frequency tables and illustrated with the help of Figures and Tables. Secondly, an Exploratory Factor Analysis (EFA) was done on the work life domains and
Finally a Structural Equation Model was performed to indicate the relationship between the work life domains and the influence thereof on perceived service delivery and productivity. The Principal Axis Factor analysis identified seven factors namely job attributes, social attributes, esteem attributes, actualisation attributes, creativity and aesthetic attributes, organisational support and employee commitment and perceived service delivery and productivity. Service and productivity business environment attributes scored the highest mean value (4.00) and this was followed by the esteem work life domain (3.68).

Structural Equation Models were performed to indicate the relationship between the work life domains, business environment attributes and the influence thereof on perceived service delivery and productivity. The correlations between the factors in the final SEM indicated that though there exists correlations between organisational support and employee commitment and actualisation attributes, between actualisation and job attributes, and between organisational support and employee commitment and job attributes. Creativity and aesthetic attributes and job attributes indicated correlations, while, organisational support and creativity and aesthetic attributes correlated. Actualisation and creativity and aesthetic attributes correlated as well. This indicates that food and beverage managers have to improve the working conditions of employees as well as provide the appropriate level of recognition to the hardworking employees. Management should consider the recommendations that are made in terms of job satisfaction of food and beverage service employees, as it possesses the ability to influence organisational performance and success.

This research was the first study conducted among employees in the commercial food and beverage sector. It made a considerable contribution to literature as, there is to date, limited research available on the influence that Quality of Work life has on the perceived service delivery and productivity of employees in the food and beverage sector. Furthermore, this research provides valuable insights into the job satisfaction and perceived service delivery and productivity of South African food and beverage employees and how best to manage these employees with South African working conditions in mind. There is, however, ample opportunity to expand this type of research in many other tourism industries or sectors, to understand the degree to which employees’ perceptions of their own service delivery and productivity might influence organisational performance. Expanding this research will therefore be invaluable as organisational performance is the main objective of all commercial establishments as it contributes to the improvement of the sector and its competitiveness and profitability.

Key concepts: food and beverage sector, food and beverage service employee, job satisfaction, perceived service delivery and productivity, Quality of Work Life
Opsomming

Waargenome dienslewing en produktiwiteit van die voedsel- en dranksektor in Potchefstroom

Die belangrikeid van bestuur in die voedsel- en dranksektor sowel as die bestuur van voedsel- en drankdienstewerknemers is aspekte wat die kwaliteit van dienslewing beïnvloed. Die voedsel- en dranksektor is 'n groot diens-georiënteerde segment van die groter toerisme-industrie, en effektiewe bestuur van werknemers is dus nodig, aangesien werknemers beskou word as die primêre bron waardeur besighede dienste lewer. Mens kan verder argumenteer dat 'n werknemer “die diens” is waarvoor die kliënt betaal en dat die werknemers die nie-tasbare diens tasbaar maak deur hulle doeltreffendheid. Die voedsel- en dranksektor het egter groot uitdagings soos lang werkure, swak betaling en werknemers sonder die nodige vaardighede wat 'n invloed het op die oorkoepelende werkomstandighede van werknemers en dus hulle algehele werkbevrediging. Die werkbevrediging wat deur werknemers beleef word is nou verwant aan die Kwaliteit van Werklewe, wat dit moontlik maak vir werknemers om hulle eie vlakke van werkbevrediging te ontwerp wat sal bydra tot verbeterde waargenome dienslewing en produktiwiteit. 'n Onderzoek na die werknemers se behoeftes en hoe hulle hulle eie dienslewing en produktiwiteit sien is 'n baie belangrike oorweging aangesien dit bydra tot werkbevrediging. Die radionaal is dat Kwaliteit van Werklewe bydra tot die waargenome dienslewing en produktiwiteit van werknemers aangesien tevrede werknemers neig om meer hardwerkend te wees, meer produktief op te tree en geneig is tot die levering van beter kwaliteit dienste, veral in 'n diens-georiënteerde sektor soos die voedsel- en dranksektor.

Die primêre doel van die studie was om te bepaal wat die waargenome dienslewing en produktiwiteit van die voedsel- en dranksektor is deur ondesoek in te stel hoe kommersiële voedsel- en drankdienstewerknemers in Potchefstroom, Noordwesprovincie, Suid-Afrika hulle eie dienslewing en produktiwiteit waarneem. Om hierdie doel te bereik is 'n selfdoenvraelys onder voedsel- en drankdienstewerknemers by verskeie soort ondernemings soos restaurante, hotel-restaurante, gesinsrestaurante, kitskosplekke, kroë, koffiewinkels en kommersiële spyseniers versprei. In totaal is 224 vraelyste bekom en ingesluit in die statistiese data-analise. Die data is omvat en ontleed in die Statistical Package of Social Sciences (SPSS), terwyl Amos gebruik is vir die structurele vergelykingsmodel (SEM). Die statistiese ontleding wat in hierdie studie gebruik is het bestaan uit drie (3) stadia. Eerstens is die profiel van die respondent, die werklewe-domeine en die werknemers se besigheidsomgewing saamgestel met die hulp van twee-rigtig frekwensietabelle en geïllustreer met die hulp van Figure en Tabelle. Tweedens is 'n Verkennende faktor analyse (EFA) gedoen op die werklewedomeine en uiteindelik is 'n vii
strukturele vergelykingsmodel uitgevoer om die verhouding tussen werklewedomeine en die invloed daarvan op persepsies van dienslewering en produktiwiteit te bepaal. Die hoof-as faktor analyse het sewe faktore geïdentifiseer, naamlik *werkattribute*, *sosiale attribute*, *agtingsattribute*, *actualiserings-attribute*, *kreatiwiteits- en estetiese attribute*, *organisatoriese ondersteuning en werknemerstoewyding* en waargenome dienslewering en produktiwiteit. Diens- en produktiwiteit in terme van besigheidsomgewingsattribute het die hoogste gemiddelde telling behaal (4.00), gevolg deur die agtingswerklewedomein (3.68).


Hierdie navorsing is die eerste studie wat gedoen is onder werknemers in die kommersiële voedsel- en dranksektor. Dit het ‘n besondere bydra gemaak tot die literatuur, aangesien daar tot op datum baie beperkte navorsing beskikbaar is oor die invloed wat Kwaliteit van Werklewe het oor die waargenome dienslewering en produktiwiteit van werknemers in die voedsel- en dranksektor ervaar. Hierdie navorsing het ook waardevolle insigte gelewer oor die werksbevrediging en waargenome dienslewering en produktiwiteit van Suid-Afrikaanse voedsel- en drankwerknemers en hoe hulle bestuur behoort te word binne die konteks van Suid-Afrikaanse werksomstandighede. Daar is egter nog heelwat geleenthede om hierdie tipe navorsing uit te brei na ander toerisme-industrië of sektore, om die omvang te verstaan van werknemerspersepsies oor hulle eie dienslewering en produktiwiteit wat ‘n invloed kan hê op organisatoriese prestasie. Uitbreiding van hierdie navorsing sal dus uitsers waardevol wees aangesien organisatoriese prestasie die hoofdoel is van alle kommersiële instansies omdat dit bydra tot die verbetering van die sektor en sy wedyweringsvlakke en winsgewendheid.

*Sleutelkonsepte: Kwaliteit van Werklewe, voedsel- en dranksektor, voedsel- en drankdienswerknemer, werksbevrediging, waargenome dienslewering en produktiwiteit*
It is fairly easy, I said. “All you need is one teaspoon of effort, two tablespoons of determination and three cups of motivation. Mix it together, bake with faith and season with love”.

(Armand Viljoen, 2012)
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