

A service quality framework for the Botswana hospitality sector

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Thesis submitted in fulfillment of the requirements for the degree
Philosophiae Doctor in **Tourism Management** at the
Potchefstroom Campus of the North-West University

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May 2017

DEDICATION

This study is dedicated to my husband (Desire) my children (Tadiwa & Ethan) whose support was unwavering throughout the process of completing it.

ACKNOWLEDGEMENTS

I would like to express my gratitude to:

- My Lord and saviour, the Lord Jesus Christ for making this Doctorate possible to achieve. The Lord's grace has indeed been sufficient for me.
- My supervisors, Prof. Dr Melville Saayman and Assistant Prof. E., Lindie du Plessis. Thank you so much for your interest in my study. You helped me faithfully and passionately throughout the study. Thank you for your time, support and motivation.
- My husband and the children. Your support throughout the study was unbelievable.
- All the participants and organisations that participated in this research project. Thank you to the regulatory authorities that made it possible to conduct this research.
- To my mom, dad and reverends who fashioned me to be the person I am today. Thank you Mr and Mrs Manhotoma; Reverend Scott and Miriam Sibanda for developing me with your prudence and love.
- Dr. Tapiwa and Dr. Simon for your aid and encouragement throughout the research process.

ABSTRACT

The aim of this study is to propose a service quality framework for the Botswana hospitality sector. This study was driven by a need to address the challenge of poor service quality currently being faced by the hospitality sector in Botswana. Botswana's hospitality sector is still in its infancy stage and is largely underdeveloped. For the hospitality sector, being competitive is a must in order to remain in business and achieve excellent service quality. The aim of this study was achieved by addressing the following set of objectives. The first objective was to review literature on service quality, its models and instruments used to measure service quality. This was important in order to understand the concept of service quality. Fifteen models of general service quality and five models of hospitality service quality were reviewed in Chapter 2 and the results revealed that the SERVQUAL Gap Model and SERVQUAL instrument were the ones that had been mostly used in previous research. The SERVQUAL instrument was then adapted in developing an instrument for the measurement of service quality for the Botswana context. The second objective was to review literature on the application of the SERVQUAL instrument. This objective was achieved in Chapter 2. The reviewed literature indicated that the SERVQUAL instrument has been widely applied in research on service quality in the services sector. However, the literature also shows that there has been little research on service quality in the hospitality sector of Botswana.

The reading of literature indicates that research on service quality cannot be generalised as findings are affected by the settings, time, demographics and geographical area. In addition, studies show that management, employee and customer expectations and perceptions of service quality have not been the same for previous researches and management usually rate their expectations and perceptions higher than what their customers perceive. Research on service quality in the Botswana context has been focused on customers' expectations and or perceptions only, hence the need to evaluate management and employee expectations and perceptions of service quality. The third objective was to identify the determinants of service quality on the hospitality sector of Botswana. This objective was achieved in Chapters 5 and 6. This was important as the literature reveals that the determinants of service quality may vary according to time, settings, demographics and geographical area. Furthermore, knowing

the determinants from a Botswana perspective helped in the designing of the service quality framework. The fourth, fifth and sixth objectives were to evaluate the management, employees and customers expectations and perceptions of service quality in the Botswana hospitality sector. These objectives were achieved in Chapters 5 and 6. The results of the third, fourth, fifth and sixth objectives were also used in the development of the framework for service quality.

The study design followed the pragmatist philosophy where the mixed methods approach was used for both data collection and data analysis. Two research instruments were used, one for the quantitative approach and one for the qualitative approach. The instrument for the quantitative approach was derived from the SERVQUAL instrument and other service quality instruments which were tested for validity and reliability by the researchers who constructed them. The instrument was validated using a pilot test. The qualitative instrument was derived from the literature reviewed by the researcher and also tested for face validity and content validity. Three samples were used for data collection. These samples were drawn from the restaurant managers, restaurant employees (waiters) and restaurant customers. The quantitative instrument was administered to all the three samples while the qualitative instrument was used for management and employees only. Homogeneous purposive sampling was used for the interviews. Homogeneous purposive sampling was also used for the employee survey and management survey while simple random sampling was used for the customer survey.

The research sampled 55 restaurant managers, 52 restaurant employees and 138 restaurant customers in Gaborone which is the capital city of Botswana. The quantitative data was analysed using descriptive statistics, SPSS Pearson correlation analysis, standard multiple regression and analysis of variance (ANOVA). The qualitative data was analysed using simple descriptive statistics and thematic analysis. The study reveals that the main determinants of service quality for Botswana managers are *informing the customers when exactly the service will be delivered, providing customers with the correct bill and variety of menu items*. While the main determinants of service quality for the employees are *helpfulness to customers, informingly the customers when exactly the service will be performed, clean furniture, serving food at the right temperatures, smiling at customers and correct billing*. The main determinants of service quality for the customers are *correct billing, delivery of services in time, quick*

service, neat appearing employees, greeting customers in a friendly manner, solving customers' problems and variety in menu items. The results show that determinants are not exactly the same and this might be the reason for the low service quality in the sector hence, the need to appropriately frame these differences in order to achieve congruence in service provision. The results also indicate that age, length of employment and highest qualifications resulted in significant differences between the groups, suggesting a need to look into these differences in further studies. An evaluation of the expectations and perceptions of the three samples similarly revealed differences between their service quality expectations and perceptions.

The study makes practical contributions especially for managers in the hospitality sector in the following manner: The study aids in providing ways of measuring and assessing service quality that can be used by management in the hospitality sector. The proposed service quality framework can be used as is or modified to the organisation and be used for the improvement of service quality by the hospitality organisation. The proposed framework provides guidelines that are important for the improvement of service quality in the Botswana's hospitality sector. The framework shows the similarities and differences in the management's, employees' and customers' perspectives of service quality. Knowing these gives hospitality managers a starting point of addressing areas of disparity in their organisations. Furthermore, the framework provides hospitality organisations and managers strategies such as service recovery, use of ISO 9000 informed standard operating procedures, marketing research orientation, benchmarking that can be implemented in order to improve service quality thus achieving service excellence. The study shows the importance of evaluating service quality from a holistic approach that is, integrating the perspectives of managers, employees and customers in order to avoid subjectivity that arises from using one perspective. Managers are advised to have organisational cultures that have a strategic orientation towards service quality in order to improve the service quality of their hospitality organisations.

Service quality in the Botswana hospitality sector is an area that has had little research in Botswana. The study therefore, contributes to the literature on service quality from an African context and specifically a Botswana context. The assessment of the management and employee expectations and perceptions of service quality is new to the Botswana hospitality sector hence, the results aid in the literature on management and employees perceptions of

service quality considering that the results of the study on these are different compared to previous studies. Generally management and employees rated their service quality expectations and perceptions lower as compared to previous studies where management rated theirs higher. The modified SERVQUAL instrument and the interview guides are tools that can be used in future studies of service quality in Botswana and possibly Africa's hospitality sector.

Key words

Service quality, hospitality sector, expectation, perception, determinants, service excellence, customer satisfaction, framework.

OPSOMMING

Die doelwit van hierdie studie was om 'n dienskwaliteitsraamwerk vir die gasvryheidsektor van Botswana voor te stel. Die studie is deur 'n behoefte gedryf om die uitdaging van swak dienskwaliteit te takel wat tans deur hierdie gasvryheidsektor in die gesig gestaar word. Genoemde sektor staan nog in sy kinderskoene en is grootliks onderontwikkel; dit sal egter kompetender moet wees ten einde volhoubaar in die mark te bly en uitstekende dienskwaliteit te bereik.

Die studie se doelwit is bereik deur die volgende stel oogmerke aan te pak: Die eerste oogmerk was om 'n literatuuroorsig te doen van dienskwaliteit, modelle daarvan en instrumente wat gebruik word om dienskwaliteit te meet. Dit was belangrik ten einde die konsep van dienskwaliteit te verstaan. Vyftien modelle van algemene dienskwaliteit en vyf modelle van dienskwaliteit in die gasvryheidsbedryf is in Hoofstuk 2 beoordeel. Die resultate het aangetoon dat die SERVQUAL-gapingsmodel en SERVQUAL-instrument die modelle is wat die meeste in vorige navorsing gebruik is. Die SERVQUAL-instrument is toe aangepas om 'n instrument te ontwikkel vir die meting van dienskwaliteit in die Botswana-konteks.

Die tweede oogmerk was om 'n literatuuroorsig van die SERVQUAL-instrument se toepassing te doen. Hierdie oogmerk is in Hoofstuk 2 bereik. Die bestudeerde literatuur het aangedui dat hierdie instrument in ruim mate toegepas is in navorsing oor dienskwaliteit in die dienssektor. Die literatuur toon egter ook aan dat daar min navorsing oor dienskwaliteit in die gasvryheidsektor van Botswana gedoen is.

Met die bestudering van die literatuur was daar 'n sterk aanduiding dat navorsing oor dienskwaliteit nie veralgemeen kan word nie, aangesien bevindinge deur omgewing, tyd, demografie en geografiese gebied beïnvloed word. Boonop toon studies aan dat bestuur, werknemers en kliënte se verwagtinge en persepsies van dienskwaliteit nie dieselfde in vorige navorsing was nie en dat bestuur hulleself gewoonlik hoër skat as wat hulle kliënte hulle evalueer. Aangesien navorsing oor dienskwaliteit in die Botswana-konteks slegs op kliënte se verwagtinge en/of persepsies gefokus het, bestaan daar die behoefte om bestuur en werknemers se verwagtinge en persepsies van dienskwaliteit te evalueer.

Die derde oogmerk was om die dienskwaliteitsdeterminante van Botswana se gasvryheidsektor te identifiseer. Hierdie oogmerk is in Hoofstukke 5 en 6 bereik. Dit was belangrik, aangesien die literatuur aangetoon het dat die dienskwaliteitsdeterminante kan verskil, afhangende van omgewing, tyd, demografie en geografiese gebied. Kennis van die determinante vanuit 'n Botswana-perspektief het ook gehelp om die dienskwaliteitsraamwerk te skep.

Die vierde, vyfde en sesde oogmerke was om die bestuur, werknemers en kliënte se verwagtinge en persepsies van dienskwaliteit in die gasvryheidsektor van Botswana te evalueer. Hierdie oogmerke is in Hoofstukke 5 en 6 bereik. Die resultate van die derde, vierde, vyfde en sesde oogmerke is ook gebruik in die ontwikkeling van die dienskwaliteitsraamwerk.

Die studieontwerp het die pragmatiese filosofie gevolg waarin die gemengdemetodebenadering gebruik is vir beide die dataversameling en data-ontleding. Twee navorsingsinstrumente is gebruik – een vir die kwantitatiewe en een vir die kwalitatiewe benadering. Die instrument vir die kwantitatiewe benadering is ontleen aan die SERVQUAL- en ander dienskwaliteitsinstrumente wat vir geldigheid en betroubaarheid getoets is deur die navorsers wat hulle opgestel het. Die instrument is geldig verklaar deur van 'n loodstoets gebruik te maak. Die kwalitatiewe instrument is uit die literatuur ontleen wat deur die navorser bestudeer is en is ook vir uiterlike en inhoudsgeldigheid getoets. Drie steekproewe is vir dataversameling gebruik. Hierdie steekproewe is uit die restaurantbestuurders, -werknemers (kelners) en -kliënte geneem. Die kwantitatiewe instrument is op al drie die steekproewe toegepas, maar die kwalitatiewe instrument is slegs vir bestuur en werknemers gebruik.

Homogene doelbewuste steekproefneming is vir die onderhoude, asook vir die werknemers- en bestuursondersoek, gebruik, maar eenvoudige ewekansige steekproefneming is vir die kliënte-opname gebruik.

Die navorsing se steekproef het bestaan uit 55 restaurantbestuurders, 52 restaurantwerknemers en 138 restaurantkliënte in Gaborone, die hoofstad van Botswana. Die kwantitatiewe data is geanaliseer deur van beskrywende statistiek, SPSS, Pearson se korrelasieanalise, standaard meervoudige regressie en variansieanalise (ANOVA) gebruik te maak. Die kwalitatiewe data is geanaliseer deur van eenvoudige beskrywende statistiek en tematiese analise gebruik te maak. Die studie toon aan dat die hoofdeterminante van

dienskwalityeit vir Botswana se bestuurders is *om die kliënte in te lig oor presies wanneer die diens gelewer sal word, om kliënte van die korrekte rekening te voorsien en om 'n verskeidenheid van items op die spyskaart beskikbaar te stel.*

Die hoofdeterminante van dienskwalityeit vir die werknemers is *om behulpsaam teenoor die kliënte te wees, om die kliënte in te lig oor presies wanneer die diens gelewer sal word, om te sorg dat die meubels skoon is, om voedsel teen die korrekte temperatuur te bedien, om vir kliënte te glimlag en om korrekte rekeninge te verskaf.*

Die hoofdeterminante van dienskwalityeit vir die kliënte is *dat daar geen foute met die rekening moet wees nie, dat dienste betyds gelewer moet word, vinnige diens, dat werknemers netjies moet voorkom, dat kliënte op 'n vriendelike wyse gegroet moet word, dat kliënte se probleme opgelos moet word en dat daar 'n verskeidenheid van items op die spyskaart moet wees.*

Die resultate toon aan dat die determinante nie presies dieselfde in al die gevalle is nie, wat dan ook die rede vir die lae dienskwalityeit in die sektor kan wees. Daar is gevolglik 'n behoefte om hierdie verskille op 'n geskikte wyse te formuleer ten einde ooreenstemming in dienslewering te bereik. Die resultate dui ook daarop dat ouderdom, lengte van diens en hoogste kwalifikasies beduidende verskille tussen die groepe veroorsaak het, wat daarop dui dat daar 'n behoefte bestaan om hierdie verskille in verdere studies na te vors. 'n Evaluasie van die verwagtinge en persepsies van die drie steekproewe het ook soortgelyke verskille tussen hulle verwagtinge en persepsies van dienskwalityeit aangetoon.

Die volgende praktiese bydraes, veral van belang vir bestuurders in die gasvryheidsektor, word deur hierdie studie gelewer: Die studie help om maniere te verskaf waarop dienskwalityeit gemeet en beoordeel kan word, wat dan deur bestuur in die gasvryheidsektor gebruik kan word. Die voorgestelde dienskwalityeitsraamwerk kan net so gebruik word, maar ook gewysig word om by die organisasie te pas en deur die gasvryheidsorganisasie gebruik te word vir die verbetering van dienskwalityeit. Die raamwerk verskaf riglyne wat belangrik is vir die verbetering van dienskwalityeit in Botswana se gasvryheidsbedryf; dit dui die ooreenkomste en verskille aan in die bestuur, werknemers en kliënte se perspektiewe op dienskwalityeit. Kennis hiervan gee aan gasvryheidsbestuurders 'n vertrekpunt om die areas te takel waar daar verskille in hulle organisasies bestaan. Die raamwerk verskaf ook strategieë aan gasvryheidsorganisasies en -bestuurders, byvoorbeeld diensherstelling, die gebruik van ISO

9000-gebaseerde standaardbedryfsprosedures, oriëntering van bemarkingsnavorsing, en normering wat geïmplementeer kan word ten einde dienskwaliteit te verbeter en sodoende diensuitnemendheid te behaal. Die studie toon die belangrikheid aan van dienskwaliteitsevaluasie vanuit 'n holistiese benadering, met ander woorde integrasie van die perspektiewe van bestuurders, werknemers en kliënte om die subjektiwiteit te vermy wat uit 'n enkele perspektief ontstaan. Bestuurders word aangeraai om organisatoriese kulture te kweek wat 'n strategiese oriëntasie ten opsigte van dienskwaliteit bevat ten einde die dienskwaliteit van hulle gasvryheidsorganisasies te verbeter.

Dienskwaliteit in die Botswana-gasvryheidsektor is 'n veld waarin daar nog min navorsing in Botswana gedoen is. Die studie lewer dus 'n bydrae tot die literatuur oor dienskwaliteit vanuit 'n Afrika-konteks en spesifiek 'n Botswana-konteks. Die bepaling van bestuur en werknemers se verwagtinge en persepsies van dienskwaliteit is iets nuuts vir die gasvryheidsektor van Botswana. Die resultate dra dus by tot die literatuur oor bestuur en werknemers se persepsies van dienskwaliteit as in ag geneem word dat die resultate van die studie oor hierdie aspekte van dié van vorige studies verskil. Oor die algemeen het bestuur en werknemers hulle verwagtinge en persepsies van dienskwaliteit laer geëvalueer as wat bestuur hulleself in vorige studies geëvalueer het. Die gewysigde SERVQUAL-instrument en die onderhoudsriglyne is nutsmiddele wat in toekomstige studies oor dienskwaliteit in Botswana, en moontlik Afrika, se gasvryheidsektor gebruik kan word.

Sleutelwoorde

Dienskwaliteit, gasvryheidsektor, verwagting, persepsie, determinante, diensuitnemendheid, kliëntetevredenheid, raamwerk.

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1 CHAPTER ONE INTRODUCTION, BACKGROUND, PROBLEM STATEMENT, GOALS AND METHOD OF RESEARCH

1.1 INTRODUCTION

The hospitality sector is one of the leading sectors globally and an understanding of how service quality is a key factor to this growth is very important. Likewise, the hospitality sector contributes largely to the growth of Botswana's Gross Domestic Product (GDP) as evidenced by a contribution of 43% of the total income of the GDP of Botswana (Tourism Development Master Plan, 2000:22). As a result, the hospitality sector of Botswana has been identified as a major contributor to the growth and diversification of Botswana's economy (Budget Speech, 2015:15). However, the concerns about the service quality in Botswana's hospitality sector point to the assumption that the sector is operating below its optimal level. Service quality in Botswana's hospitality sector has been deemed unsatisfactory and has failed to meet the expectations of international tourists thus is a cause of concern (Leechor & Fabricious, 2004:10; Manwa, 2011:20). Therefore, this study seeks to evaluate stakeholder (management, employees and customers) service quality expectations and perceptions in a quest to improve service quality in the Botswana hospitality sector.

The hospitality sector can be viewed as a service sector that focuses on the provision of food beverages and accommodation usually for a profit (Lashely & Morrison, 2000:143). In addition, Lashely and Morrison (2000:142) define the hospitality sector as "a contemporaneous human exchange, which is voluntarily entered into and designed to enhance the mutual well-being of the parties concerned through the provision of accommodation, and/or food, and/or drink". According to Musaba, Musaba and Hoabeb (2014:534) food, beverages and accommodation are actually the main elements of the hospitality sector and generally bring in large amounts of revenues into the hospitality sector. Due to the large amounts of revenues generated by the food, beverages and accommodation constituents of the hospitality sector, it is imperative that excellent service quality is provided. Therefore, one critical factor that will determine the success of the Botswana hospitality sector

is provision of excellent service quality and it is therefore, the purpose of this study to interrogate these issues further in the context of the Botswana hospitality sector.

Providing excellent service quality is very important for the hospitality sector as it results in satisfied customers and good word of mouth (Hagan, 2015:16). In addition, due to internationalisation, the hospitality sector is currently being faced with a lot of competition to lure and keep customers hence, failure to meet the dynamic expectations of customers may most probably lead to the lack of return customers and poor word of mouth (Rauch, Collins, Nale & Barr, 2015:88). Blessic, Ivkov- Dzigursk, Stankov, Stamenkovic & Bradic (2011:5); AbuKhalifeh and Som (2012:135) suggest that applying the service quality concept results in growth of customer satisfaction. Satisfied customers are loyal, bring repeat business and market the organisation by speaking well of it (Manwa, 2011:15). Furthermore, repeat visitors are an indication of excellent service quality (Kruger, Saayman & Hermann, 2014:2). In addition, Hoque (2002); Musaba *et al.* (2014:534) suggest that excellent service quality results in a competitive advantage for the organisation.

It is therefore imperative that customers' expectations are met in order for both the customers and organisation to benefit mutually. An expectation can for that reason, be explained as what the customer hopes to receive before purchasing a service (Parasuraman, Berry & Zeithaml, 1988:17) while customer perception can be explained as the customer's opinion or assessment of the service (Davis & Heinecke, 1998:65-66). Customer expectations and perceptions could cover various aspects such as service quality, service experience and the atmospherics. This study focuses on service quality in Botswana restaurants. The study evaluates service quality aspects that include tangibles (restaurant equipment, furniture, employee appearance, menu variety, quality of food and beverages, temperature of food and beverages), reliability (interest in solving customer's problems, delivering services right, timely delivery of services, correct billing , reliable services), responsiveness (communication with customers, quick service), empathy(friendliness of employees, helpfulness of employees) and assurance (confidence in employees, trustworthy employees, giving customers special and individualised attention) (Parasuraman *et al.*, 1991:39).

Service quality should thus, be an area of priority in the hospitality sector as there are many aspects to it than need to be evaluated. However, the characteristics of services namely

“intangibility, inseparability, heterogeneity and perishability” make it difficult to attain positive perceived service quality all the time (Espinoza, 1999:450). Service quality can be evaluated from a customer’s and manager’s point of view however, customers find it difficult to evaluate service quality as it depends on what tangibles the service provider is able to provide for example decoration and ambience (Parasuraman *et al.*,1985:42). As a result how the consumer evaluates the service quality is subjective due to the intangibility of services (Blessic *et al.*, 2011:5). The inseparability of services is also another challenge in trying to attain positive perceived service quality all the time. Hagan (2015:17) argues that because of the close interaction of customers with service production and consumption, customers inevitably participate in the process of service delivery hence, the assessment of service quality is influenced by what the customers experience during the whole process. Furthermore, services are heterogeneous. Experiences can never be delivered in the same manner all the time even if they are delivered by the same service provider (Kapoor, Paul & Halder, 2011:13) consequently the evaluation of the service quality always changes with the experience. In terms of perishability, services cannot be stored for future use of consumption. Production and consumption must take place at the same time, resulting in challenges in the objective assessment of service quality by the customer for example the purchase and consumption of coffee in a restaurant (Kapoor *et al.*, 2011:13).

Globally, most studies have focused mainly on the evaluations of customer perceptions of service quality neglecting the fact that different stakeholders perceive service quality differently (Dedeoglu & Demirer, 2015:130). Therefore, the kind and types of differences in service quality perceptions among customers, managers and employees are not sufficiently researched (Torres, Adler, Lehto, Behnik & Miao, 2013:3-4; Musaba *et al.*, 2014:534; Dedeoglu & Demirer, 2015:130). In this regard, understanding of employees’ perceptions, managers’ perceptions and customers’ perceptions of service quality is important and as such, this was one of the objectives of this study. Employees are always in close interaction with customers hence, it is important to know how they perceive service quality so as to be able to meet the customer expectations. Managers act as guides to the employees as they determine the service quality perceptions of the employees as a result they need to transfer the correct service quality information to the employees (Musaba *et al.*, 2014:534; Dedeoglu & Demirer, 2015:134).

The reading of literature on Botswana's hospitality sector revealed that there is very little research if at all with regards to service quality in the Botswana hospitality sector. Close to this study is a study that focused only on customer perceptions of service quality in the restaurant sector (Manwa, 2011). In addition, there is also a report on the service quality of Botswana's tourism industry by Leechor and Fabricius (2004) which was also based on customer feedback. Findings from both these studies show that the service quality of Botswana's hospitality sector is poor. The scarcity of studies makes it difficult to determine the nature and causes of the poor service quality from a holistic perspective. Therefore, this study underwrites to the budding studies of hospitality service quality in Botswana and Africa by determining service quality perspectives of managers, employees and customers.

The purpose of this chapter therefore provides an introduction to the thesis and a discussion of the research process followed in this study. The background to the study, problem statement, goals and objectives, method of research and lastly the chapter classifications are outlined also in this chapter.

1.2 BACKGROUND TO THE STUDY

The second largest group in the hospitality sector following accommodation is the food and beverage sector which is also the key area of the hospitality sector (Viljoen, Kruger & Saayman, 2014; George, 2008:179). Davis, Lockwood, Pantelidis and Alcot (2013:8) divide the food and beverage sector into two categories; that is the commercial and subsidised sectors. This thesis focuses on the commercial restaurants found in the different areas of the hospitality sector. There are a few studies that have focused on service quality in general in Botswana (see Thapisa & Gamini, 1999; Sebusang & Moeti, 2005; Mmopelwa, Kgathi & Molefhe, 2007; Manwa, 2011). However, of these studies, only Manwa (2011) focused on customer expectations in the hospitality sector. Manwa (2011:20) indicates that the level of service quality in the hospitality sector of Botswana is poor. The study by Manwa (2011) showed that the hospitality sector (restaurants) could not meet the service quality requirements of international customers thus failing to satisfy them (Manwa, 2011:19-20). Du Plessis and Saayman (2013:92) argue that it is important to improve service quality, product

and service offerings in order to achieve customer satisfaction. The study by Manwa (2011) focuses on the customer expectations in restaurants. Manwa's study does not include expectations and perceptions of managers and employees in the sector. This study is an advancement of Manwa's study as it evaluates the expectations and perceptions of customers together with the expectations and perceptions of managers and employees in Botswana's hospitality sector.

According to the Tourism Development Master Plan (2000:15), most of the people employed in the hospitality sector of Botswana are not well skilled nor competent in the delivery of hospitality services. In addition, the Tourism Sector Human Resources Development Plan (2014) observes that the human resources in Botswana are generally not well skilled. As a result, the quality of service in the hospitality sector is generally poor and does not meet global expectations. Leechor and Fabricius (2004:10) further recognise that Botswana's service quality and hospitality culture need improvement in order for the country's hospitality sector to be competitive. This study therefore, evaluates management's, employees' and customers' service quality expectations and perceptions. Such a holistic evaluation will help in the identification of gaps in these areas and the proposal of possible solutions to bridge the gaps. In addition, the study identifies the determinants of service quality in the Botswana hospitality sector which will aid in focusing on the key areas needed to provide excellent service quality.

There is need to provide a very good experience in order for a destination to have competitive advantage and this can be achieved through the quality of service provided (Dwyer & Kim 2003:372). In a study by Tsang and Qu (2000:316) on service quality in China's hotel industry, it is concluded that there is a delivery gap that is contributing to the service quality shortfalls in the hotel industry. Similar findings are presented by Nadiri and Hussain (2005:475) from a study on perceptions of service quality in North Cyprus hotels. Tangible and intangibles determinants were found to have a significant effect on customer satisfaction. These were mostly around the employees for example; the appearance of employees, the service they provided, their behaviour and the knowledge and competency they displayed.

The Tourism Development Master Plan (2000:54) reveals that visitors complain about the service quality provided generally by hotels and lodges. However, this is not unique to

Botswana alone as shown by Baum (2002), the hospitality sector in the United Kingdom faced challenges of matching its skills to the dynamic labour market. Baum (2002:240) argues that “catering and fast food operate within a business culture where labour is seen in terms of costs, which must be kept at the lowest possible level”. Wood (1997) agrees that hospitality work is mostly dominated by a low skills profile. In addition, Shaw and Williams (cited by Baum & Devine, 2007:272) describe the workers in the hospitality industry as “uneducated, unmotivated, untrained, unskilled and unproductive”. In another study, Whitelaw, Barron, Buultjens, Cairncross & Davidson (2009:7) observed that staff in the hospitality sector in Australia lacked capacity especially in the area of food and beverages skills. Whitelaw *et al.* (2009:8) argue that generally the employees are not motivated as they lack professional skills which compromises service quality. Professional skills can be acquired through training, mentoring and apprenticeships.

Therefore, it is notable that there is similarity in the characteristics of the problems in the hospitality sector in the UK, Australia and in Botswana. This might be true for many countries, South Africa included since Viljoen, Kruger and Saayman (2014:28) concur by stressing that the South African food and beverages sector is also faced with challenges of low quality service and few training opportunities. Unfortunately, employees and managers might not be aware of this problem. They might feel the service levels are satisfactory from their perspective hence, the research sought to address this and other problems identified. However, it is worth noting that bigger hotel chains such as the Hilton and Sun Intercontinental Hotel group have developed some training initiatives for their employees. Likewise Khanfar (2011:88) reiterates that global hotels are well resourced to facilitate training of their employees which may enable them to provide better service quality. In addition, highly successful tourism organisations, especially the luxury end of the market place, appear to prioritise training and empowerment of employees at all levels in their organisations in order to make themselves competitive Baum (cited by Baum, 2012:125).

There are many aspects to excellent service quality. Saayman (2013:262) argues that the quality of food is not the only important factor for example in the food and beverage experience. According to Saayman (2013:262), the “quality of the service, the manner in

which the food is presented, ambience as well as the presence of well trained and friendly staff” determines the customer’s experience. In addition Du Plessis and Saayman (2013:92) assert that managers are responsible for ensuring that quality reflects star rating. Training, commitment and service quality strategy are some of the ways that make managers to be able to achieve quality service through their employees (Hoque, 2002). Despite such efforts, there is also need for organisations to be able to evaluate their service quality. One of the models developed to evaluate service quality in the services sector is The Gap Model or Five Gaps Model by Parasuraman *et al.* (1985:47). This model provides a better understanding of service quality. Section 1.3 provides an overview of this model.

1.3 THE GAP MODEL /THE FIVE GAPS MODEL OF SERVICE QUALITY.

Various models have been used to measure service quality in the service industries for example; The Nordic Model (Gronröos, 1984); Attribute Service Quality Model (Haywood-Farmer, 1988); Serveperf (Cronin & Taylor, 1992); The Three Component Model (Rust & Oliver, 1994); Brady and Cronin Service Quality Model (Brady & Cronin, 2001). Specific models have also been developed to measure service quality in the hospitality sector for example; LODGESERV (Knutson, Stevens, Wullaert, Patton & Yokohama, 1990); LODGEQUAL (Getty & Thompson, 1994); DINESERV (Knutson, Stevens & Patton, 1995); HOLSERV (Ooi Mei, Dean & White, 1999) and CASERV (Wong and Fang, 2012). For most of these models, they have been an adaptation of the SERVQUAL model, which is based on the Gap Model/ Five Gaps Model of service quality. The Gap Model has been used widely in many studies on service quality (AbuKhalifeh & Som, 2012) and to date has been the best model to measure service quality. This section discusses The Gap Model or the Five Gaps Model of service quality proposed by Parasuraman *et al.* (1985). The Gap Model focuses on gaps between service expectations and service delivery between customers, management and organisations and it is also pertinent to this research. The research was therefore based on The Gap Model by Parasuraman *et al.* (1985:44). Figure 2.1 in Chapter 2 illustrates the Gap Model. The Gap Model was first used in 1985 as a tool for measuring and enhancing

service quality in the finance/banking industry (Parasuraman *et al.*, 1985:43). The Gap Model reveals five key gaps, which are;

1. “Gap 1- the gap between consumer expectation and management perception
2. Gap 2- the gap between management perception and service quality specification
3. Gap 3- the gap between service quality specifications and service delivery
4. Gap 4- the gap between service delivery and external communications
5. Gap 5- the gap between expected service and perceived service” (Parasuraman *et al.*, 1985:44-46).

Saleh and Ryan (1991:329); Buttle (1996:9); Blessic *et al.* (2011) concur that the main gap in The Gap model is the difference between consumer expectation of the services and the consumer’s perception of the service delivered. Gronröos (1984:43) postulates that this difference can be expressed as a measure of satisfaction. In addition to The Gap Model, Parasuraman *et al.* (1985:47) explained that customer expectations are influenced by a criteria termed “determinants”. These determinants are briefly discussed in the next section (Section 1.3.1) and then fully discussed in Chapter 2.

1.3.1 Determinants of perceived service quality in the hospitality sector

The 1985 model by (Parasuraman *et al.*, 1985:47) identified ten criteria influencing customer expectations of service quality. These criteria were named “determinants of service quality”, which are “reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer and tangibles” (Parasuraman *et al.*, 1985:47). Parasuraman *et al.* (1988:20) suggest that these determinants are used by customers to assess service quality. In addition the determinants help in defining service quality (Blessic *et al.* 2011). In a further research by Parasuraman *et al.* (1988:23), the determinants were reduced to five SERVQUAL determinants, namely:

1. “tangibles- which are the physical facilities, equipment, and appearance of personnel
2. reliability- the ability to perform the promised service dependably and accurately
3. responsiveness- willingness to help consumers and provide prompt service
4. assurance- knowledge and courtesy of employees and their ability to inspire trust and confidence
5. empathy- caring, individualised attention the firm provides to the customers”.

Figure 2.3 in Chapter 2 reflects the relationship between these determinants and the perceived service quality. From Figure 2.3, it is evidenced that perceived service quality is the consequence of a consumer's judgement of expected service with perceived service, (Parasuraman *et al.*, 1985:47). The expected service may be influenced by word of mouth (W.O. M), personal needs, consumers' knowledge and past experiences (Soriano, 2002; Kit-Fai & Ka-Yan, 2001). This shows that expected service is subjective which results in a challenge in satisfying the consumers' needs and wants (Kit-Fai & Ka-Yan, 2001:234). Furthermore, the determinants of service quality may not necessarily be the same to consumers because of demographic influences (Agyeiwaah & Adongo, 2016:18).

Previous studies (see Johnstone, Silvestro, Fitzgerald & Voss, 1995:65; Briggs, Sutherland & Drummond, 2007:1017; Sureshchander, Rajerendran & Anantharaman, 2002; Sohail, Matthew, Saeed & Ahmed, 2007:65) reveal that some determinants of service quality are more important to consumers than others. As a result, the service provider is faced with a challenge of trying to standardise the service delivery. The customer's determinants of service quality can also be influenced by the prior information that they would already have concerning quality (Briggs *et al.*, 2007:28). Hence, the service provider would need to have an understanding of what their customers already think before purchasing the service. Other than the differences concerning which determinant is more important than the other being a contributor to poor service quality, employees' skills and training can also contribute to poor service quality (Sureshchander *et al.*, 2002:5).

The determinants of service quality were therefore used to develop an instrument to measure service quality (the SERVQUAL instrument) (Parasuraman *et al.*, 1988:38-40). Though the Gap model and SERVQUAL instrument have been used as a point of reference in most researches regarding service quality; the model and instrument have attracted quite a number of critics some of whom are O'Neill and Palmer (2011:184); Blessic *et al.* (2011:7); Buttle (1996:24); Bolton and Drew (1994); Brown, Churchill and Peter (1993:127-139); Cronin and Taylor (1992:57-58). Despite these criticisms, the Gap Model and SERVQUAL instrument have a substantial influence in many service quality researches. The SERVQUAL instrument has been used by a number of researchers for example by Blessic *et al.* (2011); Manwa

(2011); Briggs *et al.* (2007); Wilkins, Merrilees and Herington (2006); Nadiri and Hussain (2005); Tsang and Qu (2000); Bolton and Drew (1994); Saleh and Ryan (1991).

From the above discussion the author proposed the theoretical framework for the study (see Figure 1.1). The framework based on the Gap Model and SERVQUAL instrument shows the relationship between perceptions, service quality and customer satisfaction in the context of hospitality establishments. Figure 1.1 suggests that the expectations and perceptions of managers, employees and customers all influence the determinants of service quality, which if all considered in service provision lead to excellent service quality which leads to customer satisfaction.

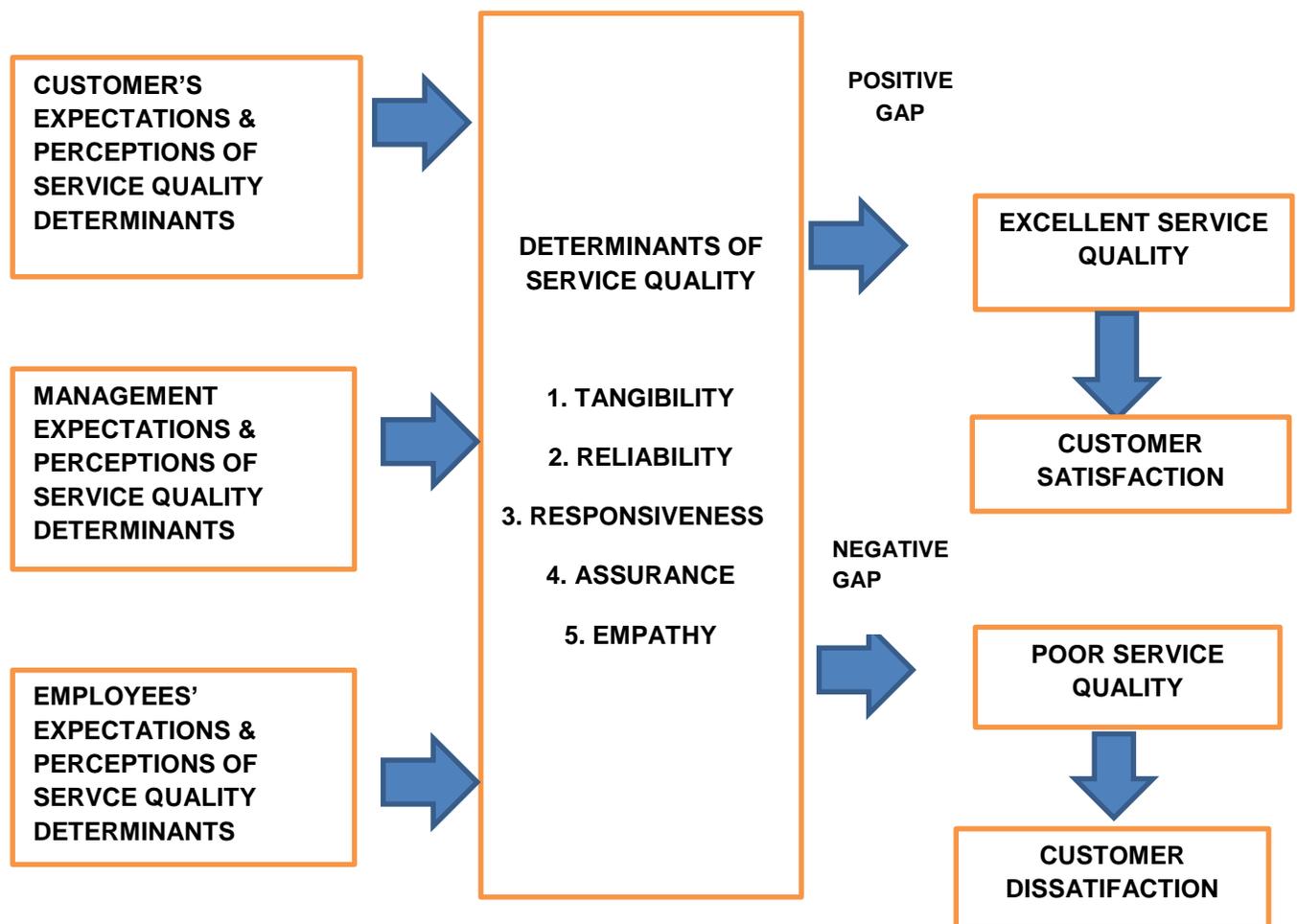


Figure 1.1: Theoretical framework for the study showing the relationship between perceptions, service quality and customer satisfaction.

Source: Author's own illustration, based on literature review.

Service quality can be understood as a comparison of expectations versus perceptions from the above theoretical framework. Several authors have attempted to define service quality (see Gronröos, 1984:37; Parasuraman, Zeithaml & Berry, 1985:42; Blessic, Dzigursk, Stankov, Stamenkovic & Bradic, 2011:6; Vanniarajan & Meharajan 2012:6; Calabrese & Scoglio, 2012:1331-1332). Although these authors have tried to define service quality it seems that the concept of service quality is quite difficult to define. According to Parasuraman *et al.* (1985:42) defining service quality is very difficult as there are a lot of dimensions and measurements to service quality. Gronröos (1984:36-37); Johnston (1995:53) and Parasuraman *et al.* (1985:42) explain service quality as a comparison of consumer's expectations with actual service performance. On the other hand, Parasuraman *et al.* (1985:41) describe service quality as "zero error", being able to provide correct services all the times. According to American Marketing Association (cited by Kapoor *et al.*, 2011:10) services can be defined as "activities, benefits or satisfaction that are offered for sale, or provided in connection with the sale of goods". Therefore, if a restaurant sells food or drink, it will also sell the satisfaction of consuming food or drink in the restaurant away from home.

Ma, Pearson and Tadisina (2005:1068); Blessic *et al.* (2011:6) assert that whatever the definition, it must be focused on customer needs and wants. Therefore, this suggests that the customers' perspective is very important when measuring or setting quality standards. Vanniarajan and Meharajan (2012:6) define service quality as "the customer's perception of the service offered by the service provider and the money spent on that service by them". Blessic *et al.* (2011:6) define quality as that which is able to meet customer expectations. ISO (International Standards Organisation), (2017) defines quality as "the degree to which a set of inherent characteristics of an object fulfil requirements". The ASQ (American Society for Quality) (2017) define quality as "the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs". Generally all these definitions point towards customer satisfaction meaning that a customer is satisfied with a service only if they have received excellent service quality. Service quality can for that reason, be summarised as the ability to meet or go beyond customer expectations. Positive service quality will result in customer satisfaction and negative service quality will result in customer dissatisfaction. Section 1.4 discusses the problem statement.

1.4 PROBLEM STATEMENT

Excellent service quality seems to be a serious challenge in Botswana's hospitality sector thereby threatening customer satisfaction. The service provided is accompanied by poor attitudes from the employees, poor expertise and poor work ethics. Most of the middle managers are not well skilled in service quality and have just a minimal level of education. Furthermore, there is generally low levels of competency and understanding in advanced food and beverages services in Botswana. As a result, the level of service quality in Botswana's hospitality sector is generally low.

A training needs assessment survey by Botswana Tourism Board (2009:30, 52, 57 & 61) revealed that employees in the hospitality sector of Botswana had very "poor staff customer attitudes, poor skills and poor service ethics, poor skills among junior management and many hotel employees had very minimal or basic education". Furthermore, Manwa (2011:20) concluded that Botswana restaurants generally have poor customer service. Botswana Tourism Board (2009:54) suggests that the lack of understanding of service quality by employees has also contributed to poor service quality and standards in the hospitality sector of Botswana. Most of the employees seem to lack in the area of customer service skills. Although the study by Manwa (2011) is one of the few that addresses service quality in the hospitality sector of Botswana, the study neglects the importance of management and employee expectations and perceptions in delivering excellent service, as it only concentrated on restaurant diners' expectations. This study is therefore significant, as it provides a holistic understanding of service quality by incorporating both demand and supply (managers' and employees') perspectives.

The problem of poor service quality, in Botswana entails constrained development of tourism as a result of the poor quality of services (Tourism Development Master Plan, 2000:61). The problem also entails low customer satisfaction (Manwa, 2011:20). The development of a service quality framework for Botswana's hospitality sector would be an essential tool for the improvement of service quality in the Botswana hospitality sector (see Chapter 7, Section 7.2.1). This framework is based on the Parasuraman *et al.* (1985) Gap Model as mentioned

before. The use of this model, as adapted was important in identifying and comparing the determinants of service quality, expectations and perceptions of service quality for hospitality organisations in the Botswana context. The framework developed by Parasuraman *et al.* (1985) helps in addressing the research gaps identified above but does not show how the gaps could be closed. For this reason, a specific service quality framework is required and the aim of this research is to identify such a framework in order to improve service quality in the Botswana hospitality sector.

Therefore the main research question that this thesis aims to address is: What can be done to improve service quality in the Botswana hospitality sector? To address the main research question the study is therefore guided by the following sub research questions:

- What are the determinants of service quality in the Botswana hospitality sector?
- What are the expectations and perceptions of management with regards to service quality?
- What are the expectations and perceptions of employees with regards to service quality?
- What are the expectations and perceptions of customers with regards to service quality in Botswana's hospitality sector?
- What conclusions and recommendations can be made concerning the improvement of service quality in the Botswana hospitality sector?

In order to address these sub research questions the goal in Section 1.5 was proposed.

1.5 GOAL OF THE STUDY

The goal of this research was to propose a service quality framework for the Botswana hospitality sector.

The achievement of the goal relied on the following objectives:

Objective 1

To conduct a literature review concerning service quality and models on service quality in the services sector.

Objective 2

To conduct a literature review on the application of the SERVQUAL Model.

Objective 3

To identify the determinants of service quality in the Botswana hospitality sector by means of an empirical study.

Objective 4

To evaluate the expectations and perceptions of managers with regards to service quality in the Botswana hospitality sector by means of an empirical study.

Objective 5

To evaluate the expectations and perceptions of employees with regards to service quality in the Botswana hospitality sector by means of an empirical study.

Objective 6

To evaluate the expectations and perceptions of customers with regards to service quality in the Botswana hospitality sector by means of an empirical study.

Objective 7

To draw and make conclusions concerning the improvement of service quality in the Botswana hospitality sector and to propose a framework (see Figure 7.1, Chapter 7) for the improvement of service quality in the Botswana hospitality sector based on the results of the study.

1.6 LITERATURE STUDY

A literature study based on specific keywords: Service quality, hospitality sector, restaurants, hotels, service excellence, customer service, customer satisfaction, service recovery, marketing research orientation was done. These aspects were included in the questionnaire used in the research methodology. The study made use of both local and global literature. Databases also included EbscoHost, Emerald and Science Direct, Goggle. Other sources included Cambridge Journals; The internet (Botswana National Tourism Websites, Botswana Ministry of Environment & Wildlife Websites); Government papers and publications {Tourism Development Master Plan (2000), Botswana Tourism Policy (1990), Discover Botswana Magazine (2015/2016); Tourism Sector Human Resources Development Plan (2014).

1.7 METHOD OF RESEARCH

The research methodology for this study was mixed methods which consisted of four phases. These were: the literature study which was done to collect secondary data, the development of the questionnaire, the empirical survey which was done to collect primary data, and finally data presentation and analysis and presentation of results.

1.8 EMPIRICAL SURVEY

The section below discusses the methods which were used for the empirical survey.

1.8.1 Research philosophy

The research made use of the pragmatism philosophy. This is due to the fact that it researched on perceptions and relationships. Pansiri (2005:202-203) argues that such research requires a mixed method approach. According to Downward and Mearman (cited by Pansiri, 2005:202) future research in tourism will do well by using pragmatism because pragmatism's philosophy

aids in understanding the various tourism and hospitality research participants and also traits of managers and employees which contributes to the formation of plans and policies for improving the sectors (Pansiri, 2005:202). The pragmatism philosophy also helps in avoiding bias as data obtained is able to be triangulated and it helps to see the world not just from a single perspective but from multiple perspectives.

1.8.2 Research approach

The researcher used both the qualitative and quantitative methods (mixed method approach). Quantitative research presents results which are statistical while qualitative research presents results in the form a text or words (Tripathi, 2005). A combination of the two research approaches was considered as the best approach for this study because there are some social situations, which cannot be accurately measured by instruments. In this case the feelings of the managers and employees towards their service quality. In any event, mixed methodology allows for triangulation.

1.9 PILOT STUDY

A pilot was conducted first on 12 employees of the Botswana Accountancy College to test the internal consistency of the questionnaire items and corrections to the questionnaire were done after the pilot study. The interview questions were face validated by the researcher's supervisors. Details of the pilot study are given in Chapter 4, Section 4.6 (reliability and validity).

1.10 SAMPLING

According to Oakshott (2011: 35) the term population refers to all the objects or classes that can be surveyed. However, collecting data from the whole population is cumbersome hence, a sample of the population is used. Saunders, Lewis and Thornhill (2009:600) define sample as "a subgroup or part of a larger population". Therefore, the process of sampling made it

possible to draw inferences on the basis of careful analysis of variables using a small amount of the population. The study drew samples of participants from a population of registered hotel restaurants and independent restaurants in Gaborone city. A cross section of participants was necessary in order to get unbiased results. The management and employee samples were obtained through homogenous purposive sampling while the customer sample was obtained through simple random sampling.

For all the three surveys the sample numbers met the requirements that $n > 30$ or $n = 30$ (Saunders *et al.*, 2016). In addition, the participating organisations met the criteria of being registered, have facilities for a restaurant, and operating commercially thus ensuring representativeness of the sample. Therefore, 55 managers, 52 employees and 138 customers were sampled from the hotels restaurants and independent restaurants. An appropriate review of literature was done in order to identify aspects that be included in the questionnaires used for the survey and interviews. The sampling procedure was as follows;

Step 1: Survey 1- Management (55 people) (Homogenous purposive sampling)

The management survey was done through a questionnaire and follow up interviews. Managers were purposefully selected from the food and beverages departments. Purposive sampling is a sampling method based on non-probability which mainly makes use of the judgement of the researcher (Saunders, Lewis & Thornhill, 2009:598). Homogenous purposive sampling was used in sampling the managers. Saunders *et al.* (2016:302) and Crossman (2017) assert that homogenous purposive sampling can be described as selecting a sample that has a related characteristic or related set of characteristics. In this case the similar characteristics that were used for the managers were the same occupation and similar levels of occupation in their organisations thus allowing for the representativeness of the sample. Homogenous purposive sampling has the advantage in that it allows for greater depth in the assessment of participants with similar characteristics and allows for the extraction of small differences easily (Saunders *et al.*, 2016:302). Follow up interviews were then conducted on the managers in order to obtain in depth data. Ten managers participated in the interviews. The consenting participating organisations usually had one manager per shift, hence that manager automatically participated in the interview.

Step 2: Survey 2- Employees (53 people) (Purposive sampling)

Homogenous purposive sampling was also used for the employees. The employee survey was done through a questionnaire and follow up interviews. Employees were purposively selected from the food and beverages departments. However, it also noted that some of the employees were on shift, others were shy to participate and others feared to participate as a results, the ones who were easily available were used. The employee survey was done through a questionnaire and follow up interviews were conducted in order to obtain in depth data. Thirteen employees participated in the interviews.

Step 3: Survey 3- Customers (138 people) (Simple random sampling)

Simple random sampling is a probability sampling procedure that ensures that each case in the population has an equal chance of being included in the sample (Saunders, Lewis & Thornhill, 2009:601). Since the study was centred on the customers' survey, a bigger sample was required in order to avoid biased results. Customers who had dined from the selected independent restaurants and hotel restaurants were given a questionnaire to fill that was based more on service quality questions. The questionnaire drew concepts from the literature reviewed which was mainly based on the SERVQUAL instrument. The SERVQUAL even though criticised, is a preferred instrument for measuring service quality in the hospitality industry as revealed by the following studies: Tsang & Qu (2000); Blessic *et al.* (2011); Manwa (2011). The questionnaire was dispatched physically through the assistance of two research assistants.

1.11 RESEARCH DESIGN AND METHOD OF COLLECTING DATA

The mixed methods research design was used for this study. This design was most suitable for this type of research since it captures people's feelings, thoughts, and choices qualitatively and quantitatively (Tripathi, 2005). Van der Roest, Spaaj and Van Botten (2013) suggest that mixed methods have the advantage of addressing confirmatory and explanatory research questions simultaneously. Combined methods can provide a better and fuller understanding

of research problems than using one research method. This is also supported by Pansiri (2005:199) who asserts that the use of both quantitative and qualitative methods supports the authentication of evidence therefore making the findings more valid. Therefore, questionnaires and interviews were used to collect data.

Development of questionnaire

A self-completing questionnaire was designed using relevant information from the literature reviewed. The questions were derived from the key determinants of service quality that is tangibles, reliability, responsiveness, assurance and empathy. The questionnaires were constructed following a number of considerations as recommended by Saunders, Lewis and Thornhill (2016:466) who suggests that a questionnaire must have order and flow of ideas, it must also be easy to read and complete amongst other issues. Closed ended questions were used for the survey questionnaire (see Appendices C, D. E). Details of the questionnaire are provided in Chapter 4, Section 4.4.1.

The interview guide

Data was also collected through the interview guides for management and employees (Appendices F & G). For both interview guides Section A consisted of socio demographical questions that included age, sex, educational qualifications, nationality, position in the organisation and work experience. Section B consisted of questions on service quality provision. Details of the interview guides are provided in Chapter 4, Section 4.4.2.

1.12 DATA ANALYSIS

Descriptive and inferential statistics were used to analyse quantitative the data while thematic analysis was used to analyse the qualitative data. Collected data was analysed and interpreted according to the research questions and the research problem. Details of the data analysis is provided in Chapter 4, Section 4.5 .The results were analysed and interpreted based on the research objectives and the research problem. The interpretation and discussion also considered the literature that was reviewed in Chapter 2 and Chapter 3 in order to link

the study with the existing body of knowledge. The findings from the analyses were then expressed mainly in qualitative form.

1.13 ACCESS

A research permit was obtained from the Ministry of Wildlife, Environments and Tourism (see Appendix H). Physical access was further obtained by getting permission from the Human Resources Offices of the companies and also by establishing contact with respondents. The researcher was formally dressed and well presented on entry to the organisations. Cognitive access was obtained through an introductory section of the questionnaire (see Appendix B) and a brief introduction before interviews

1.14 LIMITATIONS

- A number of managers and owners were reluctant to participate in the study as they felt that the nature of the study was too sensitive. Therefore, they could not trust the researchers with data concerning their organisations. Amongst those who participated, some were scared to provide detailed opinions.
- Some of the participants would decide at the last minute not to turn up for the meetings.
- The hospitality sector in Botswana is still in its infancy stage as discussed in the literature. This could have contributed to some of the negative responses from the sector during data collection for example one respondent said “we are tired of students”. The participating organisation in this case felt overburdened by students conducting research in their organisation.
- There is very little previous research on service quality in the hospitality sector of Botswana hence, few local previous studies to benchmark data collection methods.
- The study adopted both the disadvantages of qualitative research methods and quantitative research methods as a mixed method approach was used. Amongst the

limitations is that the data collection period was strictly time constricted because of the timelines for the whole study and that mixed methods requires more time. The analysis and interpretation of data may be misinterpreted by the researcher and readers and methodological traditionalists always advocate for the use of one method only, “either qualitative or quantitative” (Modesto & Tichapondwa, 2016:73). Too much detail and in one area may result in biased conclusions.

- Purposeful data collection methods were used, which might not be representative of the population.

1.15 DEFINITION OF KEY TERMS

This section consists of the definition of key terms for the study.

Quality

The ASQ (American Society of Quality) (2017) define quality as “the totality of features and characteristics of a product or a service that bear its ability to satisfy stated or implied needs” Blessic *et al.* (2011:6) define quality as that which is able to meet customer expectations. ISO (International Standards Organisation) (2017) defines quality as “the degree to which a set of inherent characteristics of an object fulfil requirements”. Therefore, quality can be summarised as the ability of a good or service to meet the requirements of the user.

Service

The American Marketing Association (cited by Kapoor *et al.*, 2011:10) define service as “activities, benefits or satisfaction that are offered for sale, or provided in connection with the sale of goods”. McColl–Kennedy (2003:3) furthermore define services as “acts, performances and experiences”. In this study, services are defined as the acts, performances and experiences that customers purchase from the hospitality establishments.

Determinants

Parasuraman *et al.* (1985:46) assert that customers use similar standards or principles when they evaluate service quality. Parasuraman *et al.* (1985:46) proposed ten determinants of evaluating perceived service quality which are “reliability, responsiveness, competence, competence, access, courtesy, communication, credibility, security, understanding/ knowing the customer and tangibles”. These ten determinants were later collapsed into five dimensions in 1988 by the same authors into reliability, assurance, tangibles, empathy and responsiveness (RATER) (Parasuraman *et al.*, 1988:23). Parasuraman *et al.* (1985:47) argue that customers use these criteria in evaluating service quality expectations as the criteria mould the customer expectations.

Training

Training is a very crucial part in Human Resources Management. Even if employees may have very good capabilities it does not necessarily mean that they will perform well. It is therefore imperative that employees are taught the organisational culture and in this case service quality culture. Mello (2015:384) states that training emphasises mainly on equipping employees with skills for use in the immediate future. Mullins (2010:502) argues that training must result in positive changes in the employees’ behaviour, attitudes and mind-set which would benefit the employee and organisation. As such training is a critical element in service quality provision. Therefore, training can be summarised as empowering employees for work by providing them with the key skills and competencies.

Customer

This is the individual who actively purchases a good or a service and actually pays the bill (Horner & Swarbrooke, 2016:439).

Satisfaction

According to Parasuraman *et al.* (1985:42) satisfaction is a feeling obtained when one’s expectations have been met.

In this particular study satisfaction therefore relates to the provision of services that meet the needs of customers.

Perception

This can be viewed as the subjective interpretation by individuals of experiences incurred during the purchase of products and services (Horner & Swarbrooke, 2016:439). For this study, these are the views or opinions of the customers of the experiences after the purchase of the service.

Expectation

Expectation is the desire of the customer for a need to be fulfilled or the force that drives the customer to purchase particular good or service. Against which the customer sets particular criteria that must be met in order for that expectation to be fulfilled (Horner & Swarbrooke, 2016).

1.16 CHAPTER CLASSIFICATION

The following section provides a brief outline of the expected chapters for the study.

Chapter 1: Introduction, background, problem statement, goals and objectives and method of research

Chapter 1 gives the general introduction of the study; the background of study, problem statement, goals and objectives and method of the study. In addition, the chapter gives an overview of service quality from a global perspective. The chapter also provides the rationale for the research.

Chapter 2: Literature review- Management and service quality and models

Chapter 2 reviews literature on management and service quality. The literature studied includes a review of service quality models, determinants of service quality, perceptions of customers with regards to service quality, perceptions of management and employees with regards to service quality in the hospitality sector in Botswana and globally.

Chapter 3: Review of literature on tourism and hospitality in Botswana

Chapter 3 provides an overview of the tourism and hospitality industry globally and in Botswana specifically. This includes a conceptualisation of the tourism and hospitality industry. The chapter is concluded by providing a justification of the research from the gaps identified in Chapter 2 and Chapter 3.

Chapter 4: Method of research

Chapter 4 discusses the research methodology, justified, which involves how the study was done, population, sampling techniques and data collection instruments and techniques.

Chapter 5: Results and discussion

Chapter 5 comprises of data presentation, analysis, interpretation and discussion of the quantitative results.

Chapter 6: Results and discussion of the food and beverages management's and employees' surveys (interviews)

Chapter 6 comprises of the data presentation, analysis, interpretation and discussion of the qualitative results.

Chapter 7: Conclusions and recommendations

Chapter 7 comprises of the thesis summary, conclusions, proposed framework, recommendations and areas for further study. These conclusions and recommendations are discussed with regard to the goals and objectives of the study.

1.17 CHAPTER SUMMARY

Chapter one discussed the background to the study, problem statement and rationale of the study so as to provide a synopsis of the research problem under investigation. The chapter went on to discuss the aim of the study, the main research question, the goal and objectives of the study. The discussion revealed a challenge of poor service quality in Botswana's hospitality sector justifying a need for a framework to improve the service quality. The chapter

also discussed the research design and defined key terms. The key concepts are further discussed with the rest of the literature review in Chapter 2 and Chapter 3. Chapter 2 provides a literature review of service quality and its models in detail.

2 CHAPTER TWO LITERATURE REVIEW: MANAGEMENT AND QUALITY SERVICE AND MODELS

2.1 INTRODUCTION

This chapter introduces and explains the concept of service quality in the services sector. In order to understand service quality there is need to understand the sector in which service quality is required. According to Kasper, Van Helsdingen, & Gabbott (2006:6) the services sector is made up of many industries such the hotels, entertainment, transportation, leisure, consultancy, education, police and food. These industries are in the business of providing services and not just tangible goods. The service industries have similar characteristics which greatly influence their success and the concept of service quality.

Therefore, the chapter firstly clarifies concepts and then reviews the characteristics of services. Hotels, entertainment, food and leisure are businesses that fall under the hospitality sector. In order to understand service quality in the services sector an analysis should be done on the service sector itself. Further investigation should be done on service quality models in the services sector. The chapter then reviews service quality models that have been used to determine the quality of services by most services sectors, tourism and hospitality organisations and academics. Literature reveals that in general, the four models that have been mostly used as is or adapted are the Disconfirmation Model (Oliver, 1980), the Perceived Quality Model /Nordic Model (Gronröos (1982; 1984), the SERVQUAL Model (Parasuraman *et al.*, 1985; 1988; 1991), the SERVPERF model (Cronin & Taylor 1992) and the Three Component Model (Rust & Oliver, 1994). An attempt is then made to review literature on the application of the SERVQUAL instrument in the tourism and hospitality sectors.

2.1.1 Clarification of concepts

This section provides a brief discussion on the clarification of key concepts in this study.

2.1.1.1 Hospitality sector

The hospitality sector can be viewed as a sector that is concerned with the provision of food, beverages and accommodation (Lashely & Morrison, 2000:152). The sector can be divided

into commercial or public organisations where the commercial organisations make profit for example restaurants, hotels, bars while the public organisations do not make profit for example hostels and hospitals (Davis *et al.*, 2005:9).

2.1.1.2 Service quality

These are “perceptions that result from a comparison of consumer expectations with actual consumer performance” (Parasuraman *et al.*, 1985:42). However, because of service intangibility, organisations can find it challenging to understand how customers perceive service quality. Kasper, Helsdingen and Gabbott (2006:178-179) define quality as “zero defects” or “doing it right the first time” or “fitness for use” or being able to conform or exceed the expectations of the customers. According to Parasuraman, Zeithaml and Berry (1985:42) defining service quality is very difficult because of the many dimensions and measurements of service quality. Ma, Pearson and Tadisina (2005:1068) and Blessic *et al.* (2011:6) assert that the definition of service quality must be determined by what the customers want. Therefore, this suggests that the customer’s perspective is very important when measuring or setting quality standards. Vanniarajan and Meharajan (2012:6) define service quality as the customer’s perception on the service offered by the service provider and the money spent on that service by them. The discussion reveals that though there are many ways of defining and measuring service quality the customer perception is very important. The definition by Parasuraman *et al.* (1985:42) was used for this study.

2.1.1.3 Customer satisfaction

Giese and Cote (2002:17) define customer satisfaction as “an intense affective response to the product benefits determined immediately upon purchase and lasting for a brief duration”. Kotler, Keller, Kosh and Jha (2009) define customer satisfaction as one’s feelings after consuming service in terms of happiness or disappointment. If the performance falls short of expectations, the guest is dissatisfied. If the performance matches the expectations the guest is satisfied. Generally customer satisfaction is what the perception of external customers is of the organisation and of its products and services.

2.1.1.4 Competitive advantage

Kasper, Helsdingen and Gabbott (2006:78) define competitive advantage as “a positioning theme that sets a business apart from its rivals in ways that are meaningful to the target customers” for example through superior quality or service. Barney (1995:1) defines

competitive advantage as being able to put the organisation in a better position compared to its competitors. Being competitive therefore, requires the organisation to maximise its opportunities and minimise threats within its industry. This implies that for hospitality organisations to have competitive advantage there is need for them to provide excellent service quality.

The next section provides an overview of the services industry.

2.2 THE SERVICES INDUSTRY

This section begins with a discussion on the nature of services and then discusses the characteristics of the services industry. Such a discussion is important as it helps to assess the dynamics of services in the hospitality sector.

2.2.1 Understanding Services

There is generally no consensus regarding the defining of services. Services are difficult to define as services involve a lot of administrative activities (Gronröos 2000:46; Gronröos 2008:300). Activities involve a lot of processes such as writing orders and communicating with the customers, as a result services can be viewed as “processes” or “activities”(Gronröos 2000:46). However, Edwardson, Gustafsson and Roos (2005:118) consider services as more than just an activity but also a perception. Edwardson *et al.* (2005:118) define a service as “a perspective on value creation than a category of market offerings”. Therefore, a service can be best viewed from both the consumer’s perspective and the service provider’s perspective. Gronröos (2008:300) further categorises the service perspective into three areas that is services as activities, services as customer perspectives and services as activities of the service provider. Defining service as an activity means that the organisation provides a priced good or service to a customer. This means that the service activity helps other activities or processes to the consumer. McColl–Kennedy (2003:3) furthermore define services as “acts, performances and experiences”.

There are actually no physical products that are purchased from these activities but the service product is a succession of acts resulting in the customer not purchasing physical goods but memorable experiences Parry, Newnes and Huang (cited by Macintyre, Parry & Angelis). Hence, the debate around the definition of services has no consensus. Gronröos (2000:46) suggests that one outstanding characteristic of services is the multiple interactions between the service provider and the customer even though the parties involved might not be aware of this interaction. Therefore, services would rather be conceptualised using their characteristics than to define them. These characteristics being processes, series of activities, production and consumption take place at the same time and involvement of customers in the production processes (Gronröos, 2000:49; Reisinger, 2001:17). These can further be discussed using the following concepts: inseparability, intangibility, heterogeneity and perishability.

Services are described as inseparable meaning production and consumption take place at the same time. Hence, the provision of the service is dependent on the presence of the customer and the services cannot be produced in large amounts for the customer to purchase later (Gronröos, 2000:48; Reisinger, 2001:17). This poses a challenge on the quality of the service as the perception of the customer influences the service delivered. Services are also viewed as having a characteristic of intangibility meaning that they cannot be 'seen, tasted, touched or felt' before they are purchased (Gronröos, 2000:49; Reisinger, 2001:17). Because of intangibility the service product always needs to be augmented with something else (Buckley, 1993:7; Reisinger, 2001:17 & Baron, Harris & Hilton, 2009:33-34). This also implies that there is need to provide excellent service as there is no prior tasting and touching. Services are also characterised by heterogeneity. This is to say they vary in "standard" and "quality" such that one cannot get the same quality of service each time he or she purchases the service product (Buckley, 1993:7; Gronröos, 2000:49 & Reisinger, 2001:19). The interaction between the service provider and the customer also contributes to this challenge. From this challenge also emanates the problem of variability or inconsistency as the service provision is dependent a lot on the human element. Consequently, the hospitality sector is faced with these characteristics as challenges in the provision of quality service.

It is therefore important to understand the specific characteristics that are attributed to the tourism and hospitality services in order to be able to perform the activity of providing the service well. Raravi, Bagodi and Mench (2013:100) suggest that one of the characteristics of the services sector is that it is people oriented due to an interaction between the service provider and the customer and vice versa. Reisinger (2001:15) moreover emphasises that services, particularly of tourism, hospitality and leisure have specific traits that differentiate them from goods in the manufacturing sector for instance, the physical good is the product while in the tourism sector “the tourism service itself is the product”.

The tourism service can be viewed from four levels (Baron & Harris, 2003:6; Reisinger, 2001:15). The core which is the basic service, the expected which is the actual service, the augmented product and the potential product. The basic service can be food or drink which is the main reason for service. The actual service is made up of the basic service and tangible support service for example food and drink plus a comfortable restaurant. The augmented product constitutes the basic service, tangible support services and added value in terms of reliability, responsiveness, service quality and pricing (Baron & Harris, 2003:6; Reisinger, 2001:15). The potential product consists of future service offerings, that is added features or benefits that can be of use to the consumer (Reisinger, 2001:15). Hence, these aspects of the service need to be well addressed in the provision of the service itself. Barron and Harris (2003:5) divide the service elements into core service and peripheral service elements; the core service, which is what the customer is paying for and the peripheral services being those that are needed to enhance the quality of the service to. This presents another challenge to the provision of services in the tourism and hospitality sectors since the customer evaluates many aspects of the service because he/she cannot assess the concrete service. As a result, the customer ends up looking for things which are physical to assess the service. The next section provides a discussion on the characteristics of the services industry.

2.2.2 Characteristics of the services industry

According to Raravi, Bagodi and Mench (2013:100) the services industry is one of the fastest and major growing industries globally, for example in India it employs about 55% of the population. Likewise, in the United States of America (USA) the service industry employs the majority of the population and forecasts predict that the USA service sector is growing and

will continue to grow in the future (Hoffman & Koenhemisi, 2015:4). Gronröos (1990:6) postulates that over two thirds of economic undertakings take place in the USA's service sector and the economies of the west. Carson and Gilmore (1996:141); Barron and Harris (2003:22-23) are of the view that the services industry occupies a major share of the economy worldwide. Hoffman and Koenhemisi, 2015:4) assert that the accommodation sector in the USA has one of the highest revenue growth of 3.8%, which reflects good performance in the sector. In the United Kingdom, the tourism sector employs about one million and seventy five thousand people more than other sectors (Barron & Harris, 2003:22-23).

Woodruffe (1995:26) classifies services under tertiary industries. These are industries that are supported by the primary and secondary industries. Woodruffe (1995:26) further divides services into consumer services, business-to-business services and industrial services. As a result, to see the real picture of the service economy can be really difficult. Woodruffe (1995:26) suggests that it is very difficult to evaluate individual sectors of service activity as government statistics and economic indicators usually reflect the overall service economy. Consequently, most of the literature on the services industry focuses mainly on the individual areas found in the services industry. Woodruffe (1995); Barron and Harris (2003:22-23) suggest that the services sector has been growing very well since the 1980s because of deregulation, developments in Information Technology, more time for leisure, more disposable incomes and increase in knowledge by customers and service providers. It is worth noting that although the service economy is very critical, it is currently being replaced by the "experience economy" (Pine & Gilmore, 1999:2). Pine and Gilmore (1999:2) emphasise that experiences require an individual to "spend time enjoying a series of memorable events that a company stages in theatrical play" engaging the person in a personal way. Hence, the need to create a long lasting memorable experience for the consumer.

Service industries can be classified in various ways; Service fall under sections 51-81 using Northern American Industry Classification System (NAICS) and 60-89 using the SIC (Standard Industrial Classification, 2017). According to the ISIC (International United Nations Organisation Standard Industrial Classification) (2015), classification of all productive activities, services are classified from H to S and of particular reference are the Accommodation and Food services sectors (Hospitality sector) which fall under divisions 55

and 56 .This study is based on the Botswana Standards Industrial Classification adapted from the ISIC classification. This classification is discussed in detail in Chapter3.

2.2.3 Understanding service quality

From the discussion above there is an implication that the concept of service quality is difficult to define as the understanding of service quality is influenced by both an understanding of the definition of services and an understanding of the characteristics of services. Lewis and Booms (1983:99-107) define service quality as a “measure of how well the service delivered matches the customer expectations”. Likewise Parasuraman *et al.* (1985:42; 1988:14-16) through their gap model and SERVQUAL instrument illustrate service quality as a gap or difference between expectation and perceptions. The SERVQUAL is a 22 item scale that measures service quality using five service quality measures which are “tangibles, reliability, responsiveness, assurance and empathy” (Bruhn & Domink, 2006:12). Bruhn and George (2006:11) and Gronröos (1984) suggest that the main contributor to the problem of defining service quality is the “moment of truth” where the service provider encounters the customer. These moments contribute to the inseparability and variability of the service delivery resulting in the service quality perceived by the customer as subjective. Gronröos (1984); Gilly, Stevenson and Laura (1991:296); Hoffman and Bateson (2006:333) define service quality as an attitude which is created by a series of evaluations of services.

This concurs with Parasuraman *et al.* (1985; 1988) who view service quality as an overall measurement or overall assessment of a category of services which is achieved through the comparison of consumer perceptions and expectations of the service. However, customer perceptions of service quality are influenced by their continual satisfactions from services making it very difficult to define service quality (Hoffman & Bateson, 2006:334; Kasper, Helsidinghen & Gabbot, 2006:176). Since the customer’s way of evaluating service quality is different or subjective it is therefore better to look at service quality as “perceived service quality” (Gronröos 2001:63; Baron *et al.*, 2009:169).

The concept of customer satisfaction and service quality is however not very clear as there are arguments that service quality is an antecedent of customer satisfaction and vice versa (Hoffman & Bateson 2006:33; Kasper *et al.*, 2006:181; Gilly *et al.*, 1991:296; Hunt ,1991:6). Zeithaml (2006:106) argues that customer satisfaction refers to service dimensions implying

that service quality is a determinant of customer satisfaction together with many other factors. Gummesson (1991:10) argues that service quality is not influenced only by the service characteristics discussed above but also by design and production factors needed for the delivery of the service. This implies that service quality cannot be limited to a comparison of consumer perceptions and expectations. This research study was based on Parasuraman *et al's.* (1985:42; 1988:14-16) definition of service quality (the comparison of perceptions and expectations of the service). The next section gives a review of general service quality models.

2.3 MODELS OF SERVICE QUALITY

This section discusses the general models of service quality. These models help to define and understand what service quality is. Each model has its own strengths and weaknesses hence reviewing the various models helped in adopting the model most relevant for this research. There are various models that have been proposed by many authors as a way of conceptualising service quality. These are listed in Table 2.1 below.

Table 2.1: The path of development of service quality models for services in general

Author (s)	Model	Summary	Conceptual Model tested or validated; Analysis used	Weaknesses /limitations	Number of items
1. Gronröos (1984)	The Nordic Model (Technical and functional quality model).	Quality is seen as a comparison of the perceived service quality and expected service quality. In turn perceived service quality is dependent on Technical quality, image and functional quality (Gronröos, 1984: 36-44); Brady & Cronin, 2001:35).	Yes: Made use of simple statistics	There is no explanation of how to measure service quality using the model (Seth, Deshmukh & Vrat, 2005:935).	6 items
2. Parasuraman <i>et al.</i> (1985)	Gap Service quality model	Service quality is analysed as the gap between expected service quality and perceived service quality by customers (Parasuraman <i>et al.</i> , 1985:41-47).	Yes: Factor analysis followed by oblique rotation (Parasuraman <i>et al.</i> , 1988:23:29). Factor analysis is an analysis that allows one to breakdown a large set of items into “smaller dimensions or factors which are manageable” (Pallant, 2007:102). Oblique rotation is used to interpret the factors by “creating a pattern of leadings which are easy to interpret” (Pallant, 2007:183).	There is argument regarding how service quality is measured clearly using this model (Seth, Deshmukh & Vrat, 2005:935).	
3. Parasuraman <i>et al.</i> (1988)	The SERVQUAL model	This is a multiple item scale that measures service quality and it is based on Parasuraman <i>et al.</i> (1985) gap model (Parasuraman <i>et al.</i> , 1988:12-39).	Yes: Factor analysis followed by oblique rotation (Parasuraman <i>et al.</i> , 1988:23:29).	There is argument regarding how service quality is measured clearly using this model (Seth, Deshmukh & Vrat, 2005:935).	22 items

4. Haywood-Farmer (1988)	Attribute service quality model	In this model service quality is seen as being able to meet customer preferences and expectation. Three dimensions of service quality were proposed to improve service quality by management which are physical facilities, processes and procedures; people behaviour and conviviality and professional judgement (Haywood & Farmer, 1988: 25-29; Seth, Deshmukh & Vrat, 2005:935; Yarimoglu, 2014:84).	No	The model does not clearly explain how service quality is measured. It also does not clearly show how management can pinpoint service quality challenges (Ghobadian <i>et al.</i> , 1994: 59).	
5. Brogowicz ,Delene and Lyth (1990)	Synthesised model of service quality	This model addresses specific management functions in quality management e.g. planning, leading, controlling, organising (Brogowicz <i>et al.</i> , 1990:36-40; Seth, Deshmukh & Vrat 2005:935).	No	Has not been empirically validated (Seth, Deshmukh & Vrat, 2005:935).	
6. Cronin and Taylor (1992)	Performance only model (SERVPERF)	Service quality is measured in terms of performance only. Service quality is therefore seen as an attitude (Cronin & Taylor 1992:59-68; Seth, Deshmukh & Vrat, 2005:935; Yarimoglu, 2014:86).	Yes: Confirmatory factor analysis, followed by Oblique rotation (OB LIMIN oblique factor procedures) and then LISREL 7 & which was used to test for interrelationships between variable sets (Cronin & Taylor, 1992: 60-61).	It requires to be universal for all the environments it is used in.	22 items
7. Mattson (1992)	The ideal model of service quality	The model contends for a value based perspective to service quality as it purports that satisfaction precedes service quality (Mattson, 1992:19-28; Seth Deshmukh, & Vrat, 2005: 921).	Yes: Pearson moment correlation ,intra and inter sample median tests, pairwise median tests (Mattson 1992:24-29)	Needs to be contextualised and well defined for all the types of service locations (Seth Deshmukh, & Vrat, 2005:935).	18 items
8. Teas (1993)	The evaluated performance and	The model redefined expectation and revised expectations	Yes: Pair wise correlation, t-tests and qualitative analysis	The sample size used for testing was too small and therefore restricted Seth,	10 items

	normed quality model		(Teas 1993:27-34; Seth, Deshmukh, & Vrat, 2005:940).	Deshmukh & Vrat, 2005:935).	
9. Rust and Oliver (1994)	The Three-Component Model	The model conceptualises service quality as an amalgam of service product, service delivery and service environment (Rust & Oliver, 1994:289).	No	The conceptualisation was never tested (Brady and Cronin 2001:35 & Yarimoglu, (2014:86).	
10. Dhabholkar, Thorpe and Rentz (1996).	The Multilevel Model –Retail service quality scale	The model views retail service quality in many facets and therefore seen as “a higher order factor defined by two additional levels of attributes” Philip & Hazlett, 1997:280-287; Brady & Cronin, 2001:35).	Yes: Confirmatory factor analysis accompanied with partial disaggregation (Dhabholkar <i>et al.</i> , 1996: 9-13).	Used specifically to measure service quality in department and speciality stores.	28 items
11. Philip and Hazlett (1997).	P-C-P attribute model for the service sector.	Purports that the frequency of encounter influences service quality. Service quality is assessed through assessing pivotal, core and peripheral attributes of service (Philip & Hazlet, 1997:260-286; Seth Deshmukh, & Vrat, 2005:937; Yarimoglu, 2014:87)	No	The 3 levels of attributes do not have specific measurements. (Seth, Deshmukh & Vrat, 2005:937).	
12. Sweeney, Soutar and Johnson (1997)	Retail service quality and perceived value model	This model is based mainly on value therefore it emphasises on technical service quality and functional service quality (Seth Deshmukh, & Vrat, 2005:937).	Yes: Used confirmatory factor analysis with the aid of LISREL 8, chi square tests (Sweeney <i>et al.</i> , 1997: 43-44).	Only one factor is considered mostly by this model- the value factor (Seth, Deshmukh and Vrat, 2005:937).	20 items
13. Dhabholkar, Shepherd and Thorpe (2000)	Antecedents and mediator model	This model examines service quality “antecedents, consequences, and mediators” in order to understand service quality deeper (Dhabholkar <i>et al.</i> , 2000: 162; Seth, Deshmukh & Vrat, 2005:937).	Yes: Evaluation of computed disconfirmation then evaluation of measured disconfirmation (Dhabholkar <i>et al.</i> , 2000:162).	The model uses very few items to measures its variables (Seth, Deshmukh & Vrat 2005:937).	19 items

14. Frost and Kumar (2000)	Internal service quality model (INTSERVQUAL)	This model is an adaptation of the gap model and the SERVQUAL in order to measure the service quality of staff (internal customers) (Frost & Kumar 2000: 366-367; Yarimoglu 2014:87).	Yes: Univariate descriptive analysis, Split –half reliability model VARIMAX and finally OBLIMIN (Frost and Kumar 2000:369-372).	The model is generalised and not contextualised to different environments. The model does not also consider the impacts of changes on the external settings (Seth, Deshmukh & Vrat, 2005:937).	23 items
15. Brady and Cronin (2001)	Brady and Cronin Service quality model	The model argues that service quality is influenced by interaction quality, physical environment quality and outcome quality (Brady & Cronin 2000: 37-38; Yarimoglu 2014:88). The model combines Rust and Oliver's model (1994) and Dhabholkar <i>et al's</i> model (1996)	Yes: Confirmatory factor analysis with the aid of LISREL 8 (Brady & Cronin, 2000: 41)	The use of Rust and Oliver's model (1994) is questionable as it was never tested.	35 items

Adapted from Ghobadian, Speller and Jones (1994:43-66); Braddy and Cronin (2001: 34-49); Seth and Vrat (2005:913-945) and Yarimoglu (2014:79-93).

Table 2.2: The path of development of hospitality service quality models

Author (s)	Model	Summary	Conceptual Model tested or validated; Analysis used	Dimensions or factors of service quality	Weaknesses /limitations	Number of items
1.Knutson, Stevens, Wullaert, Patton and Yokohama (1991)	LODGESERV	The model is an adaptation of SERVQUAL developed to measures customer expectations in the accommodation/ lodging sector (Knutson, Stevens, Wullaert, Patton and Yokohama, 1991).	Yes. Frequency analysis	Tangibles, reliability, responsiveness, assurance and empathy.	Not very prevalent in hospitality studies (Pizam, Shapoval & Ellis, 2016:9). The scale focuses on measuring accommodation service quality only neglecting the other areas of hospitality.	26 items
2.Getty and Thompson (1995)	LODGEQUAL	LODGEQUAL is an adaptation from SERVQUAL developed to measure the relationship between quality, satisfaction and positive word of mouth (Getty and Thompson, 1995).	Yes. Lisrel 7 (Getty & Thompson, 1995:14-15).	Tangibles, reliability and contact.	The scale is limited in terms of generalisability (Getty & Thompson, 1995:20). The contact factor has not been ascertained whether it has superior value to the original SERVQUAL factors (Crick & Spencer, 2011:468).	22 items
3.Knutson, Stevens and Patton (1995)	DINESERV	The DINERSERV was adapted from the SERVQUAL to measure service quality in restaurants (Knutson, Stevens & Patton, 1995).	Yes.	Tangibles, reliability, responsiveness, assurance and empathy.	The scale uses the “should” terminology, which increases customer expectations and neglects customer experiences (Crick & Spencer, 2011:468).	29 items

4. Ooi Mei, Dean and White (1999)	HOLSERV	HOLSERV was developed to measure service quality perceptions of customers in hotels.	Yes. Factor analysis.	Employees, tangibles and reliability.	The scale uses one column only to measure customer perceptions. In addition the scale needs to be contextualised to the settings before use (Ooi Mei <i>et al.</i> , 1999:140)	27 items
5. Wong and Fang (2012)	CASERV	CASERV was developed to measures service quality perceptions of customers in the gaming sector.	Yes. Exploratory factor analysis.	Employees, tangibles, reliability, assurance.	The scale needs to be contextualised as it was tested only on the Chinese market (Wong & Fong, 2012:215).	32 items

Adapted from Knutson, Stevens, Wullaert, Patton and Yokohama (1991); Getty and Thompson (1994); Getty and Thompson, (1995:14-15); Knutson, Stevens and Patton (1995); Ooi Mei, Dean and White (1999); Crick and Spencer (2011:468); Wang and Fang (2012); Dedeoglu and Demirer (2015:132); Dortyol, Varinli and Kitapci (2013:475-478; Pizam, Shapoval and Ellis (2016:9).

From the Tables 2.1 and 2.2, it seems that currently there is no consensus regarding the right model to use when measuring service quality perhaps due to the subjectivity of what excellent service quality is from the consumers' perspective and also other stakeholders' perspectives. As a result, most of the debate is basically around two models of measuring service quality which are Disconfirmation model and Perception models. In addition, the Disconfirmation models and Perception models have been mostly applied to business and academic research (Kasper *et al.*, 2006:183). Therefore, a detailed analysis of four models under these conceptions is done below followed by a detailed analysis of all of the hospitality service quality models.

2.3.1 The Disconfirmation Model - Oliver (1980)

The Disconfirmation Model is one of the first few studies on the concept of service quality. The Disconfirmation Model of service quality is based on the disconfirmation theory which recognises that customers have certain expectations before they purchase services. When the individual experiences the service transaction, he or she comprehends it through the 'perception' of the 'experience'. The individual actually assesses the service from his expectations. If the person's expectations are exceeded, that person is satisfied with the experience and vice versa (Kasper, Helsidinghen & Gabbot, 2006:183). Oliver (1977:480) suggests that "consumers acquire cognitive expectations of the most probable level of product performance". The author explains this assertion in this manner; "one's expectations will be negatively disconfirmed if the product performs more poorly than expected, confirmed if the product performs as expected and positively disconfirmed if performance is better than anticipated" (Oliver, 1977:480). Therefore, expectations are used by customers to judge the quality of service they receive from an organisation by comparing what they anticipated (desired level of service) to what they would have actually received (Oliver, 1980:461).

From this theory "perceived performance is therefore a positive function of expectation and disconfirmation provided, other factors are held constant" (Oliver, 1977:485). The construct of expectations however seems to be debatable. This is because the standardisation of expectations may be subjective. People's expectations are different depending, for example on their past experiences, characteristics, personal feelings, what they are exposed to in terms of marketing. Thereby making the standardisation of expectations difficult (Oliver,

1980:461; Helsidingen & Gabbot, 2006:184). In addition, expectations are bound to change over time. As a result the judgement of performance is subject to the consumer's perception therefore limiting the disconfirmation theory. In addition, Kasper *et al.* (2006:189) dispute that the Disconfirmation Model is not specific as to the actual measures of service that the customers must use in order to assess service quality. Hence, limiting its application on the practical measurement of service quality in the services sector. Helsidingen and Gabbot (2006:183) suggest that the Disconfirmation Model measures the 'actual experience' and not the "service quality experience" as the service quality experience is a build-up of many actual experiences including the global aspect of the organisation's services.

Despite these flaws, the Disconfirmation Theory has formed the basis of most research on service quality. Gronröos (1982; 1984) and Parasuraman *et al.* (1985;1988;1991;1993 &1994) have developed models based on the Disconfirmation Theory that have been of major influence in service quality research. Gronröos (1982; 1984) developed the Perceived Service Quality Model and Parasuraman *et al.* (1985; 1988; 1991) developed the Gap Analysis Model and the SERVQUAL instrument. The difference between these two latter models is that Gronröos proposed two dimensions of measuring service quality where as Parasuraman proposed five dimensions of measuring service quality. These are later on reviewed in this chapter. There are also many studies which have gone further to modify these two studies, see Cronin and Taylor (1992); Teas (1993); Russ and Oliver (1994); Brady and Cronin (2001).

2.3.2 Perceived Service Quality Model (Nordic model) - Gronröos (1982; 1984)

Gronröos (1982; 1984) adapted the Disconfirmation Model into what he termed the Perceived Service Quality Model/Nordic Model. Gronröos (1982; 1984) argued that there was a missing service quality concept which he added to the Disconfirmation Model. Figure 2.1 illustrates the Nordic Model.

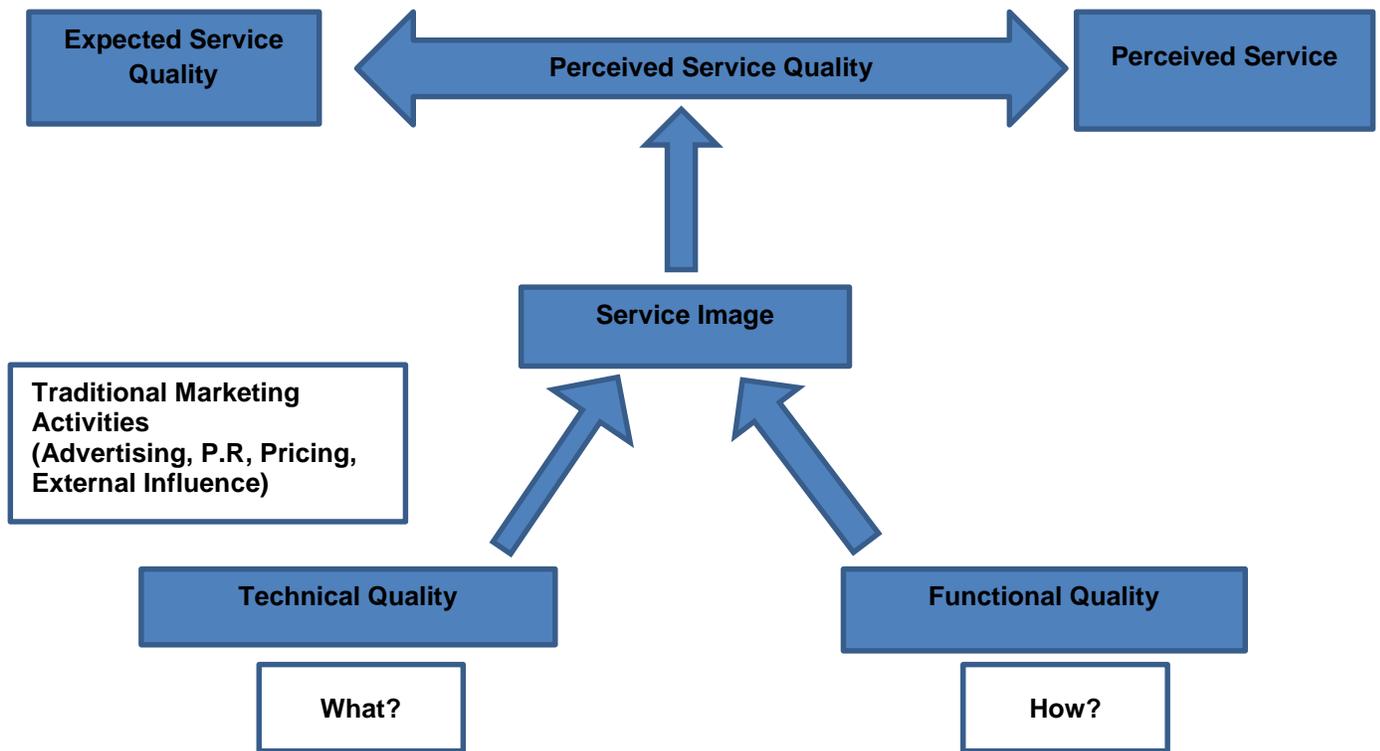


Figure 2.1: The Nordic Model

Source: Gronröos (1984:40)

Gronröos (1982:33; 1984:36) developed a model that suggests that service quality can be viewed as a function of three aspects, which are “corporate image, technical quality and functional quality”. Gronröos, 1984:36 also argues that quality should not always be used as a variable but also as a function of an array of resources. It is therefore important to be able to define service quality in terms of the perception of the customers and to be able to determine the factors that influence service quality. Gronröos (1984:39) defines perceived service as a mixture of technical service dimensions and functional service dimensions. The image dimension is influenced by both the marketing activities of an organisation and prior service experiences by the customer.

Gronröos (2001:150); Zaibaf, Taherika and Fakharian (2013:151) describe image as a very important factor to service organisations as it determines whether a customer will purchase the service product and be satisfied or not. The Perceived Service Quality Model is therefore

dependent on the image construct mainly, which in turn illustrates the “gap between expected service and perceived service” (Lewis, 1987:4). Technical quality is the dimension that describes what a customer gets as a result of their relationship with the service provider which is a prerequisite for them to evaluate the service quality (Zaibaf *et al.*, 2013:494; Helsidingen & Gabbot, 2006:187). Functional quality (the how part) refers to the service process. That is to say the way in which the desired outcome is delivered to the customers.

There seems to be some debate also around the applicability of this model. Woodall (2001:595) claims that the Perceived Service Quality Model has not been seriously interrogated and critiqued. Kasper *et al.* (2006:189); Helsidingen and Gabbot (2006:184); Balasingh, Sudhakar, Japhynth and Israel (2006) argue that the model is too general and limited only to the dimensions discussed above and these are not adequate to measure expectations. As a result, it does not provide a detailed way of measuring service quality as it also does not discuss the service encounter concept and other service tangibles like social responsibility.

2.3.3 The SERVQUAL Model - Parasuraman *et al.* (1985; 1988)

Parasuraman *et al.* (1985; 1988) developed the Gap Model and SERVQUAL instrument. Figure 2.2 below illustrates the Gap Model. The Gap Model is a further development of the disconfirmation theory. The Service Quality Model was first developed as a tool for measuring and enhancing service quality in the finance and banking industry (Parasuraman *et al.*, 1985:43; Parasuraman *et al.* 1988). Parasuraman *et al.* (1985; 1988) model illustrates that perceived service quality is the outcome of the consumer’s comparison of expected service quality with the perceived service quality. The expected service quality is however dependent on outward marketing by the service provider, “word of mouth” and previous encounters by the consumer (Helsidingen & Gabbot, 2006:184; Parasuraman *et al.*, 1985:46). Parasuraman *et al.* (1985:48) suggest that the majority of the dimensions of service quality are evaluations that are based on experiences implying that consumers mainly depend on their experiences when they assess service quality.

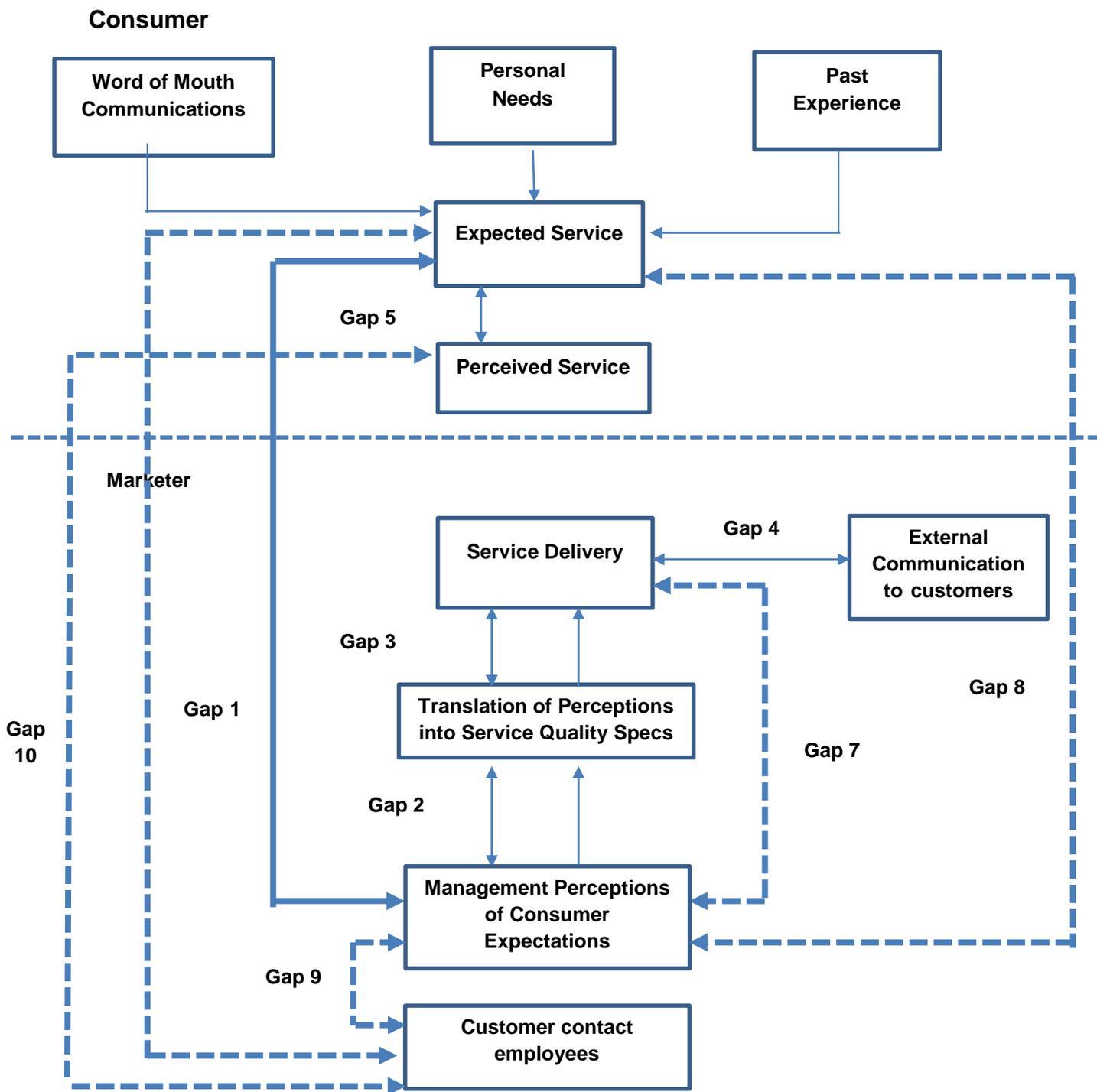


Figure 2.2: The Gaps (Service quality) model

Adapted from Parasuraman *et al.* (1985:44) and Lewis (1987:85).

As demonstrated in Figure 2.2, “When $ES > PS$, perceived service quality is less than satisfactory, when $ES = PS$, perceived service quality is satisfactory, when $ES < PS$, perceived service quality is more than satisfactory, which is regarded as more of the ideal quality” (Parasuraman *et.al.*, 1985:48). Where ES is Expected Service and PS is Perceived Service (Parasuraman *et.al.*, 1985:48). Alternatively Deshmukh, Seth and Vrat (2006:916) propose that the Gap Model is based on the gap analysis where service quality is seen as a function of perceptions and expectations. The five gaps can be explained as follows:

Gap 1 is the gap or discrepancy between consumer expectation and management perception (management perception of customer expectation). What management perceive to be positive service quality might not necessarily be the same as what consumers think (Parasuraman *et.al.*, 1985:48). This gap can be attributed to communication issues, poor relationships and not responding to problems associated with service delivery? This gap can be referred to as understanding as well (Tsang & Qu, 2000:317).

Gap 2 is the gap or discrepancy between management perceptions of consumer expectations and the actual specifications that have been established for delivering the service (Parasuraman *et.al.*, 1985:48). Contributory factors to this gap may be related to inadequate service design, poor customer standards and poor physical environment (Hudson & Hudson 2013:123). This gap is internal to the organisation.

Gap 3 is the gap or discrepancy between service quality specifications and the actual service delivery. This emanates from the heterogeneity of services caused by the customer service providers (employees) (Parasuraman *et al.*, 1985:48). This gap may mainly be influenced by human resources issues for example employees not performing well. Tsang and Qu (2000:317) assert that gaps 2 and 3 are internal to the organisation.

Gap 4 is the gap between service delivery and the external communications. This gap may be caused when information communicated externally by marketing is different from that which is actually delivered (Parasuraman *et.al.*, 1985:48). Promises by organisations not meeting expectations may be contributory factors to this gap (Hudson & Hudson, 2013:122).

Gap 5 is the gap between expected service and perceived service. The customer's level of perception of the service experience determines whether the service quality is high or low. This led to the proposition that;

The quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service (Parasuraman et al., 1985:45).

Saleh and Ryan (1991:329); Butler, Oswald and Turner (1996:9); Blessic et al. (2011) agree that the main gap in the Gap model is the difference between consumer expectation about the service and the consumer's perception of the service delivered. The customer's assessment of the service quality is therefore very important but should however not be emphasised only at the expense of the other gaps. There is much need to reduce the size of this gap in order to have positive service quality (Hudson & Hudson, 2013:121). Lewis (1987:83-88) conducted research on service quality in hotel services and suggested three more gaps from their findings. These gaps were labelled Gap 6, Gap 7 and Gap 8. Gap 6 is the gap between management perceptions of guest expectations and the expectations of the guests. Gap 7 shows a comparison of management's delivery to consumer expectations. Gap 8 shows a comparison of management's delivery to consumer expectations. This study's objectives incorporate measurements of Gap 6 and 7 also. In line with that, this study also adopted these models in order to compare the employees' perceptions of guest expectations and expectations of the guests and management (Gap 9 and Gap10). The Gap model and Gaps 9 and 10 have been used to develop the conceptual framework for this study (see Chapter 2, Section 2.8).

2.3.3.1 The SERVQUAL instrument - Parasuraman et al. (1988)

In an effort to understand and measure service quality from the customer's perspective Parasuraman et al. (1988) designed an instrument called the SERVQUAL instrument based on the Gap Analysis Model. This instrument has been used to measure service quality from the customer's perspective by these authors and other researchers too (Parasuraman et al., 1988:12-40). In the SERVQUAL Model service quality is conceptualised by information around the "nature and determinants" of the service quality. Looking at Gap 5 of the Gap Model, service quality is seen as a function of *Gap 1, Gap 2, Gap 3 and Gap 4* (Parasuraman

et al., 1985:46). According to Abbot (cited by McColl Kennedy, 2003:182) Gap 5 appears to be the most important area in services quality research and is the most researched on.

There is however need to compare and contrast Gap 5 together with Gaps 1 and 3 (Kasper *et al.*, 2006:193). The 1985 model of service quality reveals that service quality is influenced by ten determinants which are; “reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding and tangible” (Parasuraman *et al.*, 1985:20). These are illustrated in Table 2.3, which was used initially for the conceptualisation of service quality by the authors.

Table 2.3: Determinants of service quality

Reliability	Refers to the consistency of performance and dependability. To perform services right the first to honour promises, accuracy in billing and performing services at the promised times.
Responsiveness	Refers to the willingness/readiness of the employees to perform the service e.g. giving prompt service (timeliness of the service).
Competence	Refers to having the needed skills and knowledge to perform the service.
Access	Refers to the ability to access the service e.g. the time waited by the customer to receive the service.
Courtesy	Refers to the attitude of the employee towards the customers e.g. friendliness, politeness and neatness and appearance of the employees clothing/uniform.
Communication	Refers to the ability of the company to communicate effectively with the customers e.g. explaining the product well.
Credibility	Refers to the ability of the company and the service personnel to be trustworthy, believable and honest. Prioritising the interests of the customers.
Security	Refers to the ability of the company and the personnel to make sure customers are free from danger or risk. The ability to make the confidence feel confident with the company, personnel and products.
Understanding/Knowing the customer	Refers to the ability of the company and its personnel to comprehend the customer’s needs e.g. individualised attention, meeting the specifications of the customers.
Tangibles	Refers to the physical evidence of the service for example physical facilities, appearance of contact personnel, type of equipment being used.

Source: Parasuraman *et al.* (1985:47)

The 10 determinants of service quality were compressed into five categories namely tangibility, reliability, responsiveness, guarantee/assurance, empathy. These dimensions were abbreviated as “RATER”. Tangibles, responsiveness, and empathy are judged by the customers as the service is being delivered. Assurance, responsiveness and empathy are process determinants (Parasuraman *et al.*, 1991:39). The determinants of the perceived service quality were therefore used as the basis for the SERVQUAL instrument which is used to measure the customer’s perceived service quality. It can then be concluded that the comparison between the expectations of service and the perceived service results in the perceived service quality. However, both the expected service and the perceived service are influenced by the 10 determinants of service quality. This is revealed in the perceived service quality model below (see Figure 2.3).

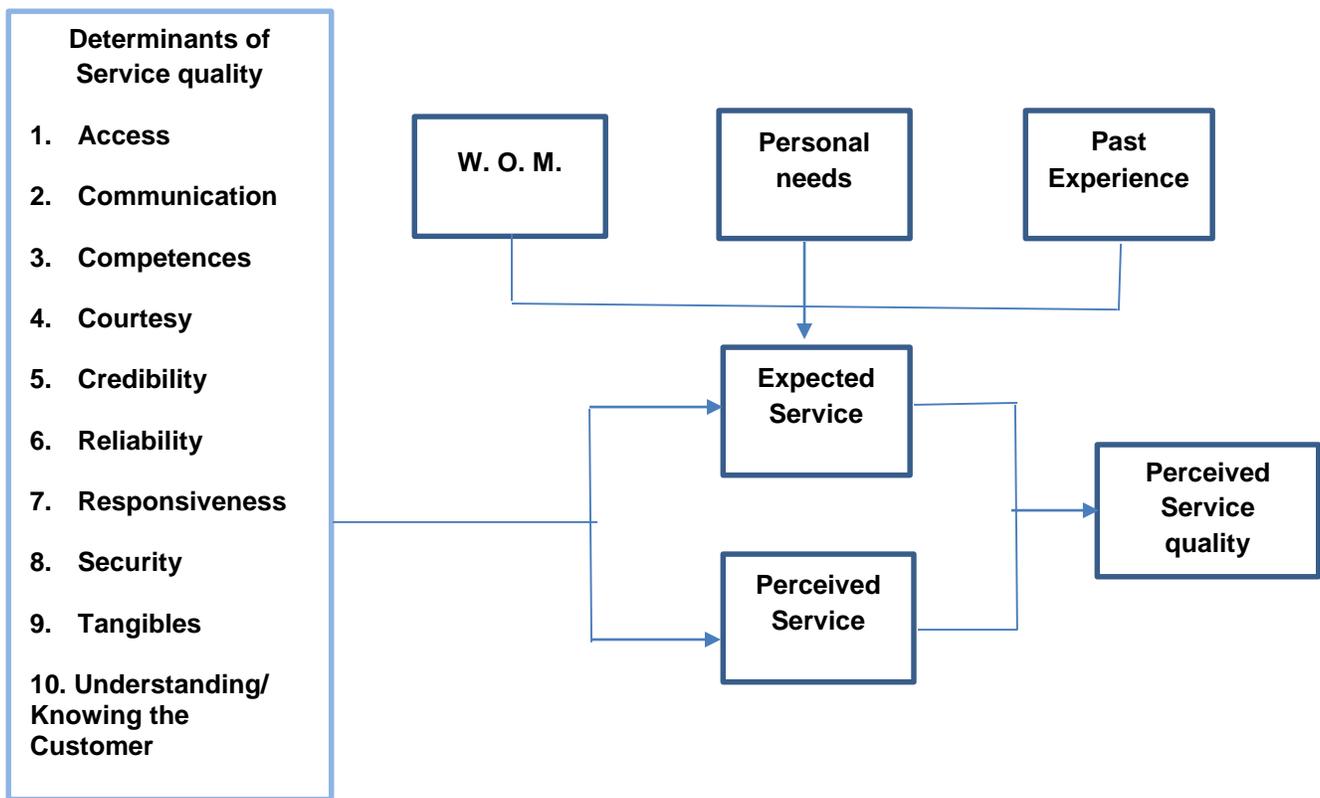


Figure 2.3: Determinants of perceived service quality

Source: Parasuraman *et al.* (1985:48).

Parasuraman *et al.* (1988:15) define perceived service quality as the consumers' appraisal of the overall service quality of an organisation. The SERVQUAL instrument is based on the theory around the disconfirmation approach (gap analysis). The multiple scale instrument consists of three sections. The first section measures the expected service, the second section measures the actual service experience and the last section requires the customer to rank the five areas of service (Parasuraman *et al.*, 1988:23; Abbot (cited by McColl Kennedy, 2003:182). The 1988 SERVQUAL instrument was however refined and reassessed by the authors following criticism regarding its validity and reliability (Parasuraman *et al.*, 1991:420). The 1985 model had been based on normative expectations such that the words on the instrument reflected the 'should' expression which was refined into prognostic expectations which reflected the 'would' expression on the questionnaire. In addition, the 1988 questionnaire was also based on negatively worded questions which produced very high expectations from customers. This questionnaire was rephrased into positively expressed questions and to also include some additional qualitative research (Parasuraman *et al.*, 1991:422). Deshmukh, Seth and Vrat (2006:918) assert that the authors of SERVQUAL went on to characterise the four gaps in the initial model of 1985 resulting in an extended service quality model. This extension basically reflects areas that can be measured when conducting service quality research. It also further clarifies the Gaps 1-4 proposed in the initial 1985 Gap Model.

Though this model was initially developed using the credit card, retail banking, securities brokerage and product repair and maintenance sectors, it can be modified and used to measure service quality in various service sectors (Parasuraman *et al.*, 1988:19; Hudson & Hudson, 2013:124). In a further study on customer expectations Parasuraman *et al.* (1991:42-47) deduced that there are two levels of service expectations which are "the desired level" and "the adequate level" of expectations which are basically what the customer believes "can be" and "should be". Between the desired level and the adequate level is the "zone of tolerance". The adequate level shows the least performance that is expected by the consumers. The latter suggest a need to measure the gap between the perceived service and the adequate service; and the gap between the perceived service and the desired service. However, Parasuraman *et al.* (1994:194) argue that measuring such extra gaps might be too cumbersome and difficult as the process would involve administering the questionnaires more

than two times which might be tiring to the participants and would need comparable samples to participate. Hence, there is need for further research on how to incorporate the aspects of adequate service and desired service levels in the SERVQUAL scale. This implies that the model can be used in any service sector as it has general applicability. Nevertheless, Brown, Churchill and Peter (1993:144) question the universal applicability of the model since it was empirically tested on specific sectors only. Despite this, Parasuraman *et al.*, (1991; 1994:145) argue that the “the SERVQUAL items represent core evaluation criteria”, the items on the SERVQUAL scale are skeletal implying that the SERVQUAL does not have to be used as is but it can be modified or contextualised to suit the sector for which it is being used.

Kasper *et al.* (2006:189) suggest that there are over five thousand five hundred researches that have been conducted based on the SERVQUAL or its modifications. The instrument seems to be one of the most applied models of service quality measurement. Despite such wide use the SERVQUAL model has received a lot of criticisms. Cronin and Taylor (1992:57-58); Teas (1993:18-34); Brown *et al.* (1993:130); Buttle (1996:10); Abbot (cited by Mc Col Kennedy 2003:183) are the main critiques of the model. Abbot cited in (Mc Col Kennedy 2003:183); Buttle (1996:10) argue that the Parasuraman *et al.* (1985; 1988) model has “theoretical problems” which emanate from the use of the Disconfirmation Theory.

Abbot cited by (McColl Kennedy, 2003:183) and Buttle (1996:10) argue that the Disconfirmation model is based on the assumption that customer satisfaction is a result of the customer getting what he/she anticipated from the service provider. Buttle (1996:10) suggests that the SERVQUAL should rather be based on the measurement of attitudes rather than expectation minus perception. Cronin and Taylor (1992:130) contend that it is more accurate to measure perceptions only and not expectations. However, the SERVQUAL authors dispute such a claim arguing that the perceptions only construct will measure satisfaction rather than service quality. Abbot cited by (McColl Kennedy, 2003:183) and Kasper *et al.* (2006:189) challenge the SERVQUAL Model by suggesting that being based on the five areas, the model is rather focused on the process of delivering (the how part) services rather than the service encounter outcome (the what part). Hence, it focuses more on the “functional quality” and less on the “technical quality”. It is also quite necessary to get information about the actual service product and be able to evaluate it. However, this might then lengthen the questionnaire

completion as it would require evaluating the actual service delivery which involves a lot of stages.

Parasuraman *et al.* (1994) define expectations as “the service customers would expect from excellent service organisations”. Furthermore, there is an assumption that service quality can only be measured from the perspective of customers only whereas employees and management can also be used. Teas (1993); Buttle (1996:2011); O’Neill and Palmer (2011:184) further argue that it is difficult to have a consensus over the meaning of expectations. In addition, expectations may be subjective hence resulting in no uniform expectations to measure. Despite this, there is still need to measure expectations may be by the guided use of standard operating procedures in order to avoid subjectivity. The use of employees and management perspectives would be of great importance as they are the service providers hence a need to evaluate the perspectives of the service providers. The research therefore went on further to evaluate the perspectives of employees and management regarding service quality.

Parasuraman *et al.* (1991:141) argue that because of the conceptual definition of service quality, the use of the SERVQUAL instrument requires the use of the perception minus expectation difference score and their multiple use of the SERVQUAL in several studies has revealed that the scale is very reliable. However, Brown *et al.* (1993:127-139) greatly criticise the use of difference scores to measure service quality. These authors conducted empirical tests of the SERVQUAL without incorporating the difference scores, instead they used the non-difference scores and concluded that the non-difference scores performed better. As a result, they concluded that the SERVQUAL has psychometric problems which centre on reliability, discriminant validity, variance restriction and convergent validity. In addition, Brown *et al.* (1993:141) argue that the use of difference of scores makes the SERVQUAL instrument unreliable and its results have “poor discriminant validity”.

The SERVQUAL instrument is also said to have a problem of variance restriction. Variance restriction is a result of “one component being used to calculate the difference score and is consistently higher than the other component” (Brown *et al.*, 1993:131) and in this case the claim is that expectations are always higher than perceptions. However, if the SERVQUAL is used for investigative purposes this should not be a challenge as its intent is to investigate

predicaments and not to do multivariate analysis (Parasuraman *et al.*, 1993:143). The SERVQUAL is also contested to be problematic in the area of dynamism and its administration which is to be cumbersome (Brown *et al.*, 1993:144; McColl Kennedy, 2003:183). Buttle (1996:14) argues that customer expectations are never constant. Consumer past experiences actually influence customer expectations. Due to the changes in customer expectations research, results from the past cannot be used again for the same group of customers or even new customers. Hence, the need to build on the study done in Botswana by Manwa (2011) on service quality in the restaurant sector. In order to reduce the time taken to administer the questionnaire, the questionnaire length could be decreased by putting both the expectation and perceptions scale items adjacent to each other (Parasuraman *et al.*, 1994). Despite these criticisms and ongoing debates there is still need for more desk research and primary research to clarify this debate (Teas, 1993:31).

The SERVQUAL has however continued to dominate in the research on service quality. Research is still yet to come up with an alternative model that would justify the abandonment of the SERVQUAL (Teas 1993:31; Parasuraman *et al.*, 1994:123; Buttle, 1996:26; Gronröos, 2007:79). As such the original authors of the SERVQUAL model endorse the use of the instrument with little alterations; for example the use of interviews. Shahin (2008:6) argues that despite the shortfalls of the SERVQUAL, the SERVQUAL is the best model to use in service quality primary research and has therefore been refined many times. It can be administered occasionally and also used for “comparative benchmarking purposes” (Bryland & Curry, 2001: 393). Recent hospitality and tourism studies that used the SERVQUAL include Chikosha and Vutete (2014); Dedeoglu and Demirer (2015); Hagan (2015); Albayrak, Caber and Oz (2017). As a result, this study adapted the SERVQUAL model.

2.3.4 The Serveperf Model- Cronin and Taylor (1992)

Cronin and Taylor (1992:63-65) argued against the expectations construct in measuring service quality. They proposed a model by the name Serveperf abbreviated for service perceptions only. The authors removed the expectations construct from the SERVQUAL and conducted studies using the perceptions section of the SERVQUAL instrument only (the use of non-difference scores). In their studies the Serveperf seemed to perform better than the SERVQUAL on a number of psychometric tests and statistical considerations.

It actually seemed to be “twice as efficient” (Brown *et al.*, 1993). For that reason, the Serveperf seems to illustrate that service quality is a type of end user opinion and the execution merely of service quality which is consequently a superior way of appraising service quality (Seth, Deshmukh & Vrat, 2005:920). Parasuraman *et al.* (1993:145) concur with Cronin and Taylor (1992:55-68) and Brown *et al.* (1993:38) that the perceptions option performed better than the difference of score option. However, Parasuraman *et al.* (1993:145) contend that the Serveperf Model is not really applicable when it comes to practically applying it on companies as it is limiting when it comes to real-world propositions.

Parasuraman *et al.* (1993:146) state that using the perceptions only component is limited as it may not deduce the same implications as using the “difference scores”. The argument for this is that customer assessments of expectations are very important as they allow continuous assessment of service quality by managers. Thus, service quality can be measured in continuity and not just only once off or on one occasion. In addition, Parasuraman *et al.* (1993) argue that the SERVQUAL has better and more investigative value than the Serveperf hence it is preferred by most managers as it is able to investigate particular challenging areas in organisations thus refuting the variances argument. Arguments around the Serveperf and SERVQUAL have not reached a consensus to date. Therefore, a number of studies have modified the Serveperf and SERVQUAL instruments in their research on service quality according to the context of the research work (Brown *et al.*, 1993:130), for example Dinerserv by Knutson, Stevens and Patton (1995) which however uses the should terminology on the expectations section; the Lodgeserv by Getty and Thompson (1995) which also uses the should terminology on the expectations section. Further discussion of these hospitality models is done in section 2.5.

2.3.5 The Three component model of service quality- (Rust & Oliver 1994)

Rust and Oliver (1994:1-19) developed a model almost similar to the perceived service quality model’s conceptualisation and named it The Three component model as shown in Figure 2.4 below. In the model, the service quality refers to the technical quality; the service delivery refers to the functional quality and the service environment refers to the physical environment in which the services are delivered. The physical environment may help to create an appropriate environment that can influence a customer’s perception of the service quality.

Brady and Cronin (2001:35) however claim that this model's concept was never really verified with theoretical studies by the authors of this model. Despite this flaw, the model has been applied and used by some organisations in the banking sector to measure the retail banking sector service quality. Perhaps this is why bank service quality is poor.

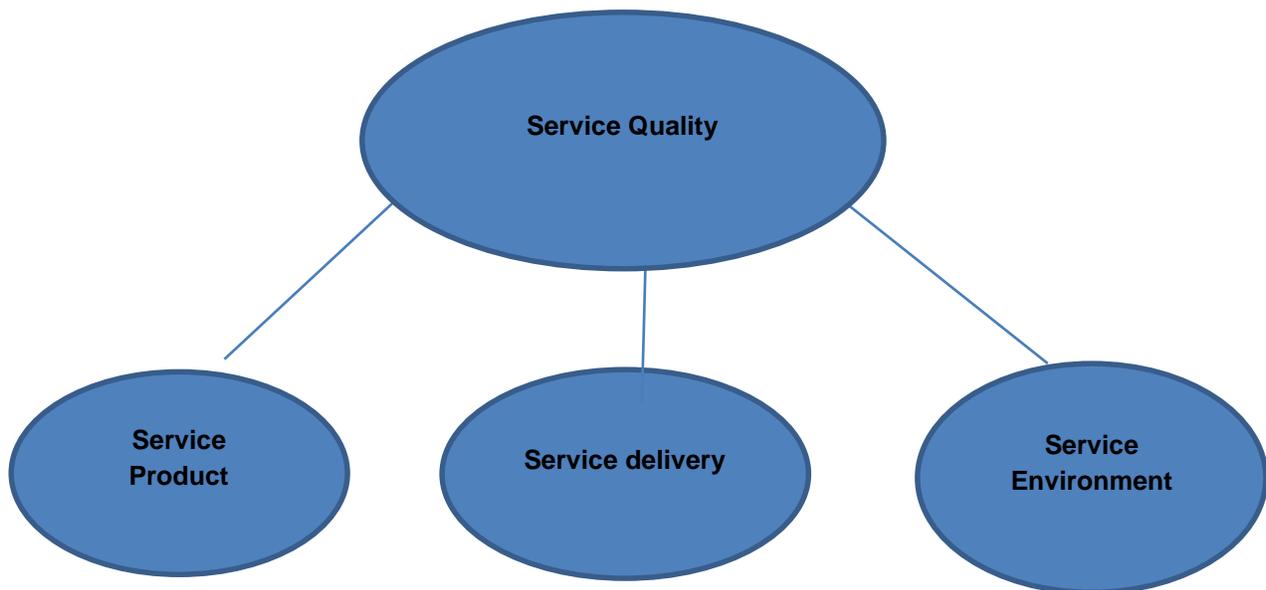


Figure 2.4: The Three Component Model of Service Quality

Source: Rust and Oliver (cited by Brady and Cronin, 2001:35).

2.4 SUMMARY OF THE CRITICAL ELEMENTS OF THE CURRENT MODELS

Disconfirmation Model- (Oliver, 1980) - Quality is measured as a comparison of perceived service quality and expected service quality. The disconfirmation model is however not clear on its measurement of service quality. Because of the vagueness of the Disconfirmation Model (Oliver, 1980), the model was not used in this study. The model was also only validated using simple statistics. The model does not provide a means of answering the research problem and gaps identified by the literature reviewed. It does not show how the service quality perceptions of employees and managers can be measured. In addition, the model

does not measure global service quality experience thus its use is limited to the actual experience only. In this study the global service quality experience needed to be assessed (Helsidingen & Gabbot, 2006:183).

Perceived Service Quality Model (Nordic model) - Gronröos (1982; 1984) - The model dwells on the understanding that service quality is a function of corporate image, technical quality and functional quality (Gronröos, 1982; 1984). Quality is not viewed as a variable but as function of many resources which include technical service dimensions, functional service dimensions and image dimensions. The perceived service quality model mainly focuses on the image construct. The validity of this model is however questionable. Woodall (2001:595) contends that the model has never been seriously interrogated and is rather too general. As a result, the model could not be applied in this study as it does not provide a means of solving the research problem for this study.

Service Quality Model and SERVQUAL instrument- (Parasuraman *et al.*, 1988) - The SERVQUAL model is based on the disconfirmation theory and provides for the universal assessment of service quality. Consumers are able to evaluate service quality universally basing their assessment on their experiences. The SERVQUAL model measures five gaps with the main gap being the gap between customer expectations and customer perceptions of service quality (Parasuraman *et al.*, 1985). Modifications to this model were later done by Lewis and Klein (1987) to include Gaps 6 to 10, discussed earlier in this chapter. The model was adapted by the author of this study to include the measurement of Gaps 9 and 10 (Gap between management perceptions of service quality and customers; gaps between employees' perceptions of service quality and managers' perceptions of service quality. The adapted SERVQUAL model was more appropriate for this study as it provided a means of addressing the research problem and literature gaps in this study. The main criticism for the SERVQUAL model is that it has theoretical problems and that the validity and reliability of the scale are questionable (Churchill & Peter, 1993:144; Buttle, 1996:10). However, the SERVQUAL remains the best model to date in service quality primary research and its abandonment is yet to be justified (Teas, 1993:31; Buttle, 1996:26; Gronröos, 2007:79). Hence, its use in this study.

Serveperf Model- (Cronin and Taylor, 1992) - The Serveperf model was derived from the SERVQUAL model. However, the model emphasis on defining quality as an attitude. The model focuses on measuring service quality perceptions only and neglects the use of the difference in scores (Cronin & Taylor, 1992; Brown *et al*, 1993). However, the use of perceptions only is limited as it does not allow for the continuous assessment of service quality thereby measuring service quality on one occasion only instead of a continuous universal evaluation (Parasuraman *et al.*, 1993:146). Therefore, this model did not meet the requirements of this study resulting in its abandonment.

The Three Component Model- (Rust and Oliver, 1994) - The model is similar to the perceived service quality model. Service quality is conceptualised as being composed of service product, service delivery and service environment (Rust & Oliver, 1994). The model emphasises on the influence of the physical environment in determining service quality. The challenge with this model is that it has never been verified theoretically though it is used in the banking sector (Brady & Cronin, 2001). Therefore, it was not found useful for this particular study.

The next section provides a critical analysis of the adapted SERVQUAL models in the hospitality sector.

2.5 DEVELOPMENT OF SERVICE QUALITY MODELS IN THE HOSPITALITY SECTOR

Several hospitality and tourism studies have adapted the SERVQUAL and Serveperf in order to determine service quality in the hospitality sector (Getty & Thompson, 1995:7-8; Chandrasekharan, 2008:471; Blessic *et al.*, 2011:70). Some of the models developed include LODGESERV (Knutson, Stevens, Wullaert, Patton & Yokohama, 1991); LODGEQUAL (Getty & Thompson, 1995); DINESERV (Knutson, Stevens & Patton, 1995); HOLSERV (Ooi Mei, Dean & White, 1999) and CASERV (Wong and Fang, 2012).

LOGGESERV- (Knutson, Stevens, Wullaert, Patton & Yokohama, 1991)

SERVQUAL was adapted by Knutson *et al.* (1991) to form a 26 item scale to measure customer expectations of service quality in the accommodation sector (Pizam, Shapoval & Ellis, 2016:9; Rauch *et al.*, 2015:90).

LOGGESERV- (Patton, Stevens, Knutson & Thompson, 1994:40)

According to Patton, Stevens, Knutson and Thompson (1994:40) the LOGGESERV scale adopted all the five dimensions of the SERVQUAL but focuses on defining service quality from customer expectations only. The scale was proven to have quite high validity as evidenced by a Cronbach's alpha of .92 (Patton *et al.*, 1994:40). Despite its validity, LOGGESERV is not very prevalent in tourism and hospitality research (Pizam *et al.*, 2016:9-10), as a result it has been used by only a few studies.

LOGGEQUAL- (Getty &Thompson, 1994)

Getty and Thompson (cited by Getty & Thompson 1994:5) developed the LOGGEQUAL which is a 22 multi item scale create to measure quality in the accommodation sector. The scale measures the relationship between "quality, satisfaction and positive word of mouth". The scale uses tangibility, reliability and contact as the main dimensions in determining service quality. The dimension 'contact' was derived by creating one dimension from the SERVQUAL factors, responsiveness, empathy and assurance. However, the dimension factor has not been ascertained whether it has superior value to the original factors in the SERVQUAL (Crick & Spencer, 2011:468).

DINEVSERV - Knutson *et al.* (1995)

Further to the LOGGEQUAL, Knutson *et al.* (1995) adapted the SERVQUAL in order to measure service quality in restaurants by creating the DINEVSERV. The findings of the DINESERV revealed that the five dimensions of the SERVQUAL were also applicable to the restaurant sector, however, the five dimensions appear in descending order in the DINESERV (Crick & Spencer, 2011:468). Furthermore, DINESERV uses the 'should terminology' focusing only on the customer expectations hence, it has limitations regarding the measurement of customer experiences. As a result, the authors of DINESERV recommend the use of the

comparison of expectations versus perceptions in future studies including the calculations of the differences in scores. This therefore draws researchers back to the use of the SERVQUAL instruments as is or adapted in their studies.

HOLSERV- Ooi Mei *et al.* (1999:140)

Another tool that was developed to measure service quality in the hospitality sector is the HOLSERV. Ooi Mei *et al.* (1999:140) created the HOLSERV, a one column instrument which focuses on measuring customer perceptions of service quality in hotel organisations. HOLSERV consists mainly of three dimensions which are employee behaviours and appearances, tangibles and reliability (Albayrak, Caber & Oz, 2017:222). Despite its ease of use as a one column instrument, HOLSERV may not be generalised to all hotels as it was limited to the hotels that participated in the study that recommended its inceptions. It is also limited to the context where the research is taking place hence, the authors of the scale recommend its use with modifications (Ooi Mei *et al.*, (1999:140).

CASERV- (Wong and Fong, 2012:211)

The gaming sector has also received a guide to the measurement of its service quality. Using a mixed method approach, Wong and Fong (2012:211) created the CASERV to measure service quality in the gaming sector by adapting the Three component model and Serveperf by Rust and Oliver (1994); Brady and Cronin (2001) respectively. Regarding the universal applicability of the CASERV, the CASERV was mainly based on the Chinese market and still needs to be tested in other gaming industries (Wong & Fong, 2012:215).

Summary of the hospitality service quality models

From the discussion above, it is evident that most of the proposed hospitality service quality models are adaptations of the SERVQUAL which “either confirm or evolve around the instrument” (Albayrak *et al.*, 2017:223). In addition most of the models require an adaptation or contextualisation when used in other environments. Likewise, as these studies adapted the SERVQUAL, this study adapted the SERVQUAL to suit the context of the hospitality sector in Botswana. Furthermore, the theory of quality has many dimensions which have continuously

changed over time, resulting in no consensus regarding which measure is the best (Dortyol, Varinli & Kitapei, 204:474).

Section 2.6 provides a review of service quality in the global hospitality sector. Case studies have also been analysed in the review.

2.6 SERVICE QUALITY IN THE HOSPITALITY SECTOR (GLOBAL)

The hospitality sector has transformed into a world-wide sector as it now serves global markets and has multifaceted services and products. In essence the hospitality services have been incorporated in to people's trades and daily lives. Hotels and restaurants have evolved into meeting places, entertainment places, work places and places of training (Lee, Barker & Kandampully, 2003:429). The evolving of the hospitality sector has also been prompted by the changes in customer likings, changes in company settings and more sector rivalry which have been proliferated by the advent of the educated and well informed consumers (Harrington & Akehurst, 2000:137; Briggs, Sutherland & Drummond, 2006:1006).

Domestic operators are also being faced with challenges due to demands from global tourists as these look for the topmost experiences which are also very distinctive. In addition, these tourists are highly dynamic and possess vast knowledge on service quality (Harrington & Keating, 2006:267) for example several payment modes encompassing electronic payment systems are now a requirement for good service quality for most restaurants and hospitality customers (Josiam, Foster, Malave & Baldwin, 2014:68-69). According to Du Plessis and Saayman (2013:89) customers will only appreciate products and services only if the quality is comparable to what they have experienced or exceeds their previous experiences and expectations. Hence, service quality can be seen as an obligation for hospitality sector organisations to remain competitive, have good revenues and meet their customer needs and wants.

The quality of service in the hospitality sector seems to be generally poor as revealed in a study by Baum (2002:344) that the hospitality sector in the United Kingdom faced challenges

of harmonising its skills to the dynamic labour market. Presbury, Fitzgerald & Chapman (2005:358) argue that this is due to a culture in the industry that promotes minimisation of human capital and other costs. Thus, not prioritising the skills required for this industry. Shaw and Williams (cited by Baum & Devine 2007:272) describe the workers in the hospitality sector as “uneducated, unmotivated, untrained, unskilled and unproductive”. In another study, Whitelaw *et al.* (2009:7) observed that staff in the hospitality sector in Australia had marginal skills required in the food and beverages sector. Whitelaw *et al.* (2009:8) suggest that the challenge of marginal skills could be a result of the hospitality organisations failing to provide incentives to the employees to upgrade themselves which therefore results in a compromise in service quality.

Therefore, there is similarity in the characteristics of the problems in the hospitality sector globally. This might be true for many countries, South Africa included for example Viljoen, Kruger and Saayman (2014:28) concur by mentioning that the South African food and beverages sector also faces problems of poor quality service and inadequate training opportunities. However, the employees in this sector might not be aware of this gap. They might feel the service levels are adequate hence, the research addresses this and other problems that have been identified. Nevertheless, it is worth noting that bigger hotel chains such as the Hilton and Sun Intercontinental Hotel groups have developed some training initiatives for their employees. Khanfar (2011:88) reiterates that international hotels possess abundant financial resources to ensure good training and motivation of their staff. In addition, highly successful tourism organisations put emphasis on the “engagement, education and empowerment of their employees” at all levels to deliver services that make them competitive Baum (cited by Baum, 2012:125).

The hospitality sector is highly dependent on satisfied customers, who make good or bad recommendations concerning the service they received. For the organisation, word of mouth marketing is one of the best tools that it can use for marketing itself, (Cooper *et al.*, 1996:172; Ooi Mei, Dean & White 1999:136; Presbury, Fitzgerald & Chapman, 2005:358). As such, excellent service quality is inevitable. Generally it seems that customers have mainly been used to evaluate service quality in organisations. Since customers are involved in the process of production and consumption they are able to analyse critically the quality of service

delivered and service quality studies have therefore been based mostly from customers' perspectives. The overall experience of the service is influenced by service quality hence a need to make sure service quality is excellent throughout the service experience (Lockwood, 1995:39). Even though customers' perceptions on service quality are valuable, it is also important to look at management and employees' perceptions of service quality as the service providers' perception might not necessarily be true for the customers.

Though service quality is a perception and perceptions are subjective, the satisfaction of the customers differs. A study by Ooi Mei, Dean and White (1999:136) revealed that service quality in the hospitality is affected mainly by three concepts which are "behaviour and appearance of employees", tangibles and reliability of which the latter assert that the most excellent predictor of measuring service quality is the "behaviour and appearance of employees". In another study by Presbury *et al.* (2005:358), the results showed that service quality is affected by the following concepts: "tangible facilities, responsiveness and empathy of staff to customer needs and requests, the accuracy of information provided and the location of the hotel or restaurant". Lau, Akbar and Fie (2005:54) argue that tangibles are the main concept in measuring service quality as the customers interviewed were mainly interested in this factor. Clearly from these responses, customers in different environments or geographical regions have different perceptions regarding what they consider as the best construct in measuring service quality. Hence, the need to perform studies for each geographical area as perceptions for one region might not necessarily be correct for the other. Research conducted in luxury hotels in Sydney Australia indicated four impairments to delivering excellent service quality, which are limitations in budgets, attitudes of employees, poor monitoring and excessive expectations from the customers (Presbury *et al.*, 2005:357). Company owners and managers try to minimise budgetary costs and in doing so want to pay as little salaries as possible thus minimise on the improvement of human resources and other physical resources. Employees who are not well remunerated may not perform to the best of their ability resulting in poor service. The quest to reduce budgets might also result in poor employee attitudes as employees lack the motivation to work. The employees might also not be skilled well enough to interact with guests, coupled with poor motivation contributes to poor service quality. Lack of monitoring between management, supervisors and employees seems to also contribute to poor service quality as there is less training to equip employees with the necessary skills. As

discussed earlier high customer expectations have increased demand for service quality because the customers are highly exposed and knowledgeable (Lockwood, 1995:39; Presbury *et al.*, 2005:365,368) therefore, it is important that organisations do everything possible which includes remunerating the employees well and training them to ensure excellent service quality.

Research on service quality has mainly been concentrated on other service sectors and less of the hospitality sector hence, there are more publications for other service sectors. Hsieh, Lin and Yin (2007:430) ; Wilkins, Merriles and Harrington (2007:842) argue that there is not much literature published in order to build a proper framework for service quality in hotels justifying the need for a framework on service quality for the Botswana hospitality sector. Therefore, there is need for more research and publications specific to the hospitality sector. Olsen (1992:229) argues that “there is much need to identify and analyse observed, hypothesised relationships peculiar to the hospitality industry” concerning service quality. Hence, the need for this particular research on service quality in the hospitality sector of Botswana.

2.6.1 Determinants of service quality

According to Johnstone (1995:53) there seems to be no consensus regarding the determinants of service quality as a result of the arguments on the measurement of service quality as discussed earlier on in this chapter. This debate is a great concern as results would help in the recognition of relevant service quality determinants that can be used to measure service quality and enhance customers’ perceptions of service quality (Johnstone, 1995:53). Kit-Fai and Ka-Yan (2001:233-234) argue that service quality determinants are generally very complex due to the ever-changing industry environment. Therefore service quality determinants may be influenced by the type of organisation, industry, demographic factors and environmental factors.

Kit-Fai and Ka-Yan (2001:233-234) describe the hospitality sector as very challenging, encompasses excessive customer interfaces and very vibrant. As such the hospitality sector requires continuous improvement in service delivery. Such dynamics include demography changes, way of life changes, and diverse menus and cultures. Therefore, it is difficult to generalise service quality determinants. Kit-Fai and Ka-Yan (2001:234); Soriano (2002:1055);

Briggs *et al.* (2007:1009) suggest that the difficulty in generalising service quality determinants can actually be due to the type of business. None the less, Parasuraman *et al.* (1985:46) argue that customers use similar standards or principles when they evaluate service quality despite the kind of service that is being evaluated. Therefore, Parasuraman *et al.* (1985:46) proposed ten determinants of evaluating perceived service quality which are “reliability, responsiveness, competence, competence, access, courtesy, communication, credibility, security, understanding/ knowing the customer and tangibles”. These ten determinants were then collapsed into five dimensions in 1988 by the same authors into reliability, assurance, tangibles, empathy and responsiveness (RATER) (Parasuraman *et al.*, 1988:23).

Although Parasuraman *et al.* (1985; 1988) assert that service quality determinants are generic, a number of authors contest this. In a different study, Garvin (1987:104-108) proposed eight determinants of service quality in the manufacturing sector which are performance, “features, reliability, conformance, durability, serviceability, aesthetics and perceived service quality”. However, some of these measures do not apply to the hospitality service sector for example durability and conformance. Johnstone *et al.* (1990:62-69); Johnstone and Silvestro (1990) proposed eighteen service quality determinants which are “reliability, tangibles, assurance, access, aesthetics, attentiveness/ helpfulness, availability, care, cleanliness, comfort, commitment, communication, competence, courtesy, flexibility, friendliness, and functionality”. It is worth noting that these are basically based on the work of Parasuraman *et al.* (1985; 1988). In a similar study, Gronröos (1990) suggested six dimensions of service quality which are “professionalism, skills, attitudes and behaviour, accessibility, reliability, trustworthiness, recovery, reputation and credibility”. Gronröos’ (1990) study reflects a very important aspect of excellent service quality which is service recovery. The concept of service recovery is further discussed in Section 2.7.2. However, service recovery is not emphasised in Parasuraman *et al.* (1985). Nonetheless, Gronröos’ determinants are mostly derived from Parasuraman *et al.* (1985; 1988) determinants.

Lehtinen and Lehtinen (1991:300-302) study on service quality determinants in Finland identified six determinants of service quality which are “pleasantness, chasing, pertinence, food, dancing and passive participation”. However, the results reveal that the determinants in this scenario maybe “situation and time specific” and also dependent on customers’

preference for tangibles or service processes. Cronin and Taylor (1992:64-65) conducted a research on service quality in fast food, dry-cleaning, pest control and banks and disputed Parasuraman *et al*'s. (1985) assertion that service quality determinants can be generalised. This could be attributed to the fact that Cronin and Taylor's study used service quality perceptions only and not expectations to measure service quality. In another study by Soriano (2002:1055) on customer expectations in Spain restaurants, the results revealed the following as determinants of perceived service quality the "quality of food, quality of service, cost value of the meal and the place".

Kang and James (2004:269) used the European approach regarding service quality determinants, which is based on Gronröos service quality model. The latter's argument is that most research work done has been based on Parasuraman *et al.* (1985) perspective which is an American perspective and as such the Parasuraman *et al.* (1985) model is based on the process quality rather than the technical quality (Kang & James, 2004:269). The authors suggest that service quality determinants should be made up of the functional quality, technical quality and image. As such service quality is therefore multi-dimensional and multi-layered. However, such a proposition is limited because technical quality has not yet been sufficiently defined and measured (Kang & James, 2004:269). Sohail, Matthew, Saeed and Ahmed (2007:64) in a study on service quality determinants for hotels in Malaysia concluded the following as the determinants of service quality; "efficiency, value, services, facilities and attitudes". Vanniarajan and Meharajan (2012) concluded the following as determinants of overall service quality in restaurants; "consistency, personal relationships, friendly service, reasonable food price, clear and elegant dining equipment and consistent communication" in the restaurant. Regionally, Mwanza and Chingarande (2013:16) in their evaluation of service quality in the Namibian wildlife resorts concluded that the most important determinants are "assurance aspects and responsiveness aspects". In a study of service quality in Zimbabwe's hotel restaurants, Mangwiro, Marimo and Ndlovu (2015:5) concluded that the most important service quality determinants are "customer service, attitude of staff, cleanliness of staff and the physical environment, price and food quality". The above discussion clearly indicates that the determinants of service quality could be influenced by any of following factors: the organisation, demographic factors, geography (location), customer choices, and timing therefore, justifying the need to conduct time and place specific research on service quality in

hospitality organisations. The next section discusses the influence of demographic factors on service quality expectations and perceptions.

2.6.2 Influence of demographic factors on service quality expectations

From a marketing perspective, it is important to be able to ascertain influences of purchasing decisions in customers as this would help to provide the correct services that will entice the customer to purchase hence, the assessment of the influence of demographical variables on the expectations of service quality (Horner & Swarbrooke, 2016:117). Purchase decisions of customers are influenced by variables such as age, gender/sex, income, nationality and level of education and the identifications of these demographic variables would help in the identification and employment of appropriate purchasing strategies (Barber & Scarcelli, 2009:311). Horner and Swarbrooke (2016:118) argue that one variable that mostly influences customer expectations is gender. However, Yang and Kim (2015:111) in their study on USA restaurants revealed that gender did not influence perceived service quality but income levels and age. Agyeiwaah and Adongo (2016:18) argue that there are many factors that contribute to tourism demand amongst which are the core factors expectations and demographic factors. In the Agyeiwaah and Adongo (2016:18) study of factors of tourism demand in Hongkong, their findings revealed that income was the main factor of tourism demand. Income may also contribute to the level of expectations of service quality provided the organisation. In addition, it may also influence the type of establishment where the service will be purchased from.

Various researchers have conducted studies on the influence of demographics on customer expectations. The studies focused specifically on age, gender, education level, religion, affiliation, occupation and income. Their results showed some behavioural patterns (Brady & Cronin, 2001; Barber & Scarcelli, 2009:311; Hagan, 2015:29-29; Djekic, Kane, Tomic, Kalogianni, Rocha, Zamioudi & Pacheco, 2016:828). Barber and Scarcelli (2009:15-17) concluded that age contributed more to expectations of service quality as their results showed that the older consumers were more satisfied than the younger consumers. In a study on service quality perceptions in Ghanaian hotels, Hagan (2015:28-29) concluded that gender, education, religion, affiliation, occupation and income were significantly related to service quality. Djekic *et al.* (2016:839) results revealed significant interactions between demographic “variables and other examined independent variables”. Significant observations were

observed on the dependent variables gender and age. The implications from this discussion are that hospitality managers need to segment customers according to their demographic characteristics so that marketing efforts can be done effectively. As a result, the ability to know customers will enable managers to know their customers and identify areas needing service quality improvements, consequently requiring the organisation to adopt a service marketing research orientation as discussed in Section 2.7.3.

2.6.3 Customer expectations and perceptions of service quality

The customers' expectations are very important in the analysis of service quality in the hospitality sector. The hospitality sector is faced with a lot of competition hence in order to remain competitive the sector must meet the customers' expectations. Organisations must therefore be able to know and understand the customers' expectations and perceptions regarding the service the organisations provide in order to align themselves to the customer needs and be able to deliver excellent service (Parasuraman *et al.*, 1991:444; Douglas & Connor, 2003:167). However, customers' expectations are always changing as the trend shows that they are now educated, exposed, quality conscious and have dynamic needs and wants (Saleh & Ryan, 1991:329; Crick & Spenser, 2011:466-467) resulting in difficulties in measuring service quality. In addition, Blessic *et al.* (2011:7:8) suggest that the expected service quality is not necessarily similar for all customers because the customers create it by themselves depending on their knowledge, experiences and pictures depicted by marketers. Therefore, organisations are bound to face many challenges aligning customer expectations with customer perceptions. Nonetheless, there is still need to arrive at a point where some common customer expectations are met by the organisations. Likewise, Johns and Howard (1997:248) argue that service quality measurements should be done from the customers' perspective and the findings must then be converted and aligned to the organisations service standards.

A number of studies have applied the SERVQUAL instrument or its modified versions to study service quality in the hospitality sector (Blessic *et al.*, 2011:7). Coyle and Dale's (1993:145) study in the United States of America revealed that there are discrepancies between the perceptions of service providers and those of customers. The main gap revealed that what customers expected and what organisations assumed customers expected was very different.

The customers actually preferred in order of importance responsiveness, courtesy, reliability, security and understanding while managers preferred in order of importance reliability, courtesy and understanding. Another study by Tsang and Qu (2000) assessed the perceptions of service quality in China's hospitality sector using a modified SERVQUAL instrument and similar findings were observed. China's tourism is dated as early as the 1970s when there were a lot of inbound international tourists. China's government was therefore forced into improving the service quality of the hospitality sector in order to meet the expectations of the international tourists. Generally China's hospitality sector is challenged by poor service quality and poorly skilled workers (Tsang & Qu, 2000:316). In an application of the SERVQUAL instrument in measuring gap five the authors found that the Chinese hotels failed to meet the tourists' expectations regarding service quality (Tsang & Qu, 2000:323).

Similar results were observed by Blessic *et al.* (2011:7) study of three star hotels in Serbia. In actual fact, the expectations of the guests that stayed in the hotels they studied were way higher than what the hotels provided. Likewise, comparable results were observed by Douglas and Connor (2003:169-171) from their study on customer service quality expectations in Northern Ireland hotels. The results of Blessic's study revealed that the guests preferred the following with respect to service quality assurance, food and amenities, empathy, tangibles, reliability, recreation and wellness facilities (Blessic *et al.*, 2011:7). The highest expectations from the customers were on food facilities. In addition the results revealed poor organisation and insufficient facilities also as contributions towards poor service quality.

A few studies have been done in the hospitality sector in Africa which include studies by Manwa (2010); Manwa (2011); Cant and Erdis (2012); Appaw- Agbola and Afenny Dehlor (2011); Mwanza and Chingarande (2013), Chikosha and Vutete (2014); Mangwiro, Marimo and Ndlovu (2015). Findings from Manwa (2010:42) on the perceptions of customers concerning the service quality of Nyanga National Park revealed that 50% of the participants were happy with the service quality provided by the park with most of the positive feedback centering on the friendliness and helpfulness of the park employees. However, the expectations of 50% of the customers were not met by the service provider. Chikosha and Vutete (2014:150-151) evaluated service quality in three hotels in Harare, Zimbabwe and concluded that generally the service quality in these hotels was good as the customers were

overallly satisfied with the service. Similar results were observed by Mangwiro *et al.* (2015:9) whose findings indicated that most of the customers in Harare hotel restaurants perceived the service quality to be excellent, with customer service and the attitude of the customer contact employees attributes scoring very high positive feedback. Generally the studies on the Zimbabwean context reveal that the hospitality establishments are providing good service quality as they are able to meet the expectations of the customers.

Cant and Erdis (2012:9) evaluated customer service expectations in the restaurant sector of the Tshwane area in South Africa and their study concluded that customers were happy generally with the services provided. Mostly customer expectations on food quality, friendliness and product knowledge were all met by the service providers concluding that the service quality provided by the Tshwane restaurants is good. Contradictory results were obtained in the restaurant sector in Ghana. Appaw- Agbola and Afenyo Dehlor (2011:124) concluded that the service quality provided by hotels in the Volta region in Ghana was poor. Customer expectations in the following areas were not met; “professionalism of staff, hotel staff with multilingual skills, special attention from staff, staff performing the service at the right time, variety of service and value for money”. Mwanza and Chingarande (2013:10) in their study of service delivered by front office employees in Namibia concluded that the customers were generally satisfied with the tangible aspects but were dissatisfied with the intangibles dimension especially the responsiveness dimension. Similar results were obtained by Manwa (2011:20) about customer perceptions service quality in the Botswana restaurants. Management can therefore either misjudge the expectations of customers by either exaggerating or underrating the expectations or even think that they know the expectations of customers when they do not. Hence, the need to evaluate the expectations of customers concurrently with evaluating those of employees and management.

2.6.4 Management and employee perceptions of service quality

Management and employees play a major role in excellent service quality provision as excellent service quality results in retention of current customers and luring of new customers (Piaralal, Bhatti, Piaralal & Juhari, 2016:900). Most studies on service quality have focused on measuring the customer perceptions of service quality neglecting management and employees' perceptions (Torres *et al.*, 2013:3-4; Dedeoglu & Demirer, 2015:130). According

to Torres *et al.* (2013:3); Rauch, Collins, Nale and Barr (2015:102) there is need examine various stakeholders' perceptions in order to be able to determine the differences and similarities of their service quality perceptions and in turn use those for the improvement of service quality. Barriers to achieving excellent service quality can be limited by assessing the variabilities in the perceptions of the stakeholders (Dedeoglu, 2015:131).

The traits and conduct of management are important factors in service quality. As such management are responsible for creating an organisational culture in which employees must work and follow. This can be made possible through a dedication towards service quality (Piaralal *et al.*, 2016:901). Harrington and Akehurst (2000:148-149); Kandampully and Duddy (2001:33); Mayor (2002:172-174); Presbury *et al.* (2005:358); Harrington and Keating, (2006:269) argue that managers of hospitality organisations lack in the area of service quality commitment. In a study of service quality in Irish hotels, results revealed lack of commitment by these managers to this effect (Harrington & Keating, 2006:269).

Senior managers and middle managers have a major role to embed service quality in their strategic leadership. This can be achieved by communicating and implementing the organisation's vision, mission and objectives (which embeds the concept of service quality culture) to their front line staff. Middle managers have an important role to implement service quality as they work closer with customer service staff and customers and that they also relay information between the employees and senior management (Harrington & Akehurst, 2000:148). In spite of this, middle managers/supervisors are suggested to generally resist initiatives towards service quality due to fright and a lot of day to day work (Harrington & Keating, 2006:269). The same study on Irish hotels revealed that Irish hotels had disintegrated methods to service quality such that a customary approach was required which might involve empowering employees and management and committing to providing resources that enable the provision of excellent service quality (Harrington & Keating, 2006:279). In line with organisational objectives, management requires the ability to continuously forecast changes in customer demands and align their operations with the consumer needs. This leads to a need for investigating management expectations and perceptions so that they can be aligned to the organisation's strategy and customer expectations and perceptions (Harrington & Akehurst, 2000:134). According to Crick and Spencer (2011:467) expectations and

perceptions of customers are very complicated because of their involvement in service delivery. Such a problem is also proliferated if there is a gap between management views, employee views and customers' views of service quality. Similar results and conclusions were obtained by Douglas and Connor (2003:169).

Perceptions of managers were quite different from expectations of customers (Gap 1 in the gap analysis model of Parasuraman *et al.*, 1985) for example Douglas and Connor (2003:169) revealed that customers place the tangibles concept at the lowest level of their expectations while management place tangibles at the highest level of customer expectations of service quality. Such a discrepancy could also be attributed to the customers who assess service quality as a global perception rather than a single factor (Parasuraman *et al.*, 1985). These perceptions can either be overemphasised or underemphasised (Saleh & Ryan, 1991:333; Douglas & Connor, 2003:168). In an application of the SERVQUAL model, Saleh and Ryan (1991:333) found out that management overemphasised the expectations of guests and in a study by Douglas and Connor (2003:169) management underemphasised the expectations of guests. These results are similar to the earlier studies in the hospitality sector by Lewis and Klein (1987). Dedeoglu and Demirer (2015:139) also concluded that both management and employees perceptions on service quality were higher than the customers' perceptions. Appaw- Agbola and Afenyo Dehlor (2011:124) in a study on service quality perceptions of hotels in Ghana concluded that managers were not sure of their ability to meet the tourists' expectations. Therefore, such misunderstandings may cause discrepancies in service quality. It is therefore necessary to make the gap between managers and customers' expectations converge in order to attain excellent service quality (Douglas & Connor, 2003:170).

Likewise employees play a major role in customer satisfaction. Employees are internal customers of the organisation hence their perceptions will influence the level of service quality rendered to customers (Musaba, Musaba & Hoabeb, 2014:534). Douglas and Connor (2003:170) observed that with reference to customer expectations, employees undervalued the expectations of customers in their study on the application of SERVQUAL on Irish hotels. Not only did they undervalued the expectations of the customers, they also undervalued the significance of the determinants of service quality. In this case customers placed assurance and responsiveness first while employees rated tangible elements as the most important.

Since employees are usually in contact with customers such discrepancies are costly to the organisation and as such must be avoided. In a study on service quality in Namibian hotels, Musaba *et al.* (2014:541) concluded that the employees' expectations of service quality in Namibian hotels were higher than their perceptions of service quality.

Crick and Spenser (2011:469) argue that employees are very important components of an organisation. Employees form an image of the company through their physical appearance, behaviour and how they deliver their service. Hence, employees' personalities, behaviours and values concerning the organisation have a direct influence on customer satisfaction positively or negatively. The way in which employees manage the customer service encounter has a positive or negative contribution to the service quality delivered to the customer hence the service encounter needs to be well managed. In order to manage the service encounter the employees need to be well trained in the areas of skills and conduct resulting in excellent service quality (Hartline & Ferrell, 1996:52; Harrington & Akehurst, 2000:150). In addition, employees need to be trained to be resourceful and empowered to make decisions especially regarding service recovery (Mangwiro *et al.*, 2015:10-11). The employees' ability to believe in themselves contributes to the customer's perception of the service encounter as customers want to be served by employees who are confident of themselves and empowered (Hartline & Ferrell, 1996:54). Hartline and Ferrell (1996:61) also observed that the employee's adaptability in service encounters does not influence customers' perception of service quality as they argue that "service encounters are situation specific". Hence, the adaptability might not necessarily affect the service quality.

There is therefore need for human resources practices which favour excellent service quality from the employees. One of these is a policy on the development of employees which involves the equipment of employees with the necessary skills required for excellent service quality such as service recovery skills in case of failure. These skills include both the technical skills and the interactive skills (Kandampully & Duddy, 2001:33; Mayor, 2002:172). Empowerment of employees is also another key factor in delivering excellent service quality. Employees need to be given the power to solve problems encountered by the customers. This can be done through the creation of environments that will enable the employees to make decisions (Piaralal, 2016:917). Empowering employees aids in their productivity as they will be highly

motivated to work. In addition employees become very enthusiastic and such positive energy is welcomed by customers. Managers therefore need to “develop trust and confidence in their employees” because empowerment may also reduce waiting time for complaint handling (Mangwiro *et al.*, 2015:9).

The organisation is also able to get information about its customers consistently from the employees thus avoiding dissatisfied customers (Hartline & Ferrell, 1996:56; Harrington & Akehurst, 2000:150; Kandumpully & Duddy, 2001:31; Mayor, 2002:171-172; Crick & Spenser, 2011:470). However, empowering employees to make decisions might be burdensome to the employees. This is because employees are then forced to live with the consequences of their decisions which might have negative repercussions on their employee record. Empowered employees are also likely to be more frustrated as they are expected to play multiple roles (Ferrell, 1996:57; Harrington & Akehurst, 2000:152). Hence, there is a need to balance the expectations required from the employees. Managers need also to institute organisational practices that encourage, reward employees for high performance and support employees for career advancement (Mayor, 2002:172; Piaralal, 2016:917). The study on Florida Theme Parks actually reveals that managers resolved to treat employees as customers. As such, the managers created a conducive environment for the employees resulting in the employees being highly productive (Mayor, 2002:174). Rewards and motivation are therefore a great source of inspiration to the employees. Such rewards can generally be monetary (such as bonuses) or non-monetary (such as correct equipment). Other than the strategies discussed here management can employ other ways to improve service quality in their organisations. These strategies are discussed in the next section strategies on how management can improve hotel service quality.

2.7 OTHER STRATEGIES TO IMPROVE HOSPITALITY SERVICE QUALITY

This section provides a detailed review of other strategies that can be used to improve service quality namely (International Standards Organisation) ISO 9000 standards, service recovery strategies and having a good marketing orientation.

2.7.1 ISO 9000 (International standards on quality)

Hospitality organisations can make use of ISO 9000 international standards on quality to improve their service quality. These are established standards that are used as a guide for management of quality and quality assurance developed by the ISO Technical Committee [ISO (TC) 176] (West, Giafrani & Tsiakals, 2017). According to ISO (International Standards Organisation) (2017), ISO 9000 is a description of the important basic principles and concepts of quality management that are globally applicable to organisations and customers in order for the organisations to meet the needs of their concerned stakeholders yet at the same time comply with the regulations of their country and regulatory bodies. According to Bhuiyan and Alam (2005:200); Mak (2011:17); ISO (2017) the main objective of ISO 9000 is to assist in the global transactions of services and goods. Therefore, ISO produces a series of global agreements that are published as International Standards. Because ISO 9000 are a series, continuous upgrading of standards is done with the first being published in 1987 and the current being a draft in progress, ISO 9004-2017 (Nield & Kozak, 1999:40-41; Bhuiyan & Alan, 2005:200; Fonseca, 2015:170; Chiarini, 2017:310).

ISO (TC) 176 developed seven main quality management principles (QMPs) which organisations must abide with in order to ensure effective quality, which are “customer focused organisation, leadership, engagement of people, process approach, improvement, evidence based decision making and relationship management” (ISO, 2017; Fonseca, 2015:173). These principles are aimed at achieving overall sustained organisational success including customer satisfaction. The customer focus principle for example, requires that the organisation meets the needs of all the concerned stakeholders in the organisation. ISO registration and certification also enables the customers to have confidence in the organisation as the organisation is subjected to continuous monitoring by the regulation/authority hence, service quality cannot be compromised. Generally ISO 9000 encourages organisations to use process based approaches when “developing, implementing and improving quality management systems” (Bhuiyan & Alan, 2005:2000; Fonseca, 2015: 173). However, ISO 9000 has been mostly used in production organisations and has been accepted in more than 90 countries. The service sector has likewise acknowledged the

benefits of ISO 9000 registration and certification such that a number of hospitality companies are becoming ISO certified for example in Australia, Greece, Hongkong and Mauritius (Nield & Kozak, 1999:41).

A number of benefits are associated with ISO 9000 compliance. These are aligned under operating benefits, marketing benefits, financial benefits and human resources benefits (Nield & Kozak, 1999:43-44; Yahya & Goh, 2001:942; Mak, 2011:118). Operational benefits in the hospitality sector include enhanced operating systems and reduced costs in daily operations as organisations work within a specified system that is well documented in order to achieve results. Such could be related to the use of standard operating manuals in the hospitality sector. Amongst the marketing benefits are good quality of products, enhanced customer satisfaction, more competitive advantage and global recognition (Nield & Kozak, 1999:43-44; Mak, 2011: 118). Human resources advantages of ISO 9000 include; employees that are more committed and less staff turnover due to more training focus. Some of the financial benefits are cost reductions, more profits, more profit margins and improved earnings (Nield & Kozak, 1999:41; Mak, 2011:119).

Despite these advantages ISO registration and certification also has some problems. Some of the main arguments against ISO 9000 is that the process of certification and registration is very long and costly. The process is very bureaucratic and requires a lot of paperwork. In addition the certification is more focused on compliance with the standard requirements rather than making sure that the service will be of good quality (Nield & Kozak, 1999:42; Mak, 2011:119). Furthermore, there appears to be lack of management commitment to the certification process, inadequate resources for training, little understanding and knowledge of the advantages of getting ISO registration (Chin *et al.*, 2000; Bhuiyan & Alan 2005:200) resulting in gaps in the ISO systems. According to Mak (2011:118) there has not been much research regarding the impact of ISO 9000 on tourism industries. Mak's (2011:118) findings, in a study on tour operators revealed that being ISO certified will not necessarily result in improvement of quality and operations but is a process that enables organisations to be focused and work towards achieving quality services and products. Similar results were obtained by Rodriguez-Escobar, Gonzalez-Benito and Martinez-Lorente (2006:511); Mueller and Abecassis-Moedas (2017:250). As a result, managers in hospitality organisations may

apply the principles of ISO in establishing service quality standard operating procedures. The standard operating procedures would have an advantage in that all the quality standards would be stated and explained such that management and employees can easily follow these. Even training sessions can be conducted with the use of the standard operating procedures.

There are also risk management issues that need to be addressed. One of the high risk areas is failure to satisfy customers despite being ISO certified. Mak (2011:16) argues that customers' needs are always changing hence they demand more. Furthermore, customer perceptions of quality are usually different from that of service providers as discussed in the section on customer perceptions of service quality. A combination of dynamic customer perceptions and a highly competitive business environment consequently puts the business in a difficult position as it strives to please the customer yet at the same time have operations which are efficient. Other risks include the ability of the organisation to meet the ISO requirements for example lack of well-trained employees and absence of risk based evaluations (Chiarini, 2017:310). ISO 9000 requirements are internationally pegged hence, small organisations might not have enough resources to comply. Perceived risk can also be a challenge to hospitality managers. This is a result of the characteristic- inseparability of services. Customers intending to purchase hospitality services and products are at the mercy of the service providers as they cannot experience the products and services before consumption (Kotler *et al.*, 2014:50). Hospitality organisations can manage this risk by offering complementary services prior to purchasing to the customers as this would give the customer as glimpse of the actual service they would experience upon actual purchasing. Despite these risk factors, there is need for some form of risk assessment and management by the organisation concluding that the organisation must take a risk based approach in their service quality assessments. The next section discusses service recovery strategies.

2.7.2 Service recovery strategies

Hospitality services are comprised of many service encounters that occur during the transaction processes hence, the service providers are faced with the challenge of ensuring that they deliver excellent service quality (Kotler *et al.*, 2014:47). As a result, it is inevitable to totally avoid problems during service encounters however, hospitality organisations can learn from the problems faced and improve on their service provision and service recovery

strategies (Kandampully & Duddy, 2001:38, Kotler *et al.*, 2014:47). The challenges mainly emanate from the characteristics of services which are inseparability and heterogeneity. These characteristics require a high involvement of both the customer contact employees and customers during the processes of consumption and production (Kandampully & Duddy, 2001:38, Kotler *et al.*, 2014:47; Aguilar- Rojas, Fandos- Herera & Flavian- Bianco, 2015:228). According to Kotler *et al.* (2014:38) organisations must consequently do whatever it takes to satisfy customers even if it means this is done during service recovery. Therefore, the service providers must ensure that the services are provided courteously, in a kind manner and with empathy so as to achieve excellent service quality.

According to Gronröos (1988:130); Zemke and Bell (cited by Kandampully & Duddy, 2001:28) service recovery is the process which service organisations undertake in an effort to bring back dissatisfied customers to a state of satisfaction following the inability of service organisations to meet their service expectations (service failure). Service recovery should therefore be exercised straight away after service failure in order to avoid poor customer perceptions about the services and permit consumers to perceive fairness in the service recovery system (Wang, Hsu & Chin, 2014:318; Aguilar- Rojas *et al.*, 2015:227). There are many benefits of service recovery amongst which are turning unhappy customers into satisfied ones, increased sales, better customer loyalty/repeat sales, good word of mouth, increased competitive advantage for sustained business growth and addition of value to the organisation (Kandampully & Duddy, 2001:37; Kotler *et al.*, 2014:47; Aguilar-Rojas *et al.*, 2015:227; Piaralal, Bhatti & Juhari, 2016:898). It can therefore be ascertained that service recovery is an essential component of service quality. Piaralal *et al.* (2016:900) explain that because service recovery is a key element to service quality it has a very significant relationship with service quality. One of the reasons is that the lessons learnt from the processes of service recovery can be used to improve and assure excellent service quality is provided to customers. Hence, hospitality organisations need to prioritised service recovery.

A number of strategies may be used for service recovery in hospitality organisations. These strategies are mainly service guarantees, employee empowerment and training, open door complaints policies, compensations, timeous problem solving. Crisafulli and Singh (2016:118) describe service guarantees as policies which commit the organisation to compensate for any

mistakes that occur during service provision. These policies work by enabling the customers to complain thereby evoking the guarantee resulting in customers obtaining good perceptions of the organisation (Bitner *et al.*, 1990:80-83; Kotler *et al.*, 2014:47; Crisafulli & Singh, 2016:11). Hospitality organisations may also exercise employee empowerment as a means to have positive results in handling customer complaints. Kotler (2014:47) describes this as the ability of the organisation to delegate “authority, responsibility and provide incentives” to customer contact employees. In turn, the customer contact employees will attend to customer problems effectively thereby avoiding dissatisfied customers.

In addition, timeous resolving of customer complaints for example through open door policies may also result in excellent service recovery. Some of the ways of solicitation complaints from customers are through hotlines, use of comment cards and interaction with the customers during the service. Despite the importance of customer complaints, many organisations do not make use of customer complaints (Kotler *et al.*, 2014:49). Strategies that include employee training on people relations such as negotiating skills, communication skills, grooming and etiquette, customer service orientation need to be employed as customer contact employees work directly with customers resulting in the employees needing these abilities for effective service recovery Boshoff (cited by Wang *et al.*, 2014:330; Fatma, Khan & Rahman, 2016:585; Crisafulli & Singh, 2016:117). Even though these strategies enable good service recovery satisfaction, clarity on how these would lead to repeat purchases or divestment behaviour after service failure still needs to be sought (Wang *et al.*, 2014:318). This means that there is need for hospitality managers to focus on a good marketing research orientation as discussed in the next section (Section 2.7.3). It is therefore imperative that service organisations not only prevent problems but instil measures to ensure instant service recovery. There is a need therefore, to integrate all the strategies discussed in this section and use them simultaneously to improve service quality in the organisations (Kandampully & Duddy, 2001:40; ISO, 2017). Following is a discussion on the strategies; marketing research orientation and service quality.

2.7.3 Marketing research orientation and service quality

In order for hospitality service organisations to provide excellent service quality there is also need for a marketing research orientation as a preventative tool and recovery tool for service

failure. The philosophy of the marketing research orientation is drawn from the marketing concept (Brassington & Pettit, 2013:13). According to Brassington and Pettit (2013:13); Kotler *et al.* (2014:17), the marketing orientation philosophy has been adopted mostly by organisations in the hospitality sector. The marketing orientation approach focuses on meeting the needs and wants of the customers. It also encourages organisations to satisfy their customers by meeting their expectations or even exceeding them, while at the same time meeting the organisational goals. The marketing orientation is illustrated in Figure 2.5 below.

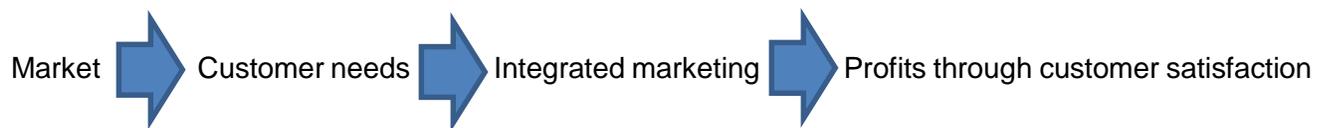


Figure 2.5: Marketing concept illustration

Source: Kotler *et al.* (2014:17)

As illustrated in Figure 2.5, the organisation must be able to clearly define its market, focus on the needs and wants of that market and consolidate all the marketing activities affecting the customers. By doing so, organisational objectives are then met through long lasting customer relationships focused on “customer value and satisfaction” (Kotler *et al.*, 2014:17). The organisation must therefore, create a culture that prioritises the needs of the customers. In fact, if a marketing orientation philosophy is adopted by the whole organisation faults from other departments or processes can be diminished.

Several studies have revealed that marketing orientation and service quality have a strong relationship, see Chang, Mehta, Chen and Polsa (1999:4070); Voon (2006:13); Ramayah, Samat and Lo (2011:9; Pantouvakis (2014). Findings in the studies of Chang *et al.* (1999:407; Pantouvakis, 2014:106) revealed that a marketing orientation approach is strongly and positively related with measures of effectiveness like service quality. The marketing orientation approach can therefore be considered as a means of achieving excellent service quality as it concentrates on both the needs of the customers and organisational objectives (Voon, 2006:616; Pantouvakis, 2014:106). According to Chang *et al.* (199:408) the marketing orientation actually helps the service providers make and provide a service mix that is seen

by customers as possessing superior quality yet at the same time resulting in improved performance of the organisation. Furthermore, a marketing orientation organisation is counted as a quality organisation thus enabling the organisation to provide excellent service quality without much struggle (Voon, 2006:616; Pantouvakis, 2014:106). Some of the benefits of being a marketing orientation organisation include better quality of products and services, positive consumer feedback, reduction of costs, increased productivity and sales, higher profitability and improved business performance (Chang *et al.*, 1999:416). These benefits are similar to those of excellent service quality consequently proving the relationship between marketing orientation and service quality.

Hospitality managers may therefore manage their organisational service quality by adopting a marketing orientation approach. This implies that, in order for the organisation to be market oriented, hospitality managers need to constantly conduct market research officially or unofficially (Chang *et al.*, 1999:416; Voon, 2006:613). This process of marketing research enables the organisation to examine customer needs and recommend alterations in an appropriate way. Voon (2006:613) argues that the ability of the organisation to measure service quality processes is effectively done using accurate market data and intelligence which is only carried out through market research. Kotler *et al.* (2014:137) define marketing research as a “process that identifies and defines marketing opportunities and problems, monitors and evaluates marketing actions and performance and communicates the findings and implications to management”. The data obtained from the marketing research can be used for decision making purposes that will ensure correct services are provided therefore, enhancing the improvement of service quality (Brassington & Pettit, 2013:164; Pantouvakis, 2014:13). In addition, marketing research enables the organisation to know market trends and the ever changing customer preferences and expectations, which helps the organisation to meet the expectations of the customers (Voon, 2006:613). This is made possible because marketing research enables the organisation to ascertain the existence of segments, their visibility, their needs and ways to research the segments (Brassington & Pettit, 2013:164; Kotler *et al.*, 2014:139). As such, the organisation is able to fully focus on the segments identified enabling service quality expectations to be met. It is therefore recommended that hospitality organisations adopt a marketing research orientation approach.

Having reviewed the service quality in detail, the conceptual framework in Section 2.8 was recommended for the study.

2.8 THE CONCEPTUAL FRAME WORK

The conceptual framework as presented in Figure 2.6 provides a summary of the key concepts that have been presented and conferred in the service quality literature. The framework shows how the study is structured conceptually. The framework is based on the main goal of this study which was to propose a service quality framework for the Botswana hospitality sector. Information as to how the framework was developed is presented in this section. The principal constructs and their relationships are illustrated also in the framework.

The study of literature revealed that service quality is a very challenging concept to understand which is influenced by various dynamics. The review of literature showed that excellent service quality is achieved by being able to exceed customer expectations (see Chapter 2, Section 2.3.3). In order to be able to exceed customers' expectations the following constructs of service quality need to be considered; service quality determinants, demographical variables influencing the determinants, stakeholders expectations and perceptions of service quality, strategic orientation of the organisation and strategies to improve service quality. The literature study indicated that assessing all the stakeholders' expectations and perceptions of service quality is necessary in order to have a holistic perspective of service quality. Such a perspective would help to identify the extent of the gaps between managers and employees (Gap 9), managers and customers (Gap 1) (Parasuraman *et al.*, 1985), employees and customers (Gap10). The literature study showed that most service quality studies focus on customers' service quality expectations perceptions and neglect the managers' and employees' service quality expectations and perceptions hence, the measurement of the identified gap to investigate Gaps 9 and 10 (see Chapter 1, Sections 1.2 &1.4).

The review of service quality literature associated with the topic showed that excellent service quality is influenced by the ability of the hospitality organisation to provide services that meet

and exceed the needs of the customers. The customers' needs in turn determine their priority service quality determinants. The organisation must therefore know the determinants of service quality from a customer's perspective, management's perspective and employees' perspective with priority being given to the customers' perspectives (see Chapter 2, Section 2.6.3 & 2.6.4). Therefore, the study investigated the service quality determinants of the three stakeholders. The literature reading showed that service quality determinants are not mutually exclusive with demographical variables such as age, length of employment (see Chapter 2, Section 2.6.1). Demographics have some influence over service quality determinants which have an effect on the marketing of an organisation. Hence, the demographics were investigated to see whether they had an influence in the service quality expectations among the groups (see Chapter 5). Knowing the demographic characteristics helps the organisation to target customers correctly and profile them accurately thus providing services according to the needs of the customers (see Chapter 2, Sections 2.6 and 2.7.3).

In addition to the review of service quality expectations and perceptions, determinants and demographics, the study also reviewed literature on the strategies to improve service quality. The literature review suggested the use of service recovery, ISO 9000, marketing research orientation, strategic orientation and service quality culture embedded policies and practices. The likelihood of using some of these strategies was also investigated in the qualitative part of data collection (management and employee interviews) (see Chapter 6, Sections 6.2 & 6.4).

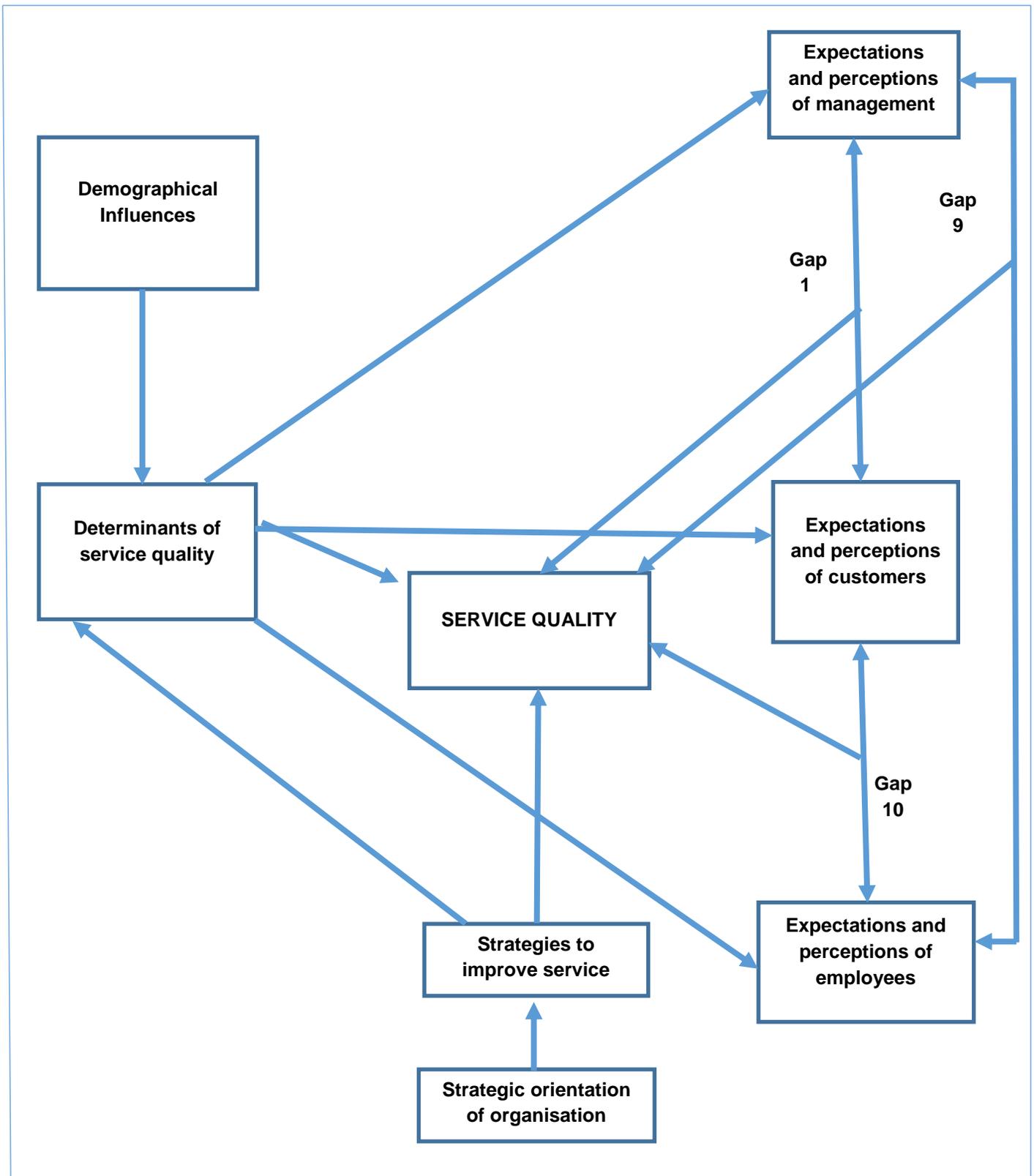


Figure 2.6: Conceptual framework for the study.

It is envisaged that proper consideration of the constructs explained here by hospitality service organisations would help to improve the challenge of poor service quality, consequently excellent service quality will result in customer satisfaction which in turn will result in positive word of mouth, repeat business, increased revenue, new business and good image (Hagan, 2015:16). Hence, the proposed service quality framework in Chapter 7 section 7.2.1. The next section provides a review of the chapter.

2.9 CHAPTER SUMMARY

The purpose of this chapter was to review literature on service quality on service quality and its applications in the hospitality sectors. Service quality models were reviewed in order to determine their critical aspects and single out one model which was used for this study – the SERVQUAL Model. Therefore, a conceptualisation of the services sector, service quality and service quality models was also done. This resulted in a clear understanding of the services sector and showed the link between hospitality and the services sector. Characteristics which influence service quality in the services sector were also reviewed so as to understand the nature of the services sector and these characteristics were found to be perishability, intangibility, heterogeneity and variability.

The chapter went on to review the development of service quality models in order to understand the development of service quality theory and models. Fifteen models were reviewed and the primary models were discussed in detail. The models are the Disconfirmation Model, Perceived Service Quality Model, SERVQUAL Model and the Three Component Model of service quality. Five models modifying the SERVQUAL Model in the hospitality and tourism sectors were also reviewed. These models are LODGESERV, LODGEQUAL, DINESERV, HOLSERV, and CASERV.

The review revealed that there has been no consensus regarding which model to use for measuring service quality in the services sector. However, it appears that the SERVQUAL has been used as is or adapted by many researchers hence, the need to adapt the SERVQUAL and use it for this particular study. The chapter was then concluded by reviewing

literature on the application of the SERVQUAL model in the hospitality sector. The literature revealed generally that there is poor service quality in the hospitality sector globally and that perceptions and expectations of management and employees differ with those of customers. Generally the regional literature indicated a gap in the literature on management and employees perceptions on service quality. In addition customer expectations and perceptions of service quality differ per customer and are influenced by time and context hence the need to conduct time and context specific studies on service quality. Furthermore, determinants of service quality were found to differ depending on the place, times, context and demographic characteristics of the customers.

Some strategies identified to improve service quality were the employment of ISO 9000, service recovery strategies and adoption of marketing research orientation by hospitality service organisations. Chapter 3 reviews literature on tourism and hospitality in Botswana in order to provide a critical overview of service quality in Botswana's hospitality sector.

3 CHAPTER THREE: REVIEW OF LITERATURE ON TOURISM AND HOSPITALITY IN BOTSWANA

3.1 INTRODUCTION

This chapter provides an overview of the tourism and hospitality sector in Botswana. According to WTTC (World Travel and Tourism Council) (2016:1) the travel and tourism sector employed about 9.5% of the world's total employment (283 578 000 occupations) and this increased by 2.2% in 2016 (to 289 756 000 occupations). Fletcher, Fyall, Gilbert and Wanhill (2013:2) and WTTC (2016:3) postulate that tourism is a major contributor to the Gross Domestic Product (GDP) of the world wide economy as reflected by a contribution of US\$2,229.8 billion in 2015 (WTTC, 2016:3) to the world's Gross Domestic Product. This shows that tourism occupies a major portion of the world's economy although conceptually it is a very complex sector. Similarly, the tourism and hospitality sector is a fast growing sector both in southern Africa and Botswana. Botswana tourism is ranked second in terms of its contribution to the GDP of Botswana (Budget Speech, 2015). This chapter, therefore provides a conceptualisation of the tourism sector globally that includes an analysis of industries in the tourism sector, a description of the hospitality sector and how it forms the tourism sector. It also provides the conceptualisation of the tourism and hospitality sector in Botswana and a review of the state of service quality in the Botswana hospitality sector. The chapter concludes by giving a justification of this research as it shows the gaps that exist in the Botswana research on service quality in the hospitality sector.

3.2 CONCEPTUALISATION OF THE TOURISM SECTOR

According to Inskeep (1991:6) and Fletcher *et al.* (2013:2) tourism began around the early 18th century and its growth and development was mainly propagated by the inception of the Grand Tour (a train tour facilitated by the development of the railway line through the process of industrialisation). Smith (1988:183) defines tourism as a sum total of all businesses

precisely providing products and services that enable work, enjoyment and holiday pursuits in a setting away from the usual home settings. Fletcher *et al.* (2013:2) define tourism as what people do when they visit a particular destination of which the visitors can be inward bound or outward bound but do not permanently reside at the destination. According to UNWTO (United Nations World Tourism Organisation) (cited by Goeldner & Ritchie, 2006:7) the definition of tourism is stated as “the activities of persons travelling to and staying in places outside their usual environment for more than one consecutive year for leisure, business and other purposes”. From the above definitions tourism can be therefore defined from the demand side (visitors) and also from the supply side (businesses). However, tourism is hard to define as it seems to be very multifaceted in nature. Likewise, Fletcher *et al.* (2013:6) argue that tourism encircles many other sectors which results in it having blurred boundaries because of the many areas it covers hence, the challenge in defining it. Tourism draws many perspectives from other sectors and is therefore multifaceted. It therefore results in many types of tourism and tourism studies (Fletcher *et al.*, 2006:25).

Tourism can be defined from a conceptual framework using Leiper’s (1979:404) Model. Figure 3.1 below shows the three fundamental elements in tourism. These elements being visitors, geographical elements and the tourism industry.

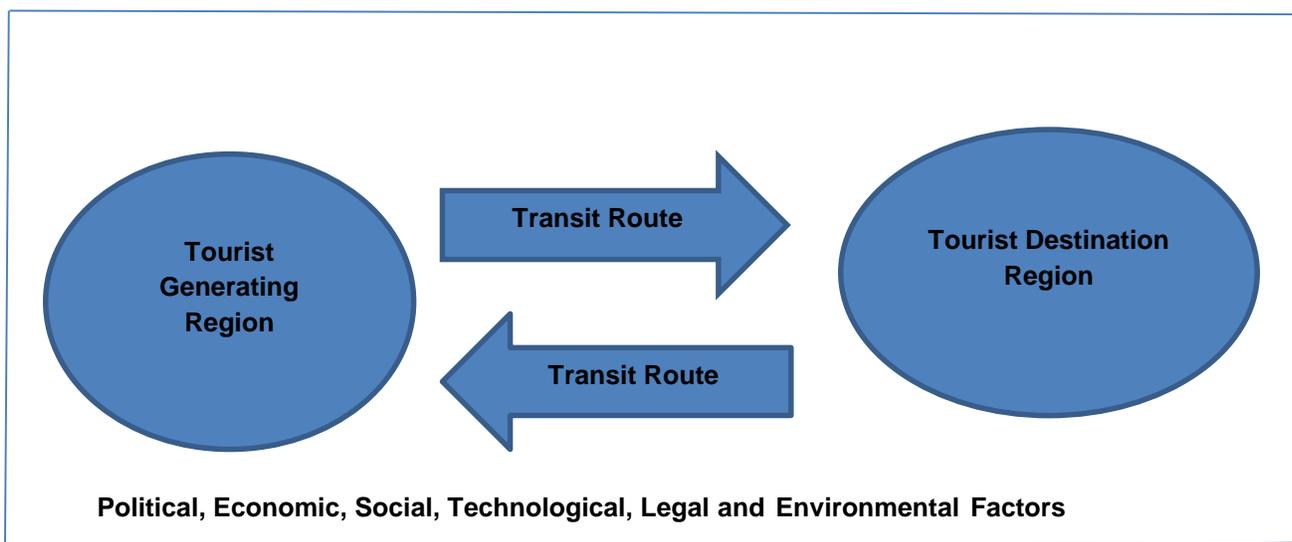


Figure 3.1: Leiper’s Model

Source: Adopted from Leiper (1979:404)

Visitors can be defined as travellers that instigate needs and wants for tourism resources at a particular destination. The traveller generating region, the tourism destination region and the transit route region are geographical aspects (Fletcher *et al.*, 2013:7). Therefore, tourism can be viewed as a system consisting of these elements. The tourism sector can also be viewed as all the organisations and amenities available to meet the demands of the tourists (Leiper, 1979:404). However, in Leiper (1979:400) this is referred to as “tourism industries” because of the many facets and interconnections that tourism has with other industries. There are actually arguments on whether tourism can be classified as an industry by itself.

According to the UNWTO (2001) the tourism sector is comprised of numerous businesses or trades. These businesses are well defined by the use of international standards. Fletcher *et al.* (2013:8) define an industry as collections of businesses which make use of similar methods in the production of their products “in line with a country’s industrial structure in harmony to a country’s national accounts”. The tourism sector could be classified under the category of goods and services. Conversely, the Australian Treasury (1977:1209-1277) contends that the tourism sector cannot be accurately classified in terms of goods and services produced but in terms of the situations in which the goods and services are consumed. Thereby, making it difficult to conclude that the tourism sector is an industry by itself. UNWTO (2001) assert that tourism is therefore a sector that consists of, many industries.

3.2.1 Hospitality sector

The hospitality sector is seen as a sector concerned with the provision of food, beverages and accommodation (Lashely & Morrison, 2000:152). Likewise Lashely and Morrison (2000:5) define hospitality as social settings where foodstuffs, beverages and lodgings are provided. Social settings can mean commercial or non-commercial settings. Hing, McCabe, Lewis and Leiper (1998:264) explain that the hospitality sector is made up of meetings, incentives, convention and exhibitions (MICE), casinos and licensed clubs. However, Knowles (cited by Ingram, 1999:141) contends that the hospitality sector is hard to classify because the hospitality operations have also not been conclusively classified. Hence, for the purposes of this research the definition of hospitality that refers to commercial settings was used. According to O’Gorman (2009:788) commercial hospitality has been in existence for about four thousand years and has evolved over time due to the development of cities and towns

through industrialisation. Ingram (1999:140) purports that the monasteries officialised and commercialised hospitality in the Middle Ages by operating guest houses which were later turned into road side inns.

Generally for all of the commercial settings discussed above, there is need for excellent service quality in order to be profitable. Hospitality is therefore basically a correlation between the visitor and the service provider. The accommodations sector and food services sectors are inevitably very important sectors in the tourism industry. Tourists usually include food and accommodation in their itinerary hence making the accommodations and food service sector priority areas of the tourism industry (Goeldner & Ritchie, 2006:154). The accommodation sector is divided into commercial and non-commercial sectors (subsidised or welfare sectors) as shown in Figure 3.2 below. Commercial sectors are profit making while non-commercial sectors are not profit making (Viljoen, Kruger & Saayman, 2014:28). Trends in the accommodation sector reveal that it is composed of, boutique hotels, eco lodges, and backpacker hostels which can be low priced, mid-priced or highly priced (Hing, McCabe, Lewis & Leiper, 1998:264).

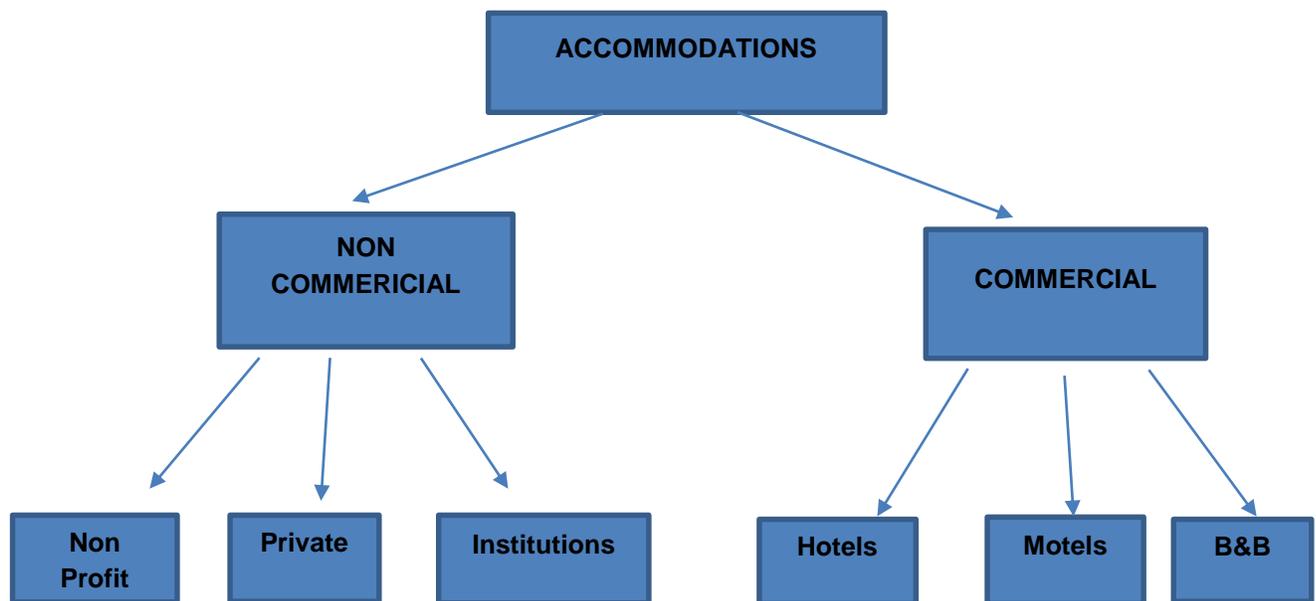


Figure 3.2: Hospitality sector conceptualisation

Source: Adapted from Goeldner and Ritchie (2006:154); Viljoen, Kruger and Saayman (2014:27).

Likewise the food and beverages sector is also divided into commercial and non-commercial establishments. According to Davis, Lockwood, Pantelidis and Alcott (2013:21) this sector generates huge income for the hospitality sector. This sector is also varied and multi-faceted comprising of many establishments that include fast food restaurants, cafeterias, traditional restaurants, hotel restaurants, bars , coffee shops, commercial caterers, casinos, licensed clubs (Slattery, 2002; Goeldner & Ritchie, 2006:168; Davis *et al.*, 2008:9). The food services sector is illustrated in the Figure 3.3.

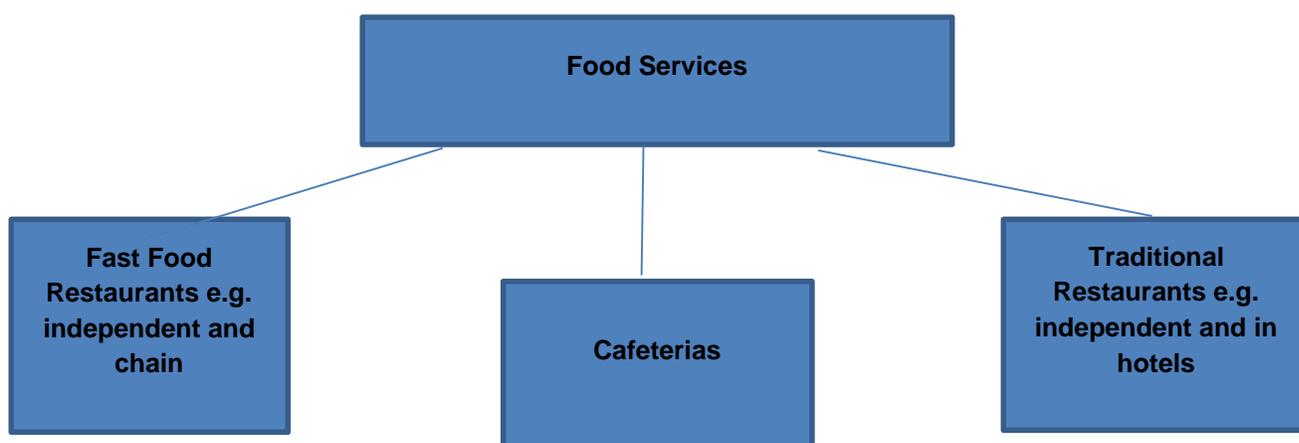


Figure 3.3: Food services sector

Source: Goeldner and Ritchie (2006:168)

Figure 3.3 shows a breakdown of the food services sector into three main categories which are fast food, cafeterias and traditional restaurants. This categorisation is also similar to the SIC classification discussed earlier on. This research has been scaled to down to commercial restaurants and other similar establishments which fall under the description Food and Beverage activities, Division 56, Class 5610 using the Botswana Standard Industrial Classification - Revision 3 cited by (Tourism Sector Human Resources Development Plan:2014). Even though the commercial food and beverage sector brings in a lot of revenue to the tourism sector, there are also some weaknesses associated with the sector. The sector is usually associated with few experienced employees, unfavourable working hours, and poor remuneration of employees (Poulstone, 2008:413; Lo & Lamm, 2005:23). The hospitality

sector is actually described as “a people industry” because of its high demand for labour and its dependence on service preferably than physical goods (Ingram, 1999:141). As a result, there is need for high quality food provision in the case of the restaurant sector. Saayman (2013:262) argues that other than the food quality being the main factor in the food and beverages experience other factors like the “quality of service and presentation manner of the food”, which are the people aspects, greatly affect the food and beverages experience. Therefore, there is need to address all the areas that affect the service quality in the food and beverage experience. The next section provides a literature review of Botswana’s hospitality sector.

3.3 BOTSWANA’S TOURISM AND HOSPITALITY SECTOR

This section provides an overview of Botswana’s tourism and hospitality sector. The section begins with a discussion on the background of Botswana in order to understand Botswana’s history as a country, location, governance, economy and how tourism and hospitality contributes to the economy. The background of Botswana helps to understand and appreciate the state and level of tourism and hospitality in Botswana. The section goes on to discuss the governing framework for tourism and hospitality in Botswana, the history and development of the tourism and hospitality industry in Botswana. The section concludes by a review of the hospitality sector in Botswana and an analysis of the state of service quality in Botswana’s hospitality sector.

3.3.1 Background of Botswana

Botswana is located in the southern region of Africa as illustrated by the map below (see Figure 3.4). According to Suite (2014:13) Botswana shares its borders with Zimbabwe, Zambia, Namibia and South Africa and is mostly made up of dessert land. Department of Central Statistics (2015) suggests that Botswana has a population of about two million people. The capital city of Botswana is Gaborone. This is where the research study took place. Other major towns include Francistown, Selebi Phikwe and, Lobatse (Bureau of African Affairs, 2005).



Figure 3.4: Botswana map –

Source: www.maps of the world .com

According to Coleman (2015:1), Botswana achieved its independence in 1966. Botswana was a former British Protectorate and was at the time known as Bechuanaland. The country was initially inhabited by the San people, alternatively called Bushman or Basarwa. The San people were then followed by the Khoe (Hottentots) who were then followed by the Bantu speaking people who include the Tswana speaking people. British missionaries came to Botswana in the 19th century. However, there were clashes between the Botswana nationals and European Boer colonisers from the South African Transvaal province. This resulted in three chiefs from Botswana travelling to Britain to seek British protection in 1885 thus making Botswana a British protectorate. According to Bureau of African Affairs (2005), Botswana is composed of the following ethnic groups: “Tswana (79%), Kalanga (11%), Herero, Bayayeyi, Hambukushu, Basarwa (San), Koi (Hottentots) and whites (10%)”. The main religion is

Christianity, which comprises (70%) of the religions. The official language of Botswana is English while the national language is Setswana. The capital city of Botswana is Gaborone (Department of Central Statistics (CSO), (2015).

According to Suite (2014:14) Botswana has a multiparty legitimate democratic system. The democratic system requires that Botswana holds free and fair elections after every five years. The National Assembly of Botswana is comprised of 57 seats. The legislature is such that the president is selected from the party that has the most number of seats in the assembly. A point of interest is that from the eight tribes mentioned a chief is selected to represent the advisory house of chiefs (Suite, 2014:14). The government of Botswana is divided into three branches or categories: the executive authority, which is assumed by the president, the legislative authority which is assumed by the house of chiefs and the judicial authority which is assumed by the Botswana high court (Coleman, 2015:47). Such categories facilitate democratic governance in the country and encourage positive economic growth rate.

Botswana has a poverty rate of 20.7% and an inflation rate of 5.7% (Budget Speech, 2015:3). The inflation rate is quite low due to a stable currency, a growing economy and a good political system. The Botswana government prioritises economic growth which is facilitated by clear cut macro-economic policies and democracy. As a result, between 1980 and 1990 the real GDP per capita grew at an average rate of 5% per year UNDP (United Nations Development Programme) (2005:18). The Budget Speech (2015:3) reports that in 2013 and 2012 the real GDP registered a growth rate of 5.8%. Interestingly non mining sectors are the ones that drove this growth rate mainly. The Trade, Hotels and Restaurants sectors had a growth rate of 6.3% in 2013 and 2012 UNWTO (United Nations World Tourism Organisation, 2016). In 1997 tourism contributed to 4.5 % of the GDP. Hotels and restaurants subsector contributed 43% of that total income of tourism for GDP (Tourism Development Master Plan, 2000:22).

Thus, there is need for excellent service quality as the sector is experiencing substantial growth. According to NDP 10 (National Development Plan 10) (2007:34), in 1966, Botswana was listed among very poor countries. To a larger extent Botswana was dependent on beef exports and migrant labour payments after independence in 1966. Mining was then advocated for and introduced as a form of economic diversification (NDP 10:34, 2007). Botswana has transformed itself from a low income country to a middle income country (Coleman, 2015:65;

Botswana Federation of Trade Unions (BFTU) (2006:13). Currently the economy depends a lot on mining. However, this is expected to decline by 2020 thus resulting in a need to diversify the economy. Furthermore, the mining of diamonds is susceptible to market changes (Coleman, 2015:65). Therefore, in order to have future sustainable growth of the economy, there is strong orientation towards the need for diversification (Jefferis, 2008:5-6).

One of the areas identified for diversification is the tourism sector. The Budget Speech (2015:15) suggests that tourism is a major driver of economic diversification of Botswana. This can be attributed to its contribution to the economy. According to the Tourism Development Master Plan (2000:22) tourism contributes substantially to the economy of Botswana. This is mainly through “visitor expenditure, contribution to GDP, contribution to foreign exchange earnings, creation of employment and contribution to government revenues”. In 2013 tourist arrivals were approximately P2.4 million and revenues from these tourists was P6.24 million (Budget Speech, 2015:15). Diversification may contribute to the employment of many people especially as the tourism sector depends mainly on people to deliver the services. BFTU (Botswana Federation of Trade Unions Report) (2006:13) asserts that in 2006 the unemployment rate was 20%. This reflects quite a high unemployment rate. The Annual Economic Report (cited by BFTU, 2006:13) shows the following unemployment trends: “1991 (13.9%), 1993/94 (21.6%), 2001 (19.6%), 2002/2003 (23.8%)”. Therefore, with a drive towards diversifying the economy through the tourism sector there is a need for orientation towards service quality as satisfied customers would entail more revenue for the industry through repeat business and positive word of mouth.

3.4 TOURISM AND HOSPITALITY IN BOTSWANA

According to Leachor and Fabricius (2002:7) and Saarinen, Naomi & Moswete (2014:7) tourism in Botswana is mainly nature based or dependent on wilderness and safari. Being dependent on nature has resulted in little emphasis towards other forms of tourism such as cultural, historical and archaeological attractions. The map below (Figure 3.5) shows the main tourism destinations of Botswana.



Figure 3.5: Botswana map showing major tourist destinations

Source: www.google.co.bw

According to the Tourism Development Master Plan (2000:4) wildlife and wilderness are the main tourism assets for Botswana. The country is divided into National Parks, Game Reserves and Wildlife Management Areas. The Chobe National Park and the Okavango Delta are the country's most important attractions. As of June 2014 the Okavango Delta Botswana's premier tourism destination was inscribed as the world's 1000th World Heritage Site (Discover Botswana, 2015:18) as it has significant ecological and biological processes. Other attractions include the Tsodilo hills (another world heritage site for cultural heritage), Moremi Game Reserve, Makgadikgadi Pans National Park, Gaborone which is the capital city of Botswana, Central Kalahari Game Reserve (CKGR), Khutse Game Reserve and the Kgalagadi

Transfrontier Park (BTO (Botswana Tourism Organisation), 2013:12 & BTO, 2015:12). Leechor and Fabricius (2002:34) argue that the exceptional nature and sanctuaries add to Botswana's comparative advantage. The other advantage is that the majority of the nature based product is under nature preserves which favours or promotes green tourism. However, Botswana has a policy of "low volume, high cost tourism" which has resulted in little investment and infrastructure in the national parks especially, resulting in a lot of pressure on the current tourism infrastructure as the cost of the tourism product is too expensive (Botswana Tourism Master Plan, 2000). Leechor and Fabricius (2004:10-12) reiterate that the Chobe region lacks sound destination management policies, the CKGR, Makgadikgadi Pans and the Kgalagadi are not easily accessible thus discouraging tourists from visiting them.

According to Botswana Tourism Master Plan (2000:27) the Botswana tourism industry is regulated by the following legislation; The Tourism Act of 1992, The Botswana Tourism Regulations of 1996, The Tourism Policy of 1990, The Tourism Licensing order of 1996, The Tourism Industry Training Fund of 1996, The Financial Assistance Policy of 1996 and the Casino Act of 1971, The Tourism Development Framework of 2001 and the Botswana National Ecotourism Strategy of 2002. The Tourism Policy of 1990 is the main guide for scheduling, improving and management of tourism in Botswana. The policy acts as a framework for the development of tourism which tourism developers must use or abide with the main aim of the policy being "sustainable development, achieving net social and economic benefits for Botswana" using the nature based tourism resources (Tourism Development Master Plan, 2000:26).

Though Botswana has quite a reasonable tourism regulatory base, it still seems as though Botswana is facing challenges in regulating tourism. Leechor and Fabricius (2004:32) argue that these policies and frameworks have not been properly described. Leechor and Fabricius (2004:32) furthermore, argue that the implementation of these policies is poor and slowly done resulting in a compromise in the quality of products and service provided. In addition, the policies and frameworks are not done with the consideration of the customers as the authors argue that the policies are driven by the industry and not the customers. The preferences of the customers are very important as this helps to determine the competitiveness of the destination. Furthermore, it is quite evident that the tourism policy objectives are biased

towards nature based tourism. The policy objectives do not reflect much on other tourism sectors for example the hospitality sector. There is therefore need for the revision of the policy objectives in order to address all the tourism sectors in the country. According to the BEH (Botswana Education Hub) (2015:8) the “high cost, low volume policy” is mostly appropriate to the northern parts of the country. It is less appropriate to most of the other locations in the country for example the Kalahari Desert where the conditions are mainly remote and would actually need a “low cost, high volume policy” in order to attract tourists to the area. Notably the kind of tourists who frequent Botswana’s nature based resorts and destinations are less demanding in terms of the “home away from home” service quality requirements as compared to the contemporary tourist who is more fascinated about service quality in destinations and are finding themselves in the cities and hotels. This suggests the need for a paradigm shift in terms of Botswana’s focus on service quality in the hospitality sector.

3.4.1 History and development of tourism and hospitality in Botswana

BEH (2015:8) suggests that the Botswana tourism industry was birthed around the 1960s after being discovered by Safari Hunting Operators from Kenya hence its similarity with the Kenyan Tourism which is also mainly based on national parks and game reserves. According to Botswana Tourism (2015) up to 1966 there was very little tourism in Botswana as a result, the economy was mainly dependent on beef exports and diamond. However, due to an overdependence on beef exports and mining there was and is still a need for economy diversification. As a result by the year 2002, tourism had grown to an extent of becoming the number two largest economic sector in Botswana (Mbaiwa, 2005:204). This basically shows that tourism in Botswana is still in its infancy stage. The WTO (cited by Tourism Policy, 1990) suggests that in 1986 the total travellers to Africa accounted for 3% of the world travel. This growth has since continued to increase. The CSO (cited by Tourism Policy, 1990) reports that from 1978 to 1985 the total number of inward bound tourists to Botswana increased by above 200% and in 1985 inward bound tourism to Botswana consisted of about 175 000 vacationers.

According to BEH (2015:8), Botswana’s tourism industry is mainly divided between photographic safari lodges and mobile safaris. Botswana has over 210 lodges located in the Okavango region (Ngamiland) and 171 listed mobile safaris. Tourism in Botswana is therefore still budding. The government of Botswana in 1990 developed a tourism policy whose main

activities are “to increase foreign exchange earnings and government revenue”, the generation of employment and increase income levels and development particularly in rural areas, to enhance the quality of living and to display a promising image of Botswana to the global atmosphere at large (Botswana Tourism Policy, 1990:4). Consequently the Okavango Delta (a rural destination) is now the most significant tourism attraction and destination in Botswana (Mbaiwa, 2005:204).

Nevertheless, there are quite a number of challenges faced by the Botswana’s tourism sector. According to Moswete, Thapa, Toteng and Mbaiwa (2008:384) and Mbaiwa (2005:204) there is very little involvement of local people in the Botswana’s tourism sector. Most of the businesses are foreign owned which propagates the possibility of lowly paid employees and economic leakages as the business policy may be favourably disposed towards the foreign owners. Thus, there is a need to revise the tourism policy to empower the local people. In addition, as tourism is mainly focused in the northern part of Botswana, the local people in those communities are more likely to suffer from the negative impacts of tourism development for example in the Okavango Delta local communities are affected by poor waste management from lodges and holiday camps (Mbaiwa, 2005:223).

In terms of sustainable development, such activities also may affect the future success of the tourism industry. Moswete *et al.* (2008:385) and Manwa (2011:15) argue that tourism research has been mainly focused on nature based tourism located in the northern part of Botswana hence there is very little research on other areas of tourism for example hospitality. Likewise, Mbaiwa and Stronza (2010:635) assert that the central niche for the development of tourism in Botswana has been mainly “conservation and development in rural areas” through the use of ecotourism, resulting in the development of mainly the Okavango region. For this reason, there is need to widen the research on tourism in the country so as to include other sectors of tourism. The photographic tourism sector is currently faced with the challenge of increasing luxury requirements by its market as a result there is a huge requirement for “critical skills” in its service provision (Tourism Sector Human Resources Development Plan, 2014:56) which is currently a hurdle in Botswana’s tourism sector. The Botswana Tourism Report Q4 (2014:7) suggests that in 2013 Botswana outward bound tourism consisted of 614 000 departures while inward bound tourism consisted of 2.7 million visitor arrivals. This reflects a larger market

share of inward bound tourists as compared to outward-bound tourists. This can be attributed to a low number of the Botswana local population participating in travel. Furthermore, the “high cost, low volume” tourism policy does not encourage the local people to travel as tourism is viewed as a luxury since most local people cannot afford it (Botswana Tourism Report Q1, 2015:7). There is therefore, need to further develop the domestic tourism market. Even though the inward bound tourism market is higher than the domestic tourism market, the transport infrastructure network in Botswana generally hinders effective travel by tourists. This can be attributed to the lack of connecting flights to source markets as there are no direct international flights into Botswana. Flights have to pass through South Africa (Botswana Tourism Report Q4, 2014:7). In addition the rail travel network is mainly for goods and is therefore of little use to international tourists. The road network is also not well developed therefore limiting access to rural areas, for example the Okavango is only accessible by plane. The Botswana Tourism Report Q4 (2014:7), Botswana Tourism Report Q1 (2015:7) & Botswana Tourism Report Q2 (2015:2) generally reveal a growth in the inward bound and outward bound tourism as shown in the Table 3.1 below.

Table 3.1: Tourism Travel Figures

Year	Outbound Tourism-Departures	Inbound Tourism - Arrivals
2013	614 000	2.7 million
2014	-	2.9 million
2015	928.710 (expected)	3.7 (expected)

Source: Botswana Tourism Report Q4 (2014:7), Botswana Tourism Report Q1 (2015:7) & Botswana Tourism Report Q2 (2015:2).

As a result of the growth in inbound and outbound tourism, the tourism sector in Botswana needs to provide excellent service quality as more tourists are developing interest in the region. In light of this the next section provides an overview of the hospitality sector in Botswana.

3.5 HOSPITALITY SECTOR IN BOTSWANA

According to the Tourism Sector Human Resources Development Plan (2014:6) the tourism sector of Botswana consists of “travel, tourist and hospitality” activities. Hospitality sector activities include accommodation, meetings, events, conferences, food and beverages. The Botswana Standard Industrial Classification adapted from the United Nations Organisation Standard Industrial Classification classifies Botswana’s hospitality sector into the categories; Division 55 (Accommodation) and Division 56 (Food and beverage activities) (see Table 3.2).

Table 3.2: Botswana Standard Industrial Classification- Revision 3

Division	Group	Class	Description
Division 55	551	5510	Short term accommodation activities
	552	5520	Camping grounds ,recreational vehicle parks and trailer parks
	559	5590	Other accommodation
Division 56	561	5610	Restaurants and mobile food activities
	562	5621	Event catering and other food activities
		5629	Event catering
	563	5630	Other food activities

Adapted from the United Nations Organisation Standard Industrial Classification of all economic activities (ISIC) Rev.3 (cited by Tourism Sector Human Resources Development Plan, 2014:6)

According to the Botswana Tourism Policy (1990:3) hotels, motels, lodges and permanent camps are classified under the Tourism Policy Act of 1990. Lodges and permanent camps are rented out from local land boards and government. However, there are problems

regarding the quality control and staff skills. In the hospitality sector, lodges have a challenge of the coverage and site of land rented out for the purposes of tourism, “terms and conditions of leases” specified to the managers (Botswana Tourism Policy, 1990:3). The Botswana Tourism Board has about 315 registered accommodation services serving various consumer demands. Accommodation choices include top market hotels and lodges, affordable hotels and lodges, fully serviced accommodation, cottages, bed and breakfasts, self-catering facilities and guest houses (BEH, 2015:9). However, BTO (Botswana Tourism Organisation) (2015) suggests that the hotel and accommodation sector is mainly made up of game lodges and camps showing the bias towards nature based tourism.

According to the Tourism Development Master Plan (2000:28) which is the Institutional framework for tourism, the hospitality sector is currently placed under the private sector in Botswana under the Hotel and Tourism Association of Botswana (HATAB). However, HATAB has a difficulty in representing all its subsectors that is hotels, restaurants and services. There is need therefore for the subsectors to form their own associations for example Botswana Restaurants Association (Tourism Development Master Plan, 2000:33). This could help in monitoring and controlling of service quality in the different sectors as each sector would concentrate particularly on its standards and developments.

The Botswana Tourism Report Q4 (2014:20) and Botswana Tourism Report Q2 (2015:20) suggest that the hospitality market is still at its infancy stage. The hospitality sector is in need of serious investment also in terms of infrastructure. The major top ten international hotel groups are currently not present in Botswana. Hence, the luxurious hotel options are mostly limited. Hotel groups currently present in Botswana are the following; Domestic hotel groups – Cresta Hospitality, which operates ten Hotels in Botswana; Guest Houses and lodges; Regional hotel Groups; – Sun International which has one hotel in Botswana and Peermont Global Ltd (South African origin) which has five hotels in Botswana and Belmond Ltd which has three luxury safari lodges in Botswana (Botswana Tourism Report Q3, 2015:32-34). According to Manwa (2011:17) Botswana has a range of fast food restaurants, takeaway restaurants, dining in restaurants and traditional sit in restaurants. International franchise and regional franchise restaurants are also available and these are mainly Kentucky Fried Chicken (KFC) and Nandos.

Botswana could actually take advantage of its closeness to South Africa, which can result in hotel developers extending their development to Botswana. However, the venture could be risky due to poor services, road and railways facilities (Botswana Tourism Report Q3, 2015:27). In addition, there is a lack of well-trained employees for high end luxury hotels and travel market resulting in a need to outsource employees from abroad (Botswana Tourism Report Q3, 2015:27; Manwa, 2011:20 & Tourism Development Master Plan, 2000:89). Foreign visitors and tourists mainly prefer the luxurious hotels and restaurants thus driving the need for excellent service quality. According to the Tourism Development Master Plan (2000:89) there were about 3600 people employed in the hotel industry and who all lacked in skills specific to the sector. Despite this, the government is working on developing new tourism hubs other than the Maun and Okavango Delta for example the Kasane Kazungula project (Botswana Tourism Report, 2015:29). The project is mainly expected to result in more development of the hotel and restaurants sector hence even employing more people in this sector.

3.5.1 Service quality in the Botswana hospitality sector

Although there are a number of studies regarding service quality in the services sector of Botswana, there is very little research on the Botswana hospitality sector. This study amongst a few existing studies are the emerging studies on service quality in Botswana's hospitality sector. Amongst the few studies that focused on service in the Botswana hospitality sector are the studies of Manwa (2011); Leechor and Fabricous (2004). The other studies were on other service sectors and not necessarily the hospitality sector (Thapisa & Gamini, 1999; Sebusang & Moeti, 2005; Mmopelwa *et al.*, 2007; Madikwe, 2015; Selelo & Lekobane, 2017). Conclusions from most of the studies on the level of service in Botswana is that the level of service for most of the sectors is unsatisfactory and needs to be improved in order to minimise the risk of further deterioration of services in the country.

Thapisa and Gamini (1999:400) studied perceptions of customers on the quality of service at the University of Botswana Library and their study revealed that customers were satisfied with various aspects of service quality at the library except accessibility and communication. Thapisa and Gamini (1999:400) concluded with a recommendation for a "proper and effective communication system" to be introduced at the library. Sebusang and Moeti (2005:97) in a

study on Botswana's public sector affirmed that the public sector lacked greatly in the customer service orientation and service delivery. Most of the participants were not satisfied with the level of service provided by the public sector. Likewise, Mmopelwa *et al.* (2005:97) study on tourist's perceptions at Moremi Game Reserve indicate that the tourists were not well satisfied with the facilities (tangibles) at the game reserve inferring that the level of service at the game reserve did not meet the expectations of the tourists. In terms of the airline industry in Botswana, Madikwe's (2015) study on customer perceptions of the industry revealed very low service quality perceptions, with most of the customers complaining almost on a daily basis. On the contrary, Selelo and Lekobane (2017) concluded that customers in Botswana's telecommunication industry were generally satisfied with the quality of service.

The literature reading reveals that there is a lack of excellent, competitive service quality from the hospitality sector Botswana. Leechor and Fabricius (2004:10) recognise that Botswana's service quality in the hospitality sector needs to be improved in order for Botswana's hospitality sector to be competitive. In addition, the Tourism Development Master Plan, (2000:54) reveals that visitors complain mainly about the service quality provided generally by hotels and lodges. Likewise, Manwa (2011:19) argues that the hospitality sector of Botswana does not meet international expectations as most of the international tourists were not satisfied with the level of service provided. If these challenges in the hospitality sector are not addressed the poor service will make the sector to lose a lot of potential revenue and will continue to compromise the image of the sector and consequently the country. Hence, the need to conduct further research in the area of hospitality service quality so as to make recommendations for the improvement of service in the sector.

Manwa (2011) focuses on customer expectations in Botswana restaurants neglecting expectations and perceptions of the service providers (management and employees) in the sector. As a result, there is a gap in the Botswana literature on the service quality perceptions of management and employees. Such a gap cannot be ignored as the solutions to the poor service quality could be obtained from analysing this gap. In addition determining the service quality perceptions of employees, managers and employees will help to give a holistic view of the issue of service quality in the sector. As discussed in Chapter 2, management and

employees' perceptions and expectations might be totally parallel to the customers' and vice versa therefore, such a gap would need to be narrowed down and if possible, closed. This study, therefore advances Manwa's (2011) study by addressing the three stakeholders involved in service (management, employees and the customers). In addition to that, this study further gives a comparison of the expectations and perceptions of the various stakeholders.

According to the Tourism Development Master Plan (2000:15), most of the people employed in the hospitality sector of Botswana lack in skills and training. In addition, the Tourism Sector Human Resources Development Plan (2014:17-18) reveals that Botswana's hospitality sector generally has poor human capital as evidenced by critical skills shortages that include food and beverages operations. As a result, the quality of service in the hospitality sector is generally poor and struggles to be globally competitive. Lebang, (2017) asserts that one of the causes of poor service in Botswana is poor work ethics, as a result the country lacks in service quality culture. Therefore, this study aimed to find out the customer expectations and perceptions towards the service quality in the hospitality sector in Botswana, compare such findings with expectations and perceptions of management and employees. In addition the study aimed to find out determinants of service quality specifically from the Botswana hospitality sector context. The results were then used to develop the framework for service quality improvement for Botswana hospitality sector in Chapter 7.

3.6 CHAPTER SUMMARY

In order to understand service quality in the hospitality sector, this chapter provided an overview of tourism and hospitality industry globally and locally firstly. A conceptualisation of the tourism industry and how the hospitality sector forms part of the tourism industry was then done. In order to have a contextualisation of the study, the chapter discussed the background of the nation of Botswana in general, reviewed Botswana's hospitality sector and analysed the state of service quality in Botswana's hospitality sector. The discussion revealed that the hospitality sector in Botswana is still at its infancy stage and the state of service quality in the

hospitality sector is poor. There is also very little research regarding service quality in Botswana's hospitality sector. Generally Botswana, amongst many other countries faces many challenges with regards to provision of quality service in the hospitality sector. Chapters 4, 5 and 6 therefore discuss the methodology and results of the study.

4 METHOD OF RESEARCH

4.1 INTRODUCTION

This chapter discusses the philosophy, research approach and research methods that were employed in this research project. Research strategies are then discussed which include the development of the survey questionnaire and the interview guides; sampling methods and criteria. Measures to ensure reliability and validity of data are then discussed. The chapter ends with a discussion on the limitations faced by the researchers during the data collection process. The research project sought to address the problem of poor service quality in the hospitality sector of Botswana. In order to address this research problem, a pragmatism approach was used by the researcher, which involved the use of both quantitative and qualitative research methods using a mixed methods research design. Therefore, the objectives of this study were:

- To conduct a literature review concerning service quality and models on service quality in the services sector.
- To conduct a literature review on the application of the SERVQUAL Model.
- To identify the determinants of service quality in the Botswana hospitality sector by means of an empirical study.
- To evaluate the expectations and perceptions of managers with regards to service quality in the Botswana hospitality sector by means of an empirical study.
- To evaluate the expectations and perceptions of employees with regards to service quality in the Botswana hospitality sector by means of an empirical study.
- To evaluate the expectations and perceptions of customers with regards to service quality in the Botswana hospitality sector by means of an empirical study.
- To draw and make conclusions concerning the improvement of service quality in the Botswana hospitality sector and to propose a framework (Figure 7.1 in Chapter 7) for the improvement of service quality in the Botswana hospitality sector based on the results of the study.

To address the above objectives the chapter begins by illustrating the framework for the research design (Figure. 4.1).

FRAMEWORK FOR THE RESEARCH DESIGN

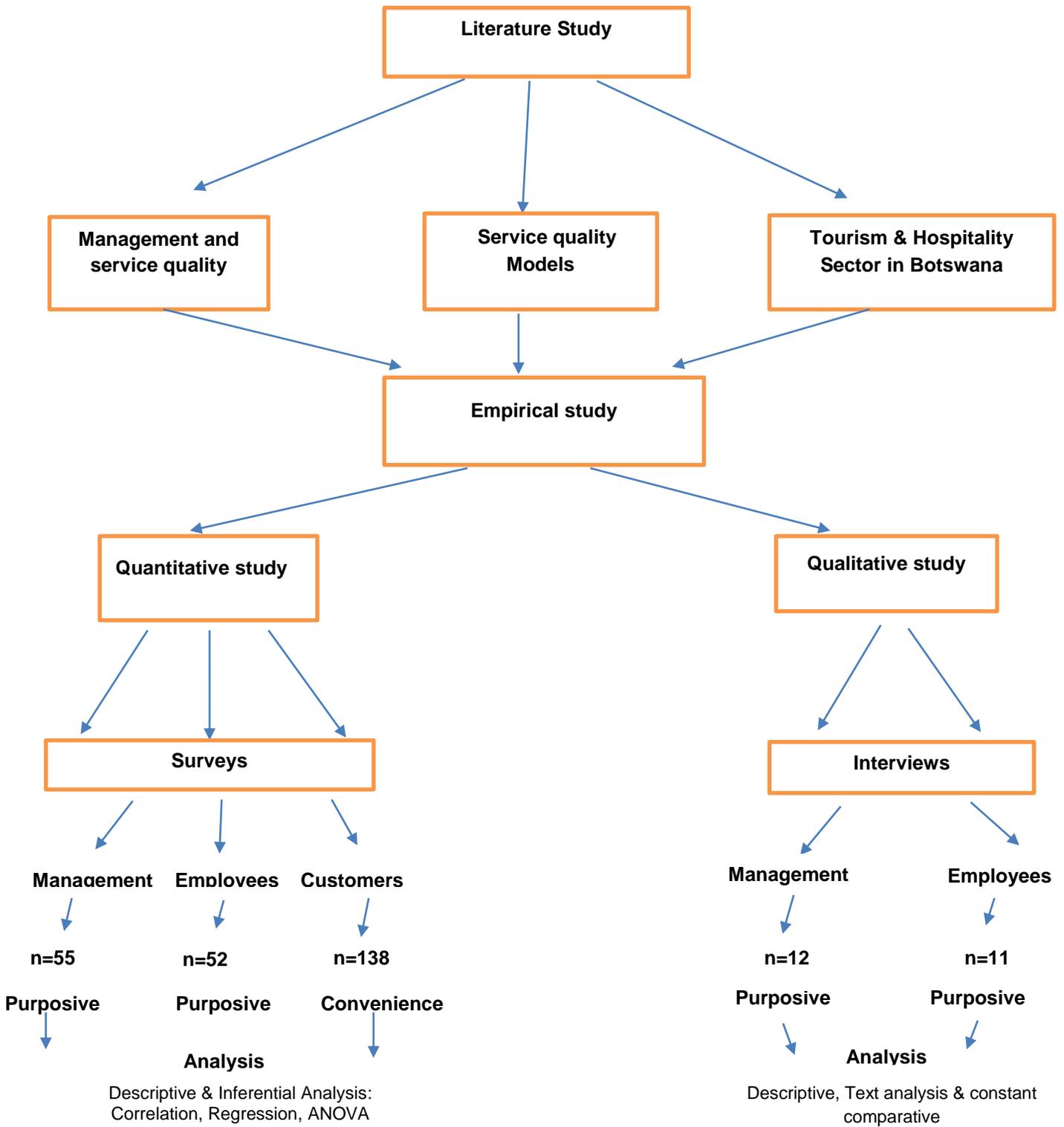


Figure 4.1: Framework for the research design

Figure 4.1 illustrates the framework for the research design. Modesto and Tichapondwa (2016:52) explain the research design as the general plan that the researcher uses to put together the diverse components of the study in a rational and clear manner in order to tackle the research problem. In order to achieve the objectives stated at the beginning of the chapter, data was collected through secondary data collection methods and primary data collection methods. Secondary data was based mainly on management and quality service, service quality models and service quality in the tourism and hospitality industry. Data was collected from various credible sources as explained in Chapter 1. It was necessary to analyse secondary data in order to understand the concept of service quality and identify gaps in literature that would justify the need for the research as demonstrated in Chapter 2. Secondary data was also used in designing the questions for the interview guide and to adopt a questionnaire for the primary surveys because the data collection tools needed to be founded on academic literature.

Key insights from the literature review were used to inform the empirical study which constituted of a mixed methods research design where quantitative data was obtained through the use of a survey questionnaire and qualitative data was obtained through interviews. Since the aim of this research is to improve service quality in the Botswana hospitality sector the mixed methods was considered as the best method as it allows for the resolving of problems (Powel, 2002:884). The mixed methods follow after the pragmatism philosophy which emphasises on the framing of information to the context (Ruwhiu & Cone, 2010:113). The service quality study in this research borrowed some information from secondary literature which was then contextualised into the Botswana set up using empirical research. The comprehensive literature review assisted the researcher to have an enhanced insight of the research problem and an informed contextualisation of the managers', employees' and customers' perceptions of service quality.

4.2 PHILOSOPHICAL UNDERPINNING OF THE STUDY

This section provides an overview and justification of the research paradigm used in the study.

4.2.1 Pragmatism

The study of service quality involves both the positivist approach and the interpretivist approach as it involves “working with a social reality that can be observed and the end product of the findings of the research can be generalised into laws” (Remmenyi, Williams, Money & Swartz, 1998:32). Nevertheless, the use of theories in real world research and proposing the use of certain principles is not the best as it might result in the loss of rich insights because of simplifications (Saunders *et al.*, 2009:116). Hence, the need to mix the positivism philosophy with the interpretivist philosophy. Therefore, the researcher was able to understand the world of the participants in their view for example through the use of interviews on employees and management of organisations who participated in this research study.

According to Pansiri (2005:196) the philosophy of pragmatism is considered as rather still new as a research approach compared to interpretivism and positivism. However, the pragmatism philosophy can be seen as a competing model in the area of business and academic research. Roth and Mehta (2002:131) contend there are thoughts that positivist and interpretivist research methods and philosophy cannot be used together to understand the world. Likewise, Giacobbi, Poczwardowski and Hagar (2005:21) argue that positivists see knowledge from an objective point of view hence it can be measured and therefore understood while interpretivists see knowledge from a subjective view point which is also “individualised” and “context specific”. As a result, the two philosophies are very different and may not be used together. On the other hand, there is an argument that recognises that there is actually a continuum between interpretivism and positivism such that a researcher can swing between the two (Giacobbi *et al.*, 2005:22; Saunders *et al.*, 2009:109). Pragmatism therefore, does not take sides of either positivism or interpretivism but uses both (Tashakkori & Teddile, 1998). In an effort to understand pragmatism, Powel (2002:884) asserts that pragmatism’s main aim is to help with problem solving and not to necessarily argue between that which is true or real. Thus, pragmatist research exists to solve problems that occur in the society. In light of this,

pragmatism was used in this study to address the problem of poor service quality in the Botswana Hospitality sector.

Ruwhiu and Cone (2010:113) argue that an important aspect of pragmatism is that it emphasises on contextualising information. This research study borrows some information from secondary literature which was then contextualised into the Botswana context using empirical research. In addition, pragmatism has the ability to reposition concepts in order to be able to solve societal challenges, which therefore allows for more diverse approaches especially to the studies in organisations for example the studies by Roth and Mehta (2002); Pansiri (2005); Burke (2007); Ruwhiu and Cone (2010). These studies actually reveal that positivism and interpretivism may actually be used together and provide very good results which would have been forfeited if one approach had been used. Therefore, since the field of service quality requires more understanding of humans it requires a combination of both positivist strategies and interpretivist strategies. This study of service quality involved a study of facts, attitudes and feelings hence pragmatism allowed for easy ability in the measurement of such as it goes back and forth between positivism and interpretivism. Therefore, a positivist approach was used to address questions of causalities in this study. Examples of these questions include; what causes poor service quality in the hospitality organisations in Botswana? An explanatory analysis was then used for example what do these causes of poor service quality tell about the provision of excellent service quality in the Botswana hospitality sector? As a result, both the interpretive (subjective facts) and positivist analysis (objective facts) were therefore used to inform one another (Roth & Mehta, 2002:131) in this study.

4.2.2 Research approach: (Mixed methods approach)

It is evident from the discussion on philosophy that the philosophy determines the way knowledge is constructed in the research project which can either be reviewing of relevant literature, developing a theory then hypothesis or it can be vice versa. Such a process is called deduction (done in the positivist approach) or induction (done in the interpretivist approach) (Altinay *et al.*, 2016:90). Spangler (1986:101) defines deduction as “the human process of moving from the known to the unknown”. A deductive approach involves one having drawn the conclusion first and then conducting the research to prove that the conclusion drawn is

correct. However, this is not necessarily so in research for service quality as results might be affected by the various contexts in which the research takes place.

Johnson-Laird and Byrne (1991:16) define induction “as a process whereby from sensible singulars, perceived by the senses one arrives at universal concepts and principles held by the intellect”. The researcher in this case makes conclusions from the observations. Deduction helps to explain causal relationships between variables for example establishing the reasons for poor service quality and how it relates to management commitment and employee skills. As such deduction requires the operationalisation of concepts and the use of larger samples so as to enable the measurement of facts quantitatively. While on the other hand, induction requires the researcher to understand and feel what is going on which therefore requires alternative explanations of findings necessitating the researcher to be part of the research process (Downward & Mearman 2004:116; Altinay *et al.*, 2016:94). Deductive approach can therefore be seen to be faster than the inductive approach but may suffer from the problem of questionnaires which are not returned whereas inductive approach might result in data or theories which are not useful (Saunders *et al.*, 2009:127). To curb the advantages and disadvantages of either methods, mixed methods approaches was adopted for this research study.

Cresswell, Clark, Guttman and Hanson (2003:212); Saunders *et al.* (2016:169) define mixed methods approach as that which involves both the use of qualitative methods and quantitative methods of data collection and analysis procedures used in the research design. The collection methods and analysis procedures can be used ‘concurrently’ or ‘sequentially’ and the data is integrated during the research. Downward and Mearman (2004:115) argue that mixed methods are technically made up of a continuum between qualitative and quantitative approaches. Hence, Downward and Mearman (2004:115) argue that these approaches overlap and so do the objects being analysed when it comes to logic. Mixed methods are advantageous in that they allow many ways to answer research, results can be triangulated thereby corroborating and converging one’s findings (Amaratunga, Baldry, Marjan & Newton, 2002:23; Johnson & Onwuegbuzie, 2004:17; Saunders *et al.*, 2016:169). Furthermore, there are some areas that might be difficult to explain just by using one research method hence multiple research methods would be very helpful in such cases (Vila, Rovira, Costa &

Santoma, 2012:797). Hence, the use of survey questionnaire and follow up interviews in this study.

Johnson and Onwuegbuzie (2004:17) describe mixed methods as a legal way to use multiple methods of research thereby awarding the researcher an advantage of not being constrained to one type of research method. However, the methods are “inclusive, pluralistic and complementary” (Johnson & Onwuegbuzie, 2004:17). In addition, mixed methods can be viewed as having another advantage of being adaptable in that mixed methods allow for change of research design using the findings that would have emerged during the process of data collection and analysis (Teddile & Tashakkori, 2006:13). Despite this, the mixed methods approach requires more financial resources, requires more time since it is very involving and requires the researcher to understand multiple methods of research approaches clearly (Johnson & Onwuegbuzie, 2004:17). Hence, the time allocated for this study was quite restrictive to collect data effectively using the mixed methods approach.

In this research, survey questionnaires and interviews were used to collect data enabling the corroboration of findings (Altinay *et al.*, 2016:94). Some aspects were analysed using quantitative techniques and then qualitative data was used to explain relationships between quantitative variables (see Chapter 5 & Chapter 6). The survey questionnaire data was analysed using statistics while the data from the interviews was analysed qualitatively using thematic analysis. Surveys are advantageous in that large amounts of data can be obtained through them while on the other hand if the survey is too long participants may not be willing to complete the survey (Saunders *et al.*, 2009:144). This is evidenced by quite a large number of incomplete and spoilt questionnaires from the actual data collection process of this research study. However, insight into the data obtained from the surveys was further obtained through structured interviews.

Altinay *et al.* (2016:94) state that another advantage of using mixed methods is that qualitative methods can allow one to “understand behaviours, meanings and feelings” may be used to “establish and quantify facts”. Quantitative methods were therefore used to measure the expectations and perceptions of customers, managers and employees towards service quality while qualitative methods were used to measure some relationships for example service quality and management commitment, service quality and empowerment. The survey also

helped to collect data that would lead to the identification of the determinants of service quality in the hospitality sector. Insight into this data from the surveys was further obtained through structured interviews.

Mixed methods approaches can be used in various ways. Pansiri (2005:201) argues that researchers can use these various approaches in designing mixed method research. Johnson and Onwuegbuzie (2004:14) developed a mixed method design matrix which researchers can use or adapt in their research enquiry as shown in Figure.4.2. Concurrent refers to the use of both “qualitative and quantitative data collection techniques” simultaneously (Pansiri, 2005:201). Sequential means that data is collected first in the qualitative phase or quantitative phase and then a separate qualitative or quantitative data collection technique is used in order to corroborate, interpret the findings of the other technique for example QUAL- quan. The data collection techniques may carry equal status or dominant status (Pansiri, 2005:202; Jogulu & Pansiri, 2011:690). This research study made use of sequential mixed methods research design (QUAN  qual).

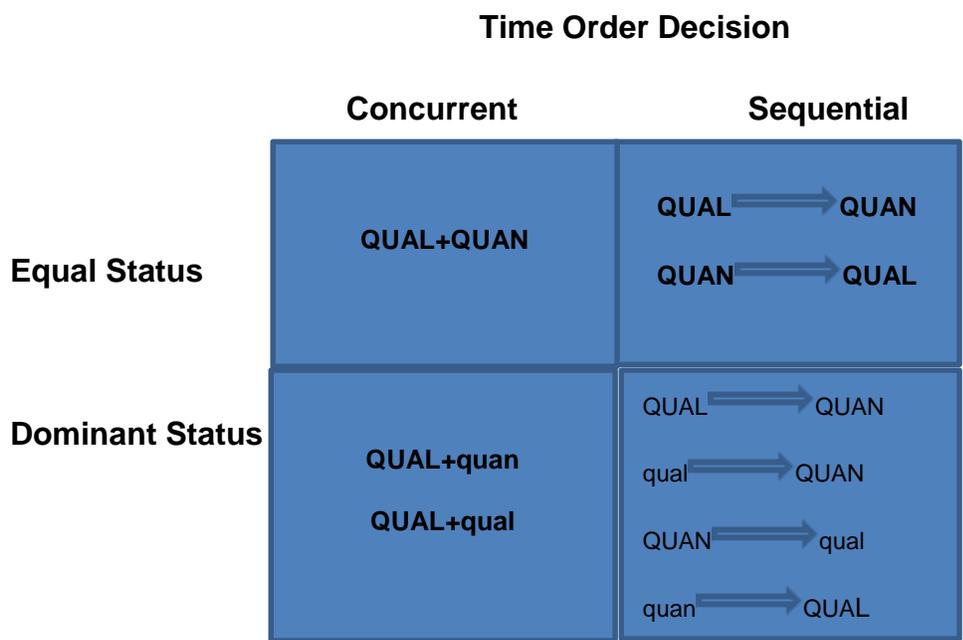


Figure 4.2: Mixed – method design matrix design matrix with mixed –method research designs in four cell. Note: “qual” stands for qualitative; “quan” stands for quantitative; “+” stands for concurrent; capital letters – “QUAL” and “QUAN”-denote high priority or weight and lower case- “qual” and “quan” denote lower priority and weight. Adopted from (Johnson & Onwuegbuzie 2004:22; Pansiri, 2005:202 & Jogulu & Pansiri, 2011:690)

With sequential mixed methods research design more than one stage of data collection and analysis are involved (Modesto & Tichapondwa, 2016:57; Saunders *et al.*, 2016:171). Such a design is advantageous in that the quantitative and the qualitative sections of the study are distinctly recognised. In addition, the qualitative stage allows for the gathering of in depth data (Modesto & Tichapondwa, 2016:57). However, such an approach needs a lot of time to carry out the research effectively and in this study, time was very constrained. The researcher acknowledges the limitation of time as a factor that could have contributed to the collection of less data. The quantitative data for this study was obtained first using the survey questionnaire. After which, individual interviews were conducted in order to expand, corroborate and intricate the initial findings. The next section discusses the research sampling strategies used for the study.

4.3 SAMPLING

The questionnaires were administered by the researcher and two research assistants through various sampling methods. Altinay *et al.* (2011:113) defines sampling as the process by which selection of participants who will represent the population that is being researched on is done by the researcher. The participants for the management and employee survey were from hotel restaurants and independent restaurants. The participants of the customer survey had dined from hotel restaurants or independent restaurants. What the researcher initially planned on how to carry out the surveys was changed a number of times while actually conducting the field study. Altinay *et al.* (2011:202) suggest that it is important for researchers to have alternative plans in case their original plan for field work is faced with some challenges or does not work. Initially the researcher obtained a list of registered independent restaurants from the City Council of Gaborone.

The list contained 139 registered restaurants as of the 30th of May 2016. These restaurants consisted of fast food restaurants, family restaurants, traditional restaurants, bar restaurants and cafeterias. The participating independent restaurants therefore, had to have been registered and operating commercially. Altinay *et al.* (2016) explains this concept as inclusion

and exclusion criteria. After utilising the exclusion criteria the researcher was left with 131 restaurants to sample from. The initial strategy of the researcher was to stratify the restaurants into fast food restaurants, traditional restaurants and family restaurants. Such would enable equal opportunity for the sampling of the restaurants. Stratified sampling is defined as a method that divides the population into groups that are mutually exclusive (Altinay *et al.*, 2011:118). However, due to lack of management cooperation in some restaurants the researcher ended up with a purposeful sample of 11 franchise restaurants, 10 traditional restaurants (individually owned) and two family owned restaurants to make a total of 23 restaurants namely Simply Asia (two restaurants sampled), Rhodizio, Jalapenos, Chicken express, Mochachos, Fegos, Pietime, The Braai place, Romans Pizza, Embassy, Capellos, Barcellos, Portugalia, Adegas, Cappuccinos, Saphron, Ocean Basket and Hungry Lion (two restaurants). The participating restaurants were quite a representative sample as they constituted of fast food restaurants, traditional restaurants and family restaurants.

The participating hotels were to be obtained from a list of registered hotels that was provided by the Botswana Department of Tourism. The list provided by the Department of Tourism contained 26 hotels that were registered as of the 30th of May 2016. In order to participate in the survey the hotel had to be registered, have facilities for a restaurant, and operate commercially. The researcher was therefore left with 25 hotels to sample from through stratifying sampling using the hotel grading system in Botswana. However, due to lack of management cooperation in some hotels, the researcher ended up with a purposeful sample of 9 participating hotels (Masa Square Hotel, Phakalane Golf Estate Hotel, Gaborone International Conference Centre, Cresta President Hotel, Falcon Crest Hotel, Aquarian Tide Hotel, Planet Lodge, Travel Lodge and Rehoboth Lodge). From this sample four were three star hotels, two were 4 star hotels and three were ungraded. Purposeful sampling is a method that involves the researcher choosing the most appropriate participants to answer the research questions (Saunders *et al.*, 2016). Therefore, purposive sampling was used to sample the participating organisations. Furthermore, purposive homogenous sampling was used to sample the managers and employees while simple random sampling was used to sample the customers as discussed in Chapter 1, Section 1.10. Section 4.4 discusses in detail the data collection methods used in this study.

4.4 DATA COLLECTION METHODS

This section discusses the data collections methods used which are the survey questionnaire and interview guides. The sequential mixed methods research design which consisted of two stages which were firstly the survey and secondly the interviews was used to collect the data.

4.4.1 Survey questionnaire

The questionnaires were distributed to the consenting participants at the initial stage of data collection. The research survey was based mainly on one main questionnaire which was administered to management, employees and customers (see Appendices C, D & E). The questionnaire was developed using literature from past studies that is relevant to this research study. The questionnaire was mainly adapted from the SERVQUAL instrument for analysing service quality by Parasuraman *et al.* (1991:446-449). The original SERVQUAL has 22 service quality elements. The final adapted questionnaire for this study has 23 service quality elements for the management questionnaire, employee questionnaire and customer questionnaire. The 23 service quality elements fall into five which are Tangibles, Reliability, Responsiveness, Assurance and Empathy. Under each dimension were attributes that best addressed the dimensions.

The initial SERVQUAL questions focused on a telephone company. These were then adapted to suit restaurant settings for the Botswana context. Expressions which were added include: *I expect the restaurant will have variety in its menu items, I expect the restaurant will have good quality food, I expect the restaurant will have a variety of beverages, I expect the restaurant's food will be served at the right temperatures, I expect the restaurant's beverages will be served at the right temperatures.* The SERVQUAL instrument was also adapted using the following literature Lewis (1987:83-88); Saleh and Ryan (1991:324-343); Johns and Howard (1998:248-265); Tsang and Qu (2000:316-326); Douglas and Conor 2003:165-172); Nadiri and Hussain (2005:469-480); Briggs *et al.* (2007:1006-1019); Sohail, Mathew, Saeed and Ahmed (2007); Blessic *et al.* (2011:5-13); Manwa (2011:14-21); Kruger and Saayman (2014); Welthagen and Geldenhuys (2014:1-11).

The questionnaire was divided into two sections. Section A constituted of demographic profile questions and 23 service expectations questions.

- The demographic questions were constructed with a goal of getting demographic information about the respondents. Aspects such as age, gender, level of education, income, length of employment and type of qualification were included in this section for the management and employee questionnaire. The demographic section of the customer questionnaire covered aspects such as age, gender, level of education, income, number of people dining, frequency of dining and average spending per visit.
- The expectation questions solicited the expectations of the participants of service quality from the restaurant business. The participants rated the importance of each attribute described on the questionnaire on a 7 point Likert scale, 1 being the lowest and 7 being the highest taking into consideration that the original authors of the SERVQUAL recommend its usage with minor modifications (Parasuraman *et al.*, 1991:445).
- Section B of the questionnaire was made up of 23 service experiences. The same set of 23 expectations was rephrased for the participants to be able to appraise the service experiences. The questions sought to solicit the participants' ratings of the service quality experiences on a 7 point Likert scale of 1 to 7, 1 being the lowest and 7 being the highest.
- A factor analysis was not done because of the constraint of time for the data collection as conducting one would need testing and refining. Furthermore, the population of restaurants in Gaborone is rather small in order to conduct an effective factor analysis. The samples used in this study are also rather small to perform a proper factor analysis in comparison to the study of the original authors of SERVQUAL who tested and refined the scale over time and used a sample of 300 telephone customers using a scale of 97 items first time around and an aggregate sample of 1936 customers the second time around (Parasuraman *et al.*, 1988:18; Parasuraman *et al.*, 1991:421).

The main topics of the questionnaire are covered in Chapter 2 and 3 of this study. Some of the participants completed the questionnaires while the researcher and research assistants waited for them while others asked the researcher and research assistants to return and

collect the completed questionnaires when they were done. The data was analysed statistically using SPSS in order to allow for the comparisons of the managers', employees' customers' expectations and perceptions of service quality.

4.4.1.1 Primary research surveys (Field) -Gaborone city

The commercial hospitality sector in Botswana is made up of accommodation, restaurants and bar organisations (Tourism Sector Human Resources Development Plan, 2014:6). The research focused on the restaurants as guided by the literature reviewed. The questionnaires were administered by the researcher and two research assistants.

Three primary research surveys were conducted in the city of Gaborone during the period of 1 May 2016 to 31 July 2016 namely:

- Food and Beverages Management's survey- Survey 1, Appendix A
- Food and Beverages Employees' survey – Survey 2, Appendix B
- Food and Beverage Customers' survey – Survey 3, Appendix C

Food and beverages management's survey: Survey 1

The objective of the food and beverages management's survey was to:

- Identify the determinants of service quality in the Botswana hospitality sector by means of an empirical study.
- Evaluate the expectations and perceptions management with regards to service quality in the Botswana hospitality sector by means of an empirical study.

A sample of fifty five (55) food and beverages managers and food and beverages supervisors was purposively sampled from the 23 restaurants and 9 hotels using homogenous purposive sampling. Managers and supervisors were grouped under the management sample as they all have some authority that the employees respond to. Eighty seven (87) questionnaires were distributed to the management and fifty five (55) questionnaires were completed fully and returned giving a response rate of sixty eight percent (63%). Consent was obtained from the owners/general managers/food and beverage managers before administering the questionnaires. A non-probability sampling method was used – homogenous purposeful sampling as described in Chapter, 1 Section 1.10. Saunders *et al.* (2016:301) argue that

purposeful sampling allows the researcher to effectively provide solutions to one's research questions and achieve the objectives of the research. However, purposeful sampling is subjective as not all members of the population have an equal chance of being selected and is usually effective with smaller samples. The assumption with purposeful selection is that participants are representative of the whole population (Saunders *et al.* 2016:301).

Food and beverages employees' survey: Survey 2

The objective of the food and beverages employees' survey was to:

- Identify the determinants of service quality in the Botswana hospitality sector by means of an empirical study.
- Evaluate the expectations and perceptions employees with regards to service quality in the Botswana hospitality sector by means of an empirical study.

A sample of fifty two (52) food and beverages employees was purposively sampled using homogenous purposive sampling as described in Chapter 1, Section 1.10 from the 23 restaurants and 9 hotels. Ninety eight (98) questionnaires were distributed to the employees and fifty two (52) questionnaires were completed fully and returned giving a response rate of fifty three percent (53%). Consent was obtained from the owners/general managers/food and beverage managers before administering the questionnaires. Consent was also obtained from the employee who participated in the survey.

Food and beverage customers' survey: Survey 3

The objective of the customers' survey was to:

- Identify the determinants of service quality in the Botswana hospitality sector by means of an empirical study.
- Evaluate the perceptions of consumers with regards to service quality in the Botswana hospitality sector by means of an empirical study.

A total of one hundred and thirty eight (138) customers were sampled using simple random sampling. According to Altinay *et al.* (2011:116) simple random sampling is a sampling method that entails all objects in a population an equal opportunity of being chosen. One hundred and ninety seven (197) questionnaires were distributed to the customers and one

hundred and thirty eight (138) questionnaires were completed fully and returned giving a response rate of seventy percent (70%). The sample size is comparable with that of similar previous studies for example Saleh and Ryan (1991:330), sample size of 200 customers; Tsang and Qu (2000:320) sample size of 182 customers; Douglas and Connor (2003), sample size of 164 customers; Manwa (2011), sample size of 166 customers; Welthagen and Geldenhuys (2014:4), sample size of 190 customers. Consent was obtained from the owners/general managers/food and beverage managers and also the customers before administering the questionnaires. Only the customers who were willing to participate took part in the study.

4.4.2 Interview guides

The second stage, after the survey involved the conduction of structured individual interviews. Interview guides (Appendices F & G) for management and employees were used during the interviews. For both interview guides, Section A consisted of socio demographical questions that included age, sex, educational qualifications, nationality, position in the organisation and work experience. The questions were designed using relevant literature reviewed in this study which included Parasuraman *et al.* (1988:12-39); Hartline and Ferrell (1996:52-70); Harrington and Akehurst (2000:133-156); Kandampully and Dudy (2001:28-47); Paraskevas (2001:285-292); Mayor (2002:169-175); Presbury *et al.* (2005:357-373). The following organisations participated in the interviews: Planet Lodge, Portugalia, Capellos, Simply Asia, Fegos, Mochachos, Chicken Express, Aquarian Tide, Gaborone International Conference Centre, Masa Square Hotel, Falcon Crest Hotel and Phakalane Golf Estate Hotel.

According to Modesto and Tichapondwa (2016:109) and Saunders *et al.* (2016:391) interviews allow for more flexibility, allow for the gathering of in-depth information and are adaptable to the various contexts. Furthermore, interviews assist in the corroboration of the findings. The interview guide assisted in collecting in depth data from the participants since the survey questionnaire collected closed ended data from the participants. Service quality determinants and their relative importance were also corroborated using the interview guides. The interview guides also sought for responses concerning challenges in implementing quality service by the organisations and employees and possible solutions were derived from the management and employee responses. The gap between management perceptions and

employee perceptions of service quality was also evaluated using the interview guides and possible recommendations derived from the responses on how to narrow the gap (see Chapter 6, Sections 6.2 & 6.4). An evaluation of the organisation's resources policies and systems concerning service quality was also made possible through the interviews. In addition interviews allow one to "elicit the subjects' thoughts, opinions and attitudes about the topic being studied" (Modesto and Tichapondwa, 2016:109). Thus more thoughts, opinions and attitudes were obtained from the interviewees through the interviews.

4.4.2.1 The interviews

The interviews were conducted on a sample of ten (10) managers and thirteen (13) employees. The interviews were conducted by the researcher and two assistants. The assistants helped in the taking down of notes during the interviews too. The interviews lasted 8 to 12 minutes each. The individual interviews were conducted during the times that the participants were available, which was either before service or after service times. The employee interviews took place in the restaurants while the managers' interviews' took place in their offices for reasons mentioned. For consistency purposes the asking of questions was done in the same manner and same order. The interviews lasted 8 to 12 minutes each.

Managers' and employees thoughts and opinions on service quality were also obtained from the interviews. Likewise, their attitudes towards service quality were evaluated during the interview process. The interviews were used to get more insights on the participants' perceptions of service quality for example the causes and challenges of poor service quality in their organisations (Altinay *et al.*, 2011:143) in addition to the corroboration of findings from the questionnaire. Furthermore, the interviews were necessary as they solicited for detailed descriptions of perceptions of the managers and employees since the survey questionnaire was closed ended. The questionnaires only required them to rate 1 to 7 but did not allow them to discuss their service quality perceptions in detail for example the challenges faced in the provision of excellent service quality. In addition, more information was obtained as the participants were able to express themselves more during the interviews. However, some challenges were incurred during interviews as some participants felt insecure and were not willing to answer some questions. In addition, some participants would set an appointment

but to due to a variety of reasons did not show up but rather postponed the interviews to a more suitable time for them. Data analysis is discussed in the next section.

4.5 DATA ANALYSIS

A discussion of the data analysis methods is provided in this section. Firstly the researcher cleaned out the data from questionnaires by checking for incomplete responses before and during data capturing. Responses then were pre-coded and captured using a computer and analysed quantitatively using SPSS version 22. The analysis done were; correlation analysis and regression analysis. Demographic data was analysed using simple descriptive statistics. Qualitative data was analysed qualitatively using thematic analysis. This section discusses in detail the analyses that were used to analyse the data.

4.5.1 Statistical analysis

This section covers a full discussion of the statistical analysis used.

4.5.1.1 Descriptive Statistics

Descriptive statistics are used to enable one to describe variables in a numeric form. They also allow the researcher to explain the manner in which variables are connected (Babbie *et al.*, 2014; Saunders *et al.*, 2016:527). The descriptive statistics can also be used to describe the profile of the sample population and identify particular characteristics of that population. Therefore, the demographic aspects of the questionnaire, described earlier were explained using descriptives statistics that included frequencies. The management expectations and perceptions; employee expectations and perceptions; customer expectations and perceptions were also initially analysed using descriptive statistics that include the frequencies, mean and standard deviation so as to determine particular notions about their service quality perceptions. The arithmetic gap between service quality expectations and perceptions was also determined for each of the samples. This gap enables one to assess the difference between service quality expectations and perceptions (P-E) as explained in Chapter 2, Section 2.3.3, under the Gap model. The results of these analysis are illustrated with the aid of charts and discussed in detail in Chapter 5.

4.5.1.2 Inferential analysis

The following inferential analysis were done; Pearson's correlation analysis and regression analysis.

Pearson's correlation analysis

Pearson's correlation analysis was done for the management expectation aspects, employee expectation aspects and customer expectation aspects. According to Pallant (2007:126) and Altinay *et al.* (2016:260) correlation is an analysis that is used to measure the extent to which two variables are related, "the strength of their relationship and the direction" of their relationship. Altinay *et al.* (2016:260). Variables can be related negatively or positively. On the other hand variables might not have a relationship at all meaning that despite the change/s on one variable the other variable is not affected at all. Pearson correlation coefficients are represented by 'r' and they range from -1 to +1. Therefore, Pearson's correlation test helps to see the relationship between variables. That is how much change in one variable affects the other (Altinay *et al.*, 2011:260). According to Pallant (2007:132), Pearson correlation values range from -1 to +1. Cohen (cited by Pallant, 2007:132) states that Pearson's correlations can be interpreted as follows: Small: $r = .10$ to $.29$; Medium: $r = .30$ to $.49$; Large: $r = .50$ to 1.0 . Two tailed tests were done for the correlation test since a "relationship was expected but the direction was not known" (Field, 2009; Altinay *et al.*, 2011:263). Therefore, in this study the correlation matrix illustrates the strengths of the relationships between the service quality aspects against each other.

Standard Multiple Regression

Standard Multiple Regression analysis was performed across a selected number of demographic variables to check if there was any significance in sig value (p) in all the 23 expectation aspects the instruments. P - Values are very important in regression analysis. Pallant (2007:159) asserts that the sig value (p - value) must be less than 0.05 in order to make a statistically significant unique contribution. According to Field (2009:239), β values (standardised coefficients) are also very important statistics to analyse in regression analysis. The β values are much relevant to use when comparing independent variables as they are all measured in standard deviation units. Hence, the independent variables can be compared amongst each other. They show the significance of each independent variable. β values show

the extent of “the degree each predictor affects the outcome provided all the other predictors remain constant” (Pallant *et al.*, 2007:159) and show the importance or value of each independent variable in the model. As a result, the β values explain the importance relatively of each of the 23 aspects (independent variables) in their contribution toward the variance in the dependent variables and overall service quality

For the management and employee instruments, five demographic variables were each held constant in turn while the regression was run. These demographic variables were gender, age, highest level of qualification, nationality and length of employment. For the customer instrument, four demographic variables were each held constant in turn while the regression was run. These demographic variables were gender, nationality, age and highest level of qualification. Pallant *et al.* (2007:147) explain standard multiple regression as a method where all the independent variables are regressed at the same time. Standard multiple regression analysis is used to explain the contribution to variance of an independent variable on the dependent variable. It also shows “a causal relationship between the independent variables and the dependent variables” (Altinay *et al.*, 2011:276). The independent variables each explain “how much amount of unique variances is found in each of the dependent variables” (Pallant *et al.*, 2007:159). Standard Multiple Regression therefore investigates “the prediction of a particular outcome by a set of variables” and also to make judgements about the factor that could be the “best predictor of an outcome” (Pallant *et al.*, 2007:146). As such, multiple regression analysis requires that there be no multicollinearity among the independent variables.

Pallant *et al.* (2007:147) explain multicollinearity as the relationship between the independent variables, of which Pallant *et al.* (2007:147) suggest that the variable must be “less than $r=9$ ”. If r is equal to or greater than 9 then there is multicollinearity and regression will not be efficient. In this study the correlations were checked and there was no correlation greater than 9. Standard multiple regression also requires that the number of subjects per predictor must be about 15 for reliability purposes (Stevens, 1996:72). This study had 55 management subjects per variable, 52 employee subjects and 138 customer subjects which meets the criteria. Furthermore, standard multiple regression requires that requirements for normality, linearity, homoxedasticity and independence of residuals be met (Stevens, 1996:72; Field,

2009:548). Most of the standard deviations obtained from the scores revealed linearity as most of them were centred on the mean. Therefore, standard multiple regression was used to investigate the determinants of service quality in the hospitality sector using the management, employee and customer samples (see Chapter 5, Sections 5.4.2, 5.6.2 & 5.8.1). The next section discusses the analysis of variance for these demographic variables.

Analysis of variance (Anova)

Sekron (cited by Altinay *et al.*, 2011:269) explains ANOVA as a test that is used to test whether there are any “significant mean differences in variables between more than two groups”. ANOVA requires that the same participant should not be tested twice or more and that n should be greater than or equal to 30 (Saunders *et al.*, 2016:449). In other words the test does a comparison of any “variabilities in scores between groups and variability within groups” (Pallant *et al.*, 2007:242). Therefore, ANOVA test was done to check for differences in the 23 aspects of service quality as a result of the demographics discussed for each of the samples in this study. ANOVA is measured by a test statistic called the F- test which is a ratio of variance between groups and variance within groups (Pallant *et al.*, 2007:242; Altinay *et al.*, 2011:269; Saunders *et al.*, 2016:544). The F- value reflects the degree of the variances amongst groups (Altinay *et al.*, 2011:269). If the F- ratio is large, the more variability there is in between the groups than within each group (Pallant *et al.*, 2007:242). In order to ascertain if there is significant heterogeneity in the scores on the dependent variables the p value is considered. For there to be “significant difference among the mean scores on the dependent variable of the groups”, p value must be less than or equal to 0.05 (Pallant *et al.*, 2007:246). To see which groups are really contributing to the differences is done by further tests which are called post hoc tests. These were not done in this study as the research questions for this study did not call for further post hoc tests, however these could be taken up as research questions for further researches. Sections 5.4.4, 5.6.4 & 5.8.3 in Chapter 5 illustrate the results of the anova tests.

4.5.2 Thematic analysis; Analysis of the management’s interviews and employees’ interviews

Thematic analysis is a generic approach of analysing qualitative data (Saunders *et al.*, 2016:579). Thematic analysis allows the researcher to search for themes or patterns from the

data. Therefore, as per the recommendations from Altinay *et al.* (2016:211); Saunders *et al.* (2016:579), the thematic approach was used to analyse the qualitative data (management's interviews and employees') for this study in the following manner:

1. The researcher read, re-read and transcribed the data from the interviews in an effort to be familiar with the data in order to be able to identify themes or recurring patterns in the data.
2. The data was then coded and categorised into groups by identifying data that had similar meanings. This helped to understand the data and condense it into groupings that were easier to work with.
3. Data with similar meaning was then analysed to identify themes or patterns from the data. This was done by making summaries of the data, memos and reflections (Saunders *et al.* 2016:579).

Thematic analysis has the advantage of allowing for an orderly way of analysing the data, is flexible and provides for the identification of themes from the data (Saunders *et al.* 2016:579) hence, it was found most useful in the qualitative analysis of the study. The researcher used the words, phrases and sentences from the managers and employees to create codes and themes which were then used in the analysis and interpretation of the results. Chapter 6 provides the results of the thematic analysis.

4.6 RELIABILITY AND VALIDITY

According to Saunders *et al.* (2009:157) validity is concerned with making sure the findings reflect a true picture of what they were measuring. Amaratunga *et al.* (2002:12) define validity as "the ability to describe reality with a good fit". Basically the measure must measure what it is supposed to measure. Validity can be considered from two perspectives which are internal validity and external validity. Internal validity "refers to whether or not what are identified as causes actually produce what has been interpreted as the effect or the responses and checks whether the right cause and effect relationships have been established" (Amaratunga *et al.*, 2002:29). Therefore, the questionnaire was pilot tested on a group of 12 users within

Botswana Accountancy College and the general public. The internal validity was checked against a Cronbach alpha of 0.7 or above. The survey questionnaire attained a Cronbach alpha of 0.798. In addition sample numbers of $n > 30$ were then used for data collection.

The questions were designed to be internally consistent by having follow up questions that were related to the preceding ones. External validity can be defined as “the extent to which any research findings can be generalised beyond the immediate research sample in which it took place thus findings in one sample can be used in another group’s settings” (Amaratunga *et al.*, 2002:29). A pilot study was therefore initially conducted. The researcher solicited for comments from the pilot participants concerning the questionnaire so as to make sure the questions were fully understood and if need be amend the questions. As such, after the administration of the pilot test questionnaire the final questionnaire was amended to include spelling corrections, grammatical corrections and wording corrections. Reliability is the ability to produce similar findings should the research be repeated with the use of the same data collection procedures and data analysis procedures (Saunders *et al.*, 2009:156). In addition, reliability seeks to address the ability to analyse the results transparently. There is therefore need to avoid error from the participants and biases from the researcher. Therefore, the questionnaire was administered by the researcher and two research assistants. The use of mixed methods approach actually helps in ascertaining results that one method would have yielded for example quantitative methods’ results were further inferred by qualitative methods. Measures to ensure the trustworthiness of the qualitative data are discussed in the next section.

4.7 MEASURES TO ENSURE TRUSTWORTHINESS OF DATA

For qualitative methods the aspect of validity can be expressed by the term trustworthiness (Morrow, 2005:250). Guba (cited by Shenton, 2004:64) proposed four aspects to ensure trustworthiness in qualitative research which are “credibility, transferability, dependably and confirmability”. Shenton (2004:73) suggests the following criteria (Table. 4.1) in explaining these aspects of trustworthiness. Shenton’s (2004:73) suggestions were applied in the

qualitative aspect of this research. The researcher made use of manually recorded verbatim data and one electronically with the permission of the participants. Most of the participants preferred to be manually recorded. Data collection was done using consistent settings which included, the restaurants for the employees and manager's offices for the managers, using the same interview questions, same timings for the interviews and semi structured questionnaires. Peer scrutiny and face validity (by the researcher and research assistants) was also used to ensure trustworthiness of the research before the data was analysed. The researcher and assistants compared the results of their findings in order to clarify any misunderstandings and reduce any bias. The data was triangulated during the process of analysis.

Table 4.1: Provisions that may be made by a qualitative researcher that addresses Guba's four Criteria

Quality Criterion	Possible provision made by the researcher
Credibility	Use of appropriate research methods, understanding culture of participating organisations, random sampling, ensuring honesty, peer scrutiny of project, use of reflective commentary, examination of previous research to frame the findings.
Transferability	Providing background data to establish study context, having detailed descriptions of phenomenon.
Dependability	Employment of overlapping methods, in depth methodological description which allows for repetition of the study.
Confirmability	Use of triangulation, admission of researcher's beliefs and assumptions, recognition of limitations, use of diagrams e.g. audit trail.

Source: Adopted from Shenton (2004:73).

In terms of credibility, the researcher held meeting with the management of the participating organisations prior to the actual interviews. These meetings enabled the researcher to understand the culture of the participating organisations before conducting the interviews. The project was peer scrutinised by fellow colleagues in the academia and feedback used to improve the questions. In terms of transferability background reading was done to establish the study context and the findings used to inform the study context. The researcher

triangulated the findings from the interviews and also recognised the limitations of the interviews for example some of the participants felt the questions were too sensitive as a result they were scared to give some of their opinions in detail. The next section therefore, discusses the ethical considerations of the study.

4.8 ETHICAL CONSIDERATIONS

In order to get access into the hospitality sector a government research permit was obtained from the Ministry of Environment, Wildlife and Tourism (Appendix H). The research was also cleared by the North West University Ethics Committee (Ethical clearance number EMS-2014/10/14-02/03). Permission was also obtained from the sample restaurants and hotel restaurants through letters (see Appendix A) addressed to the Human Resources Managers, Food and Beverages Managers, General Managers, emails, personal presentations to management and also through the use telephone calls. However, the researcher faced the challenges of lack of cooperation by some organisations with some organisations promising to get back to the researcher with the consent but they did not. The next section provides a summary of Chapter 4.

4.9 CHAPTER SUMMARY

The goal of this study was analysed mainly through this question, what can be done to improve service quality in the Botswana hospitality sector. For this reason, this chapter reviewed the methodology employed by the researcher in order to answer the research question. The mixed methods philosophy, approach and design were used for the methodology. The researcher employed both quantitative methods and qualitative methods of data collection sequentially in order to determine the customer expectations and perceptions of service quality, the management expectations and perceptions of service quality and the employees' expectations and perception of service quality in Gaborone restaurants and to identify the

determinants of service quality in the Botswana hospitality sector. The data analysis was done using a sequential mixed methods design that involved the use of statistical analyses (descriptive statistics, regression analyses and ANOVA tests) and thematic analysis for the qualitative aspects. The results obtained from the surveys and interviews are presented, analysed and discussed in Chapter 5 and 6.

5 CHAPTER FIVE RESULTS AND DISCUSSION

5.1 INTRODUCTION

This chapter presents the results of the survey conducted on the Gaborone independent and hotel restaurants, analysis and discussion of the findings. The sections that were included during the survey covered acquiring the demographic profiles of the restaurant managers, restaurant employees and customers. The survey enabled the researcher to find out the determinants of service quality from the managers' perspective, employees' perspective and customer perspective. Furthermore, Pearson correlation analysis between the service quality aspects was done for all the samples in order to find out which aspects were closely correlated with each other. Regression analysis and ANOVA tests were further conducted for reasons explained in Chapter 4, Section 4.5.1. In addition, the survey obtained data which was used to compare the managers', employees' and customers' expectations and perceptions of service quality which led to calculations of arithmetic mean gaps in in order to determine the overall SERVQUAL gap scores of each of the samples.

5.2 RESULTS

The data was captured and analysed using the Statistical Package for Social Science, Version 22- (SPSS Inc. 2013). SPSS was also used in order to verify and ensure the reliability of data and the process of analysis. Table 5.1 below shows the Cronbach's alphas for the pilot test and actual surveys.

Table 5.1: Cronbach's alphas for the pilot tests and actual surveys

Cronbach's Alpha

Participants	Expectations		Perceptions	
	Pilot	Actual	Pilot	Actual
Managers	0.798	0.845	0.798	0.906
Employees	0.798	0.857	0.798	0.930
Customers	0.798	0.884	0.798	0.906

According to Pallant (2007:6) a scale ought to be free from random mistakes and such a scenario is termed reliability. Pallant (2007:6) further explains that the internal consistency of the scale is measured using a statistic called Cronbach's coefficient alpha. A value closer to 1, using Cronbach's coefficient alpha indicates a higher internal consistency of which the minimal level must be 0.7. Internal consistency shows the extent to which the items making up the scale all measure the same thing (Saunders *et al.*, 2016:450-451) thus giving results that are consistent. Therefore, the questionnaire design involved pilot testing of the instrument. The expectations of service quality for management had a Cronbach's alpha of 0.845, employees: 0.857 and customers: 0.884. The perceptions of service quality for management had a Cronbach's alpha of 0.906, employees: 0.930 and customers: 0.906. For all the actual surveys, the Cronbach's alphas were above 0.70 which shows high consistency therefore, high reliability. These results are comparable to similar studies for example Cronbach's alpha of 0.74 (Saleh & Ryan, 1991:331); 0.76 to 0.96 (Blessic *et al.*, 2011:8) and 0.96 and 0.93 respectively (Manwa, 2011:16).

5.3 RESULTS OF THE FOOD AND BEVERAGES MANAGEMENT'S SURVEY

The survey was conducted from the 1st of May 2016 and 30 June 2016 at the selected restaurants in Gaborone. The managers or owners were contacted by phone, e-mail or face to face meeting in order to solicit permission to conduct the survey and also to check their availability should they consent to participate in the survey. Descriptive statistics of the managers' survey are illustrated and discussed in Section 5.3.1.

5.3.1 Descriptive statistics of the management (demographics) survey

Fifty-five (55) questionnaires were received from the participating independent restaurants and hotel restaurants. Table 5.2 shows the demographic profile of the Food and Beverage Managers (n=55).

From Table 5.2, 36.4% of the respondents to the survey were male while 63.6% were female. These results indicate that the majority of the managers and supervisors were female. The results also revealed that 96.4% of the participants were from Botswana while 3.6% were from other nationalities. This indicates that most of the employees are local Botswana citizens. The participants' ages were distributed from 17 years old to 55 years old with the majority being in the age group of 26 years old to 36 years old. These results suggest that most of the managers in the hospitality sector of Botswana are young people. It is worth noting however, that 34.5% did not state their ages. The majority (40%) of the participants were BGSE (Botswana General Secondary Education Form 5) holders, followed by 20% who were diploma holders and 16.4% who were certificate holders. This concurs with the results of Wood (1997) and Whitelaw *et al.* (2009:8) who argue that the hospitality sector is mostly made up employees who lack in critical skills and education.

The majority of the participants (54.5%) earned between P20 001-P140 000 that is an average salary of about P11 700 per month. In terms of length of employment ninety-eight (98%) of the participants had been employed with their organisation for between 0-5 years. This period suggests that most of the participants had been employed with the organisation for a rather short period of time, hence the few years of employment could be a result of high staff

turnover. Fifty-four point five percent (54.5%) of the participants were managers while 43.6% were supervisors. In terms of type of qualification, the majority of the participants (54.5%) held in-house qualifications suggesting that a lower number of the participants were employed, having prior professional and skills qualifications. Furthermore, maybe a few, if any of the participants acquire professional external qualifications while employed on the job.

Table 5.2: Frequency analysis of the Food and Beverages Management

Variables/Description	Class	Frequency	Percentage (%)
Gender	Male	20	36.4
	Female	35	63.6
Nationality	Botswana	53	96.4
	Other	2	3.6
Age	1961-1970	3	5.5
	1971-1980	7	12.7
	1981-1990	18	32.7
	1991-1999	8	14.5
	Other	19	34.5
Highest qualification	BGSE	22	40
	Certificate	9	16.4
	Diploma	11	20
	Master's Degree	3	5.5
	Undergraduate degree	10	18.2
Favourite Restaurant	Hotel restaurants	23	41.8
	Fast Foods	16	29.1
	Family	10	18.2
	Traditional	6	10.9
Gross Annual Income	Less than 20 000pula	8	14.5
	P20 001- P140 000	30	54.5
	P140 0001- P221 000	4	7.3
	Greater than P431 000	2	3.6
	Not specified	11	20.0
Length of Employment	0-5 years	54	98.2
	6-10 years	1	1.8
Position	Manager	30	54.5
	Supervisor	25	43.6
Type of qualification	In house	30	54.5
	External	24	43.6
	Both	1	1.8

Table 5.3: Descriptive statistics for the 23 item scale used for the Food and Beverages Management Survey - Management Expectations

	N	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	Valid								
I expect the restaurant will have modern service equipment	55	5.818	6.000	1.219	1.485	-0.658	0.322	2.000	7.000
I expect the restaurant will have clean furniture	55	6.582	7.000	0.809	0.655	-1.688	0.322	4.000	7.000
I expect the restaurant employees will have a neat appearance	55	6.745	7.000	0.645	0.415	-2.293	0.322	5.000	7.000
I expect the restaurant will have variety in its menu items	55	6.127	7.000	1.019	1.039	-0.699	0.322	4.000	7.000
I expect the restaurant will have good quality food	55	6.764	7.000	0.543	0.295	-2.277	0.322	5.000	7.000
I expect the restaurant's food will be served at the right temperature	55	6.545	7.000	0.835	0.697	-1.536	0.322	4.000	7.000
I expect the restaurant will have good quality beverages	55	6.127	7.000	1.037	1.076	-0.780	0.322	4.000	7.000
I expect the restaurant will have a variety of beverages	55	6.236	7.000	1.018	1.036	-1.046	0.322	4.000	7.000
I expect the beverages will be served at the right temperatures	55	6.473	7.000	0.920	0.846	-1.546	0.322	4.000	7.000
I expect the restaurant will have a sincere interest in solving customers' problems	55	6.564	7.000	0.764	0.584	-1.644	0.322	4.000	7.000
I expect the restaurant will deliver the services right the first time to customers	55	6.327	7.000	0.963	0.928	-1.228	0.322	4.000	7.000
I expect the restaurant will deliver the services to customers in time	55	6.655	7.000	0.615	0.378	-1.614	0.322	5.000	7.000
I expect the restaurant will provide customers with a correct bill	55	6.527	7.000	0.920	0.846	-1.860	0.322	4.000	7.000
I expect the restaurant employees will offer reliable service to customers	55	6.400	7.000	1.029	1.059	-1.413	0.322	4.000	7.000
I expect the restaurant employees will inform customers when the exactly the services will be delivered	55	6.400	7.000	0.894	0.800	-1.218	0.322	4.000	7.000
I expect the restaurant employees will give customers quick service	55	6.436	7.000	1.014	1.028	-1.756	0.322	3.000	7.000
I expect the restaurant employees will be helpful to customers even when they are busy	55	6.327	7.000	0.982	0.965	-1.076	0.322	4.000	7.000
I expect the restaurant employees will greet customers in a friendly manner	55	6.600	7.000	0.784	0.615	-1.780	0.322	4.000	7.000
I expect the restaurant employees' behavior will instill confidence in customers about the employees	55	6.218	7.000	1.117	1.248	-1.030	0.322	4.000	7.000
I expect the restaurant employees will be trustworthy	55	6.418	7.000	0.896	0.803	-1.266	0.322	4.000	7.000
I expect the restaurant employees will smile to customers	55	6.509	7.000	0.836	0.699	-1.214	0.322	5.000	7.000
I expect the restaurant will give customers individualised attention	55	5.945	6.000	1.297	1.682	-1.322	0.322	1.000	7.000
I expect the restaurant employees will give customers special attention	55	6.200	7.000	1.161	1.348	-1.217	0.322	3.000	7.000

Table 5.3, above shows the descriptive statistics for the Food and Beverage Management expectations. It appears that the majority of the management expectations are high for all the aspects as indicated by a lowest mean of 5.818 for the aspect *I expect the restaurant will have modern service equipment* and a highest mean of 6.764 for the aspect *I expect the restaurant will have good quality food*. It appears that *the quality of food* is rated the most important expectation aspect by the majority of the managers while *modern equipment* is the least important expectation aspect. In terms of comparing the variances between the expectation aspects; *individualised attention, modern service equipment and special attention seem to have high variances*; (1.682; 1.485 and 1.348 respectively). This seems to indicate that there are some high variations from the participants on these aspects and responses are dispersed marginally from the mean.

Very low variances are evident from the results on expectations aspects; *quality of food (0.295), service delivery in time (0.378) and neat appearance of employees (0.415)*. This seems to indicate that these are the most important expectation aspects from the management as these aspects are centred on the mean. However, for all the expectation aspects, the means are rather on the high side (that is greater than or equal to 5.818). This might mean that generally the management expectations for all the service quality aspects could generally be on the high side. This is similar to the results of Saleh and Ryan (1991:333) who reported that in their study on service quality in a sample of hotels in Canada, management generally inclined to overvalue the expectations of guests. The aim of this research is to recommend a framework for the improvement of service quality in Botswana's restaurants. Hence, there is a need for management to actually know the real expectations of the guests and be at par with them. Table 5.4 shows the descriptive statistics of the food and beverages management perceptions.

Table 5.4: Descriptive statistics of the 23 item scale used for the Food and Beverages Management Survey - Management Perceptions

	N	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	Valid								
The restaurant has modern service equipment	55	5.745	6.000	1.158	1.341	-0.739	0.322	2.000	7.000
The restaurant has clean furniture	55	6.109	6.000	1.048	1.099	-0.826	0.322	4.000	7.000
The restaurant employees are neat appearing	55	6.018	6.000	1.114	1.240	-0.705	0.322	4.000	7.000
The restaurant has variety in its menu items	55	6.055	6.000	1.177	1.386	-1.735	0.322	1.000	7.000
The restaurant has good quality food	55	6.182	7.000	1.020	1.040	-1.140	0.322	3.000	7.000
The restaurant's food is served at the right temperature	55	6.200	7.000	1.007	1.015	-1.209	0.322	3.000	7.000
The restaurant has good quality beverages	55	6.145	6.000	1.008	1.015	-0.866	0.322	4.000	7.000
The restaurant has a variety of beverages	55	6.291	7.000	1.012	1.025	-1.179	0.322	4.000	7.000
The beverages are served at the right temperatures	55	6.291	7.000	0.916	0.840	-1.072	0.322	4.000	7.000
When you have a problem the restaurant shows a sincere interest in solving it	55	6.218	7.000	1.287	1.655	-1.941	0.322	1.000	7.000
The restaurant performs services right the first time	55	5.927	6.000	1.136	1.291	-0.953	0.322	3.000	7.000
The restaurant delivers its services to customers in time	55	5.964	6.000	1.105	1.221	-0.781	0.322	3.000	7.000
The restaurant provides you with a bill that has no mistakes	55	6.164	7.000	1.085	1.176	-1.061	0.322	3.000	7.000
The restaurant staff provide reliable service	55	5.945	6.000	1.044	1.090	-0.598	0.322	4.000	7.000
Employees of the restaurant tell you when exactly the service will be performed	55	5.709	6.000	1.423	2.025	-0.982	0.322	2.000	7.000
Employees of the restaurant give you quick service	55	5.836	6.000	1.214	1.473	-0.836	0.322	3.000	7.000
Employees of the restaurant are helpful to you even when they are busy	55	5.836	6.000	1.288	1.658	-1.088	0.322	2.000	7.000
Employees of the restaurant greet customers in a friendly manner and as soon as possible	55	6.145	6.000	0.970	0.941	-0.807	0.322	4.000	7.000
The restaurant's employees behavior instills confidence in customers	55	6.018	6.000	1.080	1.166	-0.953	0.322	3.000	7.000
The restaurant employees are trustworthy	55	6.182	7.000	1.073	1.152	-1.030	0.322	3.000	7.000
Employees if the restaurant smile at customers	55	6.164	7.000	1.067	1.139	-0.813	0.322	4.000	7.000
The restaurant gives you individualised attention	55	5.818	6.000	1.335	1.781	-1.206	0.322	1.000	7.000
The restaurant employees give you special attention	55	5.873	6.000	1.441	2.076	-1.427	0.322	1.000	7.000

The results in Table 5.4 show that the standard deviations range from 0.916 (*the beverages are served at the right temperatures*) to 1.441 (*the restaurant employees give you special attention*). This might indicate that the perceptions regarding *servicing beverages at the right temperatures* (standard deviation of 0.916) and perceptions regarding *the restaurant employees greeting customers in a friendly manner and as soon as possible* (standard deviation 0.970) are centred around the mean indicating concurrence on these aspects by the majority of the participants. The standard deviations for the aspects regarding the restaurant employees giving the customers special attention (1.441), the provision of service in time by the employees (standard deviation ,1.423) and the provision of individualised attention by the restaurant (standard deviation 1.335) seem to be dispersed highly from the mean, indicating a variety of responses from the participants. The variances range from 0.840 (*the beverages are served at the right temperatures*) to 2.076 (*the restaurant employees give you special attention*).

The mean ratings for the perceptions indicate a lowest mean of 5.709 (*employees of the restaurant tell you when exactly the services will be performed*) and a highest mean of 6.291 (*the restaurant has a variety of beverages; the beverages are served at the right temperature*). The mean ratings for these aspects generally appears to be high. Therefore, meaning that the service quality perceptions of the managers mostly concur on these aspects. It can be concluded that Botswana managers think that their restaurants' service quality is excellent for the aspects *the beverages are served at the right temperatures, the restaurant has a variety of beverages and the restaurant employees greeting customers in a friendly manner and as soon as possible*. The managers also think that the service quality is low for the aspects *the restaurant gives you individualised attention, the restaurant has modern service equipment and employees of the restaurant tell you when exactly the services will be delivered*. Tsang and Qu's (2000:321) study on China's hospitality industry also revealed that managers perceived their service quality very highly. This could mean that overall, the managers perceived the restaurant organisation's service quality to be of very high levels and were confident in what they delivered to customers. Therefore, Botswana restaurant managers do

not see valid problems in their service delivery. Such a perspective might be an oversight from the management (Saleh & Ryan, 1991:331; Tsang & Qu, 2000:323).

5.3.2 Mean scores, SERVQUAL difference (gap) of management expectations and perceptions aspects

Table 5.5 below was calculated using arithmetical means. The SERVQUAL gap for all the aspects was calculated and the results reveal that only the aspects; *good quality beverages* and *variety of beverages* had a positive SERVQUAL gap (P-E). It can be observed that the positive gaps are a result of low rated expectations by this management sample. It is surprising to find out that the managers think so low of their service quality. The perceptions generally are rated quite lowly compared to the management expectations. The results on low perceptions are contrary to the findings of most of the previous research where results revealed that management believed that they delivered good service and their perceptions were high (Lewis, 1987:87; Saleh & Ryan, 1991:335). The total SERVQUAL gap for the management sample is -8.11. Previous studies show that management tend to rate service quality expectations highly (Lewis, 1987:87; Saleh & Ryan, 1991:333; Douglas & Connor, 2003:69; Dedeoglu & Demirer, 2015:13. Therefore, negative overall SERVQUAL gap suggest that in general, management have a low perception of their organisation's service quality.

Table 5.5: (SERVQUAL gap) Q= P-E

Aspects	Mean (Expectations)	Mean (Perceptions)	SERVQUAL gap (Q) (P-E)
Modern service equipment	5.8180	5.7455	-0.07
Clean furniture	6.5818	6.1091	-0.47
Employees are neat appearing	6.7455	6.0182	-0.73
Variety in its menu items	6.1273	6.0545	-0.07
Good quality food	6.7636	6.1818	-0.58
Food is served at the right temperature	6.5455	6.2000	-0.35
Good quality beverages	6.1273	6.1455	0.02
Variety of beverages	6.2364	6.2909	0.05
Beverages are served at the right temperatures	6.4727	6.2909	-0.18
Interest in solving customers problems	6.5636	6.2182	-0.35
Performs services right the first time	6.3273	5.9273	-0.40
Delivery of services to customers in time	6.6545	5.9636	-0.69
Bill that has no mistakes	6.5273	6.1636	-0.36
Reliable service	6.4000	5.9455	-0.45
Informed when exactly the service will be performed	6.4000	5.7091	-0.69
Quick service	6.4364	5.8364	-0.60
Helpful to you even when they are busy	6.3273	5.8364	-0.49
Greet customers in a friendly manner and as soon as possible	6.6000	6.1455	-0.45
Behavior instills confidence in customers	6.2182	6.0182	-0.20
Trustworthiness	6.4182	6.1818	-0.24
Employees if the restaurant smile at customers	6.5091	6.1636	-0.35
Individualised attention	5.9455	5.8182	-0.13
Special attention	6.2000	5.8727	-0.33

Based on a 7 point Likert scale.

Total (P-E)

-8.11

Source: Adapted from Parasuraman et al. (1988:19)

The following section discusses the inferential analysis of the food and beverage management's survey.

5.4 INFERENCE ANALYSIS- FOOD AND BEVERAGES MANAGEMENT'S SURVEY

This section discusses the results of the correlation analysis, standard multiple regression analysis and ANOVA test for the managers' sample. The analyses were performed on the expectation section of the instrument since the literature reviewed in Chapter 2 revealed that

the determinants of service quality are evaluated effectively using expectations. The reasons for these analysis were explained in Chapter 4 section 4.5.1.2.

5.4.1 Pearson Correlation Analysis - Management service quality expectations

Table 5.7 shows the correlation coefficients for the service quality aspects for the management sample while Table 5.6 shows the key for Table 5.7.

Table 5.6: Key for Table 5.7

10	I expect the restaurant will have modern service equipment
11	I expect the restaurant will have clean furniture
12	I expect the restaurant employees will have a neat appearance
13	I expect the restaurant will have variety in its menu items
14	I expect the restaurant will have good quality food
15	I expect the restaurant's food will be served at the right temperature
16	I expect the restaurant will have good quality beverages
17	I expect the restaurant will have a variety of beverages
18	I expect the beverages will be served at the right temperatures
19	I expect the restaurant will have a sincere interest in solving customers' problems
20	I expect the restaurant will deliver the services right the first time to customers
21	I expect the restaurant employees the services to customer in time
22	I expect the restaurant employees will provide customers with a bill that has no mistakes
23	I expect the restaurant employees will offer reliable services to customers
24	I expect the restaurant employees will tell you exactly when the service will be delivered
25	I expect the employees will give customers quick service
26	I expect the restaurant employees will be helpful to customers even when they are busy
27	I expect the restaurant employees will greet customers in a friendly manner
28	I expect the restaurant's employees behaviour will instil confidence in customers
29	I expect the restaurant employees will be trustworthy
30	I expect the restaurant employees will smile to customers
31	I expect the restaurant will give customers individualised attention
32	I expect the restaurant employees will give customers special attention

Table 5.7: Pearson's Correlations Analysis Independent variables of Overall Service Quality – Management expectations

	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
12	.294*	.573**	1																			
13	.466**	.178	.191	1																		
14	.466**	.487**	.460**	.290*	1																	
15	.354**	.453**	.435**	.483**	.494**	1																
16	.487**	.439**	.382**	.440**	.350**	.389**	1															
17	.468**	.437**	.432**	.577**	.371**	.478**	.743*	1														
18	.392**	.370**	.456**	.409**	.339*	.671**	.498*	.630**	1													
19	.371**	.448**	.334*	.358**	.372**	.293*	.585*	.611**	.562**	1												
20	.525**	.274*	.226	.466**	.363**	.580**	.439*	.524**	.512**	.449**	1											
21	.433**	.337*	.335*	.308*	.305*	.554**	.273*	.517**	.556**	.501**	.601*	1										
22	.335*	.426**	.543**	.441**	.328*	.438**	.413*	.517**	.575**	.544**	.345*	.590*	1									
23	.310*	.449**	.268*	.268*	.338*	.366**	.420*	.262	.188	.367**	.314*	.369*	.321*	1								
24	.272*	.568**	.373**	.471**	.465**	.521**	.523*	.586**	.486**	.531**	.426*	.424*	.662**	.567**	1							
25	.365**	.475**	.315*	.447**	.561**	.370**	.474*	.437**	.211	.465**	.420*	.424*	.384**	.522**	.600**	1						
26	.345**	.548**	.280*	.438**	.391**	.343*	.558*	.551**	.358**	.490**	.452*	.436*	.543**	.308*	.691**	.598**	1					
27	.233	.724**	.271*	.088	.339*	.311*	.291*	.237	.190	.321*	.275*	.284*	.169	.477**	.391**	.387**	.510**	1				
28	.302*	.349**	.079	.333*	.361**	.208	.279*	.280*	.078	.331*	.294*	.327*	.264	.406**	.597**	.585**	.541**	.397*	1			
29	.427**	.322*	.156	.245	.511**	.184	.201	.072	.160	.217	.203	.300*	.267*	.518**	.388**	.427**	.431**	.427*	.739*	1		
30	.147	.457**	.245	.314*	.229	.417**	.244	.182	.187	.267*	.364*	.384*	.222	.383**	.267*	.432**	.380**	.599*	.375*	.328*	1	
31	.369**	.419**	.116	.187	.139	.165	.391*	.234	.146	.387**	.267*	.254	.087	.502**	.259	.441**	.363**	.634*	.609*	.609*	.487*	1
32	.406**	.071	-.079	.307*	.282*	.115	.317*	.273*	.083	.476**	.387*	.280*	.038	.211	.100	.522**	.250	.151	.394*	.310*	.351*	.512**

*. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

- The aspect *I expect the restaurant employees will be helpful to customers even when they are busy* is significantly correlated with the aspect *I expect the restaurant employees will tell you when exactly the service will be delivered* ($r = .691, n=55, p<0.01$). This probably means the overall service quality expectations are affected by an increase in the helpfulness of employees which also results in an increase in the communication between the employees and customers. Management would therefore expect the employees to be helpful to customers even when they are busy yet at the same time not to neglect to communicate with the customers. Though managers expect such from employees, the employees' interviews (Chapter 6, section 6.4.6) revealed that when the employees get very busy they neglect most of the important expectations required of them during service citing inadequate training as the cause of this type of behaviour from them. Du Plessis and Saayman (2013:92) assert that it is the responsibility of the managers to make sure that staff are well trained. It therefore appears that management have such an expectation from the staff yet they themselves are not executing their all in training the customer contact employees.
- The relationship between the aspect *I expect the beverages will be served at the right temperatures* is positively correlated with the aspect *I expect the food will be served at the right temperatures*, ($r = .671, n=55, p<0.05$). The aspect *beverages will be served at the right temperatures* is also moderately correlated with aspects 10 to 15.
- The aspect *I expect the restaurant employees will tell you when exactly the service will be delivered* is significantly correlated with the aspect *I expect the restaurant employees will provide customers with a bill that has no mistakes*, ($r = .662, n=55, p<0.01$). This might mean investing in communicating with the customers will increase the probability of giving the customer a bill that has no mistakes as one will have put effort in assuring the customer when the service will be delivered and in the process making sure they take and write the order correctly so that the bill would come with no mistakes.
- There is also a positive correlation between the aspects *I expect the restaurant will give customers individualised attention* and the factor *I expect the restaurant employees will greet customers in a friendly manner* ($r = .634, n=55, p<0.01$). The more

the restaurant gives customers *individualised attention the more the expectation on greeting customers in a friendly manner*. The fulfilment of both expectations would result in overall excellent service quality.

- The aspect *I expect the restaurant beverages will be served at the right temperatures is significantly correlated with the aspect I expect the restaurant will have a variety of beverages*, ($r= 0.630$, $n=55$, $p<0.01$).

It is worth noting that the correlations of the independent variables and demographic variables showed only one significant low positive correlation which was ($r=.352$, $n=55$, $p<0.01$) between the dependent variable *highest qualification* and the aspect *I expect the restaurant employees will greet customers in a friendly manner*. These results are similar to those of Lewis (1987) and Saleh and Ryan (1991:333) who concluded that demographics are not the best indicators of customer characteristics and conduct.

5.4.2 Regression analysis- Management service quality expectations

All the independent variables were regressed simultaneously using gender, nationality, age, level of qualification and length of employment as a dependent variables. Significant results were obtained for all the demographic variables except for the demographic variable of nationality. The analysis of the results is done in the next paragraph.

The first regression held gender as a constant demographic variable to check for any significance as measured with p - values in all the service quality aspects. Table 5.8 below, shows the results for the regression analysis. The test revealed that gender had significant p values for the expectation aspect, *employees of the restaurant will tell you exactly when the service will be performed*, ($\beta= 1.053$, $t=2.300$, $p =0.028$). Although other aspects gave high β values that show strong unique contribution, the variables do not make statistically significant contributions to the analysis. Therefore, the most important aspect using gender is *employees of the restaurant will tell you exactly when the service will be performed*. This implies that there are significant differences among the male and female participants regarding communication of when the service will be performed.

Table 5.8: Standard multiple regression analysis results- Management service quality expectations: Dependent Variable- Gender

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta (β)		
Modern service equipment	0.156	0.092	0.392	1.707	0.098
Bill that has no mistakes	-0.192	0.154	-0.364	-1.246	0.222
Employees of the restaurant will tell you when exactly the service will be performed	0.572	0.249	1.053	2.300	0.028
Quick service	-0.173	0.148	-0.362	-1.172	0.250
Greet customers in a friendly manner and as soon as possible	-0.320	0.198	-0.516	-1.613	0.117
Employees behavior instills confidence in customers	-0.335	0.195	-0.771	-1.721	0.095
Smile at customers	0.178	0.136	0.307	1.308	0.200
Individualised attention	0.262	0.140	0.700	1.868	0.071

Dependent Variable- Gender. R= 646; R squared = 0.417, p<0.05

Communication with customers is therefore an important aspect of service quality determinants. Parasuraman *et al.* (1991:447) argue that the organisation must be able to communicate courteously and effectively to customers in order to have excellent service quality. Likewise Hartline and Ferrell (1996:53) argue that employees' attitudes and conducts have a positive influence or a negative influence on a customer's overall perception of service quality as such poor communication would result in overall negative service quality perception by the customers. Hence, managers expect employees to communicate correctly and effectively with the customers.

Table 5.9: Standard multiple regression analysis results- Management service quality expectations: Dependent variable- Age

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Services delivered to customers in time	1.115	0.628	0.553	1.776	0.086
Bill that has no mistakes	-1.269	0.380	-0.941	-3.341	0.002
Reliable service	-0.247	0.400	-0.205	-0.617	0.542
Employees of the restaurant will tell you when exactly the service will be performed	1.406	0.613	1.013	2.293	0.029
Quick service	0.032	0.365	0.026	0.087	0.931

Dependent variable- Age, R=429, R squared = 0.006, p<0.05

From Table 5.9 above, the most important aspect of overall service quality expectations using age as the constant demographic variable is *the restaurant employees will tell you when exactly the services will be performed*, ($\beta = 1.013$, $t = 2.293$ & $p = 0.029$ and the aspect, *the restaurant will provide you with a bill that has no mistakes*, ($\beta = -.941$, $t = -3.341$ and $p = 0.02$). The managers expect most importantly that the restaurant employees communicate with the customers and in so doing assuring the customers the exact delivery time of the services. Restaurant customers expect the customer service contact staff to be responsive to them as this is an attribute that influences the customers' evaluation of the overall service (Sureshchander *et al.*, 2002:16). With reference to age, the results reveal that there are significant differences among the age groups of the participants for the expectation aspects discussed in this section with the most significant differences occurring for the aspect *the restaurant employees will tell you when exactly the services will be performed*. Table 5.10 shows the regression results using the dependent variable highest qualification.

Table 5.10 : Standard multiple regression analysis results- Management service quality expectations: Dependent variable- Highest Qualification

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Modern service equipment	0.121	0.415	0.066	0.292	0.772
Clean furniture	-0.189	0.749	-0.069	-0.252	0.803
Employees are neat appearing	-1.323	0.770	-0.383	-1.718	0.096
Variety in its menu items	-1.182	0.574	-0.541	-2.058	0.048

Dependent variable- Highest Qualification, R=182, R squared= 0.33, p<0.05

Using highest qualification as a constant demographic variable (see Table 5.10) significant p values were obtained for the expectation aspects, *I expect the restaurant will have variety in its menu items*, ($\beta = -.541$), $t = -2.058$ with a statistically significant (p) value of 0.048. Soriano (2002:1062) argues that the variety of the food is very important in the restaurant business. The quality of the food is affected by the variety. If there is no variety the customers would probably rate the overall service quality of the restaurant as poor. Customers expect to find variety in the menu items and not to be limited (Soriano, 2002:1062). The employees' interviews results in Chapter 6, Section 6.3.6 revealed that one of the major challenges of delivering excellent service quality was limitation of resources for example menu ingredients.

A summary of the management regression results is shown in Table 5.11. Taking the highest contributor for each of the constants in this sample it can be concluded using this regression analysis that the aspects that made the strongest unique contributions which have statistically significant differences this sample are; *I expect the restaurant employees will inform customers when exactly the service will be performed, I expect the restaurant will provide customers with a correct bill, and I expect the restaurant will have a variety in its menu items* sequentially as shown in Table 5.11.

5.4.3 Summary of the management’s expectations regression results

Table 5.11: Summary of management expectations regression results

	Dependent Variable	Aspects	β -value	Sig (p)
1.	Gender	I expect the restaurant employees will inform customers when exactly the service will be performed	1.053	0.028
2.	Age	I expect the restaurant will provide customers with a correct bill	-0.941	0.002
		I expect the restaurant employees will inform customers when exactly the service will be performed	1.013	0.029
3.	Highest qualification	I expect the restaurant will have a variety in its menu items	-0.541	0.048

Furthermore, using this regression analyses the most important service quality aspects for the management sample are; *I expect the restaurant employees will inform customers when exactly the service will be performed, I expect the restaurant will provide customers with a correct bill, and I expect the restaurant will have a variety in its menu items* sequentially concluding that these are the most important aspects in determining service quality. Communication is a very important aspect in service quality as it helps to minimise errors. The communication aspect similarly stands out amongst Johnstone *et al.* (1990:62-69) and Johnstone and Silvestro (1990) proposed service quality determinants. Demographics seem to also affect the service quality expectations of the management and in this particular case gender, age and highest qualification demographics.

The next section shows the results of the ANOVA tests which were performed after the regression analysis.

5.4.4 Analysis of variance- ANOVA; Management expectations

Further analysis was done using ANOVA in order to see the “extent of the differences between groups” and if these differences were statistically significant (Altinay *et al.*, 2016:269). In this case, the extent of the differences between the demographic variables.

One way ANOVA was therefore conducted for the demographic variables, age and level of qualification and none of the results reflected significant differences among the demographic variable groups within the management sample. Section 5.5 presents and discusses the results of the employees' survey.

5.5 RESULTS OF THE FOOD AND BEVERAGES EMPLOYEES' SURVEY

This section shows the analysis and discussion of the food and beverages employees' survey.

5.5.1 Descriptive statistics of the employees (Demographics)

This section discusses the descriptive analysis of the food and beverages employee's survey. The questionnaires were administered concurrently with the food and beverage managers' survey during the period of May 2016 and 30 June 2016 at the selected hotels and independent restaurants in Gaborone. Permission to conduct the employee' survey was done concurrently with that of the management survey. Ninety-eight (98) questionnaires were administered to the food and beverage employees (Waiters). From these questionnaires, fifty-two (52) were completed fully and returned giving a response rate of fifty three (53%).

Table 5.12 shows the frequency analysis of the food and beverages employees. The results reveal that 55.8% of the respondents to the survey were male while 44.2% were female. All the participants were from Botswana. The participants' ages were distributed from 17 years to 55 years with the majority of the ages being between 17 years old and 37 years. These age ranges seem to indicate that the majority of the employees are young. This is similar to the results of Hartline and Ferrell (1996:58); Mayor (2002:380) respectively. In terms of highest qualification the majority of the participants (50%) held BGSE qualification followed by 17.3% who held a Certificate skills qualification. Undergraduate qualifications and Diploma qualifications each had a percentage of 13.5%.

These results are similar to the results of Wood (1997); Whitelaw *et al.* (2009:8) who assert that the hospitality sector is mostly workers who are not well educated and skilled. In terms of gross annual income the majority (71.2%) of the participants earned an annual salary of less than P20 000. This probably means an average salary of at most P1666.67 month. This is

slightly higher than the Botswana industry's basic minimum wage of P1 135.68 per month. In terms of length of employment, the majority (92.3%) of the participants had been employed with their organisation for zero to five years. In a previous study by Mayor (2002:380) on Thailand hotel employees, similar results were observed where most of the employees had been employed by their current employer for less than 3 years. Regarding where the participants acquired their qualification, 51.9% of the participants had In house qualifications while 48.1% of the participants had external qualifications.

Table 5.12: Frequency analysis of the Food and Beverages Employees

Variables/Description	Class	Frequency	Percentage (%)
Gender	Male	29	55.8
	Female	23	44.2
Nationality	Botswana	52	100
	Other	0	0
Age	1961-1970	2	3.8
	1971-1980	4	7.7
	1981-1990	18	34.6
	1991-1999	18	34.6
	Other	10	19.2
Highest qualification	BGSE	26	50
	A Level	3	5.8
	Certificate	9	17.3
	Diploma	7	13.5
	Master's Degree	0	1.9
	Undergraduate degree	7	13.5
Favourite Restaurant	Hotel restaurants	17	32.7
	Fast Foods	20	38.5
	Family	6	11.5
	Traditional	9	17.3
Gross Annual Income	Less than 20 000pula	37	71.2
	P20 001- P140 000	7	13.5
	P140 0001- P221 000	2	3.8
	Not specified	6	11.5
Length of Employment	0-5 years	48	92.3
	6-10 years	4	7.7
Position	Waiter	52	100
Type of qualification	In house	27	51.9
	External	25	48.1

Table 5.13 shows the descriptive statistics for the food and beverages employees' expectations. It appears that generally, the employees' means on the service quality expectations were generally high as they ranged from a highest mean of 6.577 for the aspect *I expect the restaurant will have clean furniture* to a lowest mean of 5.865 for the aspects *I expect the restaurant employees will give customers special attention* and *I expect the restaurant employees will be helpful to customers even when they are busy*. Most of the employees were very close to the mean on all the aspects.

When the variances between the expectation aspects are compared; *giving customers special attention*, *delivering the service right the first time to customers* and *modern service equipment seem to have high variances* (1.883; 1.344 & 1.295) respectively when compared to other aspects. This seems to indicate that there are some variations from the participants regarding these aspects and the responses are dispersed from the mean. Very low variances are evident from the results on the expectation aspects; *clean furniture*, *providing customers with a correct bill* and *serving beverages at the correct temperatures* (0.641; 0.763 & 0.825) respectively

It appears that the most important expectation aspect by the majority of the employees is *clean furniture* while the least important expectation aspect is *giving customers individualised attention* and *helpfulness to customers*. In addition, from the results in Table 5.13, it is clear that restaurant employees consider *clean furniture* as the most important expectation aspect, followed by *smiling to customers* and *providing customers with a correct bill*. These aspects fall under the dimensions tangibles, empathy and reliability (Parasuraman *et al.*, 1991). These results are comparable to Douglas and Connor, (2003:170) who in a study on attitudes towards service quality in Northern Ireland hotels, hotel employees rated service quality expectations highly generally with mean figures ranging from 5.660 (for tangibles) to 6.000 (for empathy).

Table 5.13: Descriptive statistics of the 23 item scale used for the Food and Beverages Employees survey – Employees' Expectations

	N	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	Valid								
I expect the restaurant will have modern service equipment	52	6.135	7.000	1.138	1.295	-0.855	0.330	4.000	7.000
I expect the restaurant will have clean furniture	52	6.577	7.000	0.801	0.641	-1.691	0.330	4.000	7.000
I expect the restaurant employees will have a neat appearance	52	6.365	7.000	0.991	0.982	-1.183	0.330	4.000	7.000
I expect the restaurant will have variety in its menu items	52	6.038	6.500	1.066	1.136	-0.483	0.330	4.000	7.000
I expect the restaurant will have good quality food	52	6.365	7.000	0.991	0.982	-1.183	0.330	4.000	7.000
I expect the restaurant's food will be served at the right temperature	52	6.231	7.000	0.942	0.887	-0.780	0.330	4.000	7.000
I expect the restaurant will have good quality beverages	52	6.135	6.000	0.929	0.864	-0.430	0.330	4.000	7.000
I expect the restaurant will have a variety of beverages	52	6.135	6.500	0.971	0.942	-0.547	0.330	4.000	7.000
I expect the beverages will be served at the right temperatures	52	6.135	6.000	0.908	0.825	-0.439	0.330	4.000	7.000
I expect the restaurant will have a sincere interest in solving customers' problems	52	6.346	7.000	1.064	1.133	-1.559	0.330	3.000	7.000
I expect the restaurant will deliver the services right the first time to customers	52	6.096	7.000	1.159	1.344	-0.980	0.330	3.000	7.000
I expect the restaurant will deliver the services to customers in time	52	6.231	7.000	1.041	1.083	-1.138	0.330	3.000	7.000
I expect the restaurant will provide customers with a correct bill	52	6.462	7.000	0.874	0.763	-1.254	0.330	4.000	7.000
I expect the restaurant employees will offer reliable service to customers	52	6.096	6.000	0.934	0.873	-0.497	0.330	4.000	7.000
I expect the restaurant employees will inform customers when the exactly the services will be delivered	52	6.077	7.000	1.100	1.210	-0.617	0.330	4.000	7.000
I expect the restaurant employees will give customers quick service	52	5.923	6.000	1.118	1.249	-0.369	0.330	4.000	7.000
I expect the restaurant employees will be helpful to customers even when they are busy	52	5.865	6.000	1.085	1.178	-0.776	0.330	2.000	7.000
I expect the restaurant employees will greet customers in a friendly manner	52	6.365	7.000	0.991	0.982	-1.183	0.330	4.000	7.000
I expect the restaurant employees' behavior will instill confidence in customers about the employees	52	6.058	6.000	1.018	1.036	-0.583	0.330	4.000	7.000
I expect the restaurant employees will be trustworthy	52	6.385	7.000	0.911	0.830	-1.181	0.330	4.000	7.000
I expect the restaurant employees will smile to customers	52	6.481	7.000	0.939	0.882	-1.567	0.330	4.000	7.000
I expect the restaurant will give customers individualised attention	52	6.058	7.000	1.145	1.310	-0.688	0.330	4.000	7.000
I expect the restaurant employees will give customers special attention	52	5.865	7.000	1.372	1.883	-0.695	0.330	3.000	7.000

Table 5.14 shows the descriptive statistics of the 23 item scale used for the food and beverages employees perceptions. Table 5.14 indicates that the highest means for the employee service quality perceptions aspects is 6.096 for the aspect *the restaurant employees are trust worthy* while the lowest mean is 5.442 for the aspect *the restaurant performs its services right the first time*. Employees believe that their service quality is excellent for the aspects *the restaurant employees are trust worthy* (mean value of 6.096), *employees of the restaurant smile at customers* (mean value of 6.077) and *employees of the restaurant are helpful to you even when busy* (mean value of 6.000). Lower mean values were obtained for the aspects *the restaurant employees give you individualised attention* (mean value of 5.596), *the restaurant delivers its service to customers in time* (mean value of 5.558) and *the restaurant performs services right the first time* (mean value of 5.442). The results suggest that employees need to improve on these areas that have lower mean service quality perceptions. Generally it appears that the employees' perceptions of their restaurant service quality are rather low compared to their expectations. These results are contrary to those of Musaba *et al.* (2014:541) who concluded that the employees expectations of service quality in Namibian hotels were higher than their perceptions of service quality.

Table 5.14: Descriptive statistics of the 23 item scale used for the Food and Beverages Employees Survey– Employees’ Perceptions

	N								
	Valid	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	52	5.731	6.000	1.300	1.691	-0.421	0.330	3.000	7.000
The restaurant has modern service equipment	52	5.731	6.000	1.300	1.691	-0.421	0.330	3.000	7.000
The restaurant has clean furniture	52	5.865	6.000	1.190	1.413	-0.459	0.330	3.000	7.000
The restaurant employees are neat appearing	52	5.904	6.000	1.160	1.344	-0.435	0.330	4.000	7.000
The restaurant has variety in its menu items	52	5.770	6.000	1.113	1.240	-0.230	0.330	4.000	7.000
The restaurant has good quality food	52	5.904	6.500	1.241	1.540	-0.516	0.330	4.000	7.000
The restaurant’s food is served at the right temperature	52	5.846	6.000	1.211	1.466	-0.520	0.330	3.000	7.000
The restaurant has good quality beverages	52	5.846	6.000	1.144	1.309	-0.422	0.330	3.000	7.000
The restaurant has a variety of beverages	52	5.731	6.000	1.087	1.181	-0.196	0.330	4.000	7.000
The beverages are served at the right temperatures	52	5.673	6.000	1.294	1.675	-0.427	0.330	3.000	7.000
When you have a problem the restaurant shows a sincere interest in solving it	52	5.731	6.000	1.430	2.044	-0.759	0.330	2.000	7.000
The restaurant performs services right the first time	52	5.442	5.000	1.243	1.546	-0.022	0.330	3.000	7.000
The restaurant delivers its services to customers in time	52	5.558	6.000	1.259	1.585	-0.258	0.330	3.000	7.000
The restaurant provides you with a bill that has no mistakes	52	5.770	6.000	1.182	1.397	-0.347	0.330	4.000	7.000
The restaurant staff provide reliable service	52	5.981	7.000	1.196	1.431	-0.534	0.330	4.000	7.000
Employees of the restaurant tell you when exactly the service will be performed	52	5.654	5.500	1.170	1.368	-0.196	0.330	3.000	7.000
Employees of the restaurant give you quick service	52	5.865	6.000	1.237	1.531	-0.575	0.330	3.000	7.000
Employees of the restaurant are helpful to you even when they are busy	52	6.000	6.500	1.155	1.333	-0.715	0.330	3.000	7.000
Employees of the restaurant greet customers in a friendly manner and as soon as possible	52	5.904	6.000	1.142	1.304	-0.544	0.330	3.000	7.000
The restaurant’s employees behavior instills confidence in customers	52	5.942	6.500	1.178	1.389	-0.483	0.330	4.000	7.000
The restaurant employees are trustworthy	52	6.096	7.000	1.125	1.265	-0.884	0.330	3.000	7.000
Employees of the restaurant smile at customers	52	6.077	6.500	1.100	1.21	-0.801	0.330	4.000	7.000
The restaurant gives you individualised attention	52	5.596	6.000	1.361	1.853	-0.526	0.330	2.000	7.000
The restaurant employees give you special attention	52	5.731	6.000	1.285	1.652	-0.336	0.330	3.000	7.000

This next section discusses the results of the arithmetic mean for the SERVQUAL gap of the employees' sample.

5.5.2 Arithmetic mean SERVQUAL gap- Employees

Table 5.15 shows the results of the arithmetic mean SERVQUAL gap and a discussion of the results.

Table 5.15: SERVQUAL Gap (P-E)

Factor	Mean Expectations	Mean Perceptions	SERVQUAL Gap (P-E)
Modern service equipment	6.135	5.731	-0.404
Clean furniture	6.577	5.865	-0.712
Employees are neat appearing	6.365	5.904	-0.461
Variety in its menu items	6.038	5.770	-0.268
Good quality food	6.365	5.904	-0.461
Food is served at the right temperature	6.231	5.846	-0.385
Good quality beverages	6.135	5.846	-0.289
Variety of beverages	6.135	5.731	-0.404
Beverages are served at the right temperatures	6.135	5.673	-0.462
Interest in solving customers problems	6.346	5.731	-0.615
Performs services right the first time	6.096	5.442	-0.654
Delivery of services to customers in time	6.231	5.558	-0.673
Bill that has no mistakes	6.462	5.770	-0.692
Reliable service	6.096	5.981	-0.115
Informed when exactly the service will be performed	6.077	5.654	-0.423
Quick service	5.923	5.865	-0.058
Helpful to you even when they are busy	5.865	6.000	0.135
Greet customers in a friendly manner and as soon as possible	6.365	5.904	-0.461
Behavior instills confidence in customers	6.058	5.942	-0.116
Trustworthiness	6.385	6.096	-0.289
Employees if the restaurant smile at customers	6.481	6.077	-0.404
Individualised attention	6.058	5.596	-0.462
Special attention	5.865	5.731	-0.134

Based on a 7 point Likert scale

Total SERVQUAL Gap

-8.807

Q= P-E - Adapted from Parasuraman et al. (1988:19).

The results in Table 5.15 for the SERVQUAL gap reveal negative SERVQUAL gap figures meaning low overall service quality perceptions by the employees. Most of the employees' mean perceptions of their service delivery are lower than their mean perceptions of service

delivery. The total SERVQUAL gap is even more negative compared to the management's SERVQUAL gap. It is interesting to note very high negative SERVQUAL gaps for the aspects *helpfulness to customers even when busy* (-.058), *quick service* (-.115), *employee behaviour instils confidence in customers* (-.134), *employees of the restaurant give you special attention* (-.134) and *variety in menu items* (-.268). It appears that the employees believe that the restaurants are performing poorly in these aspects. These aspects are mostly under the responsiveness, *reliability*, *assurance* and *empathy*. The results are similar to the results by Manwa (2011:20), whose results revealed that from a customer's perspective Botswana restaurants had poor ratings for assurance, empathy and reliability dimensions. Therefore, restaurant employees need to improve greatly in the area of reliability. Perhaps training could help to equip these employees with the skills needed in the area of reliability.

5.6 INFERENCE ANALYSIS- FOOD AND BEVERAGES EMPLOYEES' SURVEY

This section presents and discusses the results of the correlation analysis, regression analysis and ANOVA test for the employees' sample. The tests were performed on the expectation aspects of the instrument.

5.6.1 Pearson Correlation Analysis- Employees Overall Service Quality Expectations sample

This section discusses the Pearson Correlation Analysis results for the employees' service quality expectations. Table 5.16 shows the results for the independent variables correlations. Pearson's correlation tests helps to see the relationship between variables. For this section values greater than or equal to $r=6$ were taken as having high correlations and were discussed. High r value ranged from 0.614 to 0.779. The employee expectation correlation test results reflect quite a sizeable number of significant correlations.

- The relationship between the aspects *giving the customer special attention and giving the customer individualised attention* ($r=.779$, $n=52$, $p < 0.01$) showed that there is large positive significant correlation. In addition, the aspect giving the customer specialised

attention generally has quite significant correlations with the most of the other aspects. This might mean an increased effort in giving the customer special attention will result in an increase in the individualised attention given to the customers, hence an overall improved service quality. The results reveal that the employees ascribe importance to giving customers special attention.

- The aspect *I expect the restaurant employees will be trustworthy* is highly correlated with the aspect *I expect the restaurant employees will instil confidence in the customers* ($r=.695, n=52, p<0.01$). It is interesting to note that this correlation was observed for the management sample except that r was .739 but the relationship is similar. This aspect on trustworthiness seems to also have quite a number of significant correlations with other factors. This sample of employees seems to believe the more the trustworthiness of the employees the more confident the customers have in the employees which translates to good service quality. This might be true as food and beverage services would need trustworthy employees for example who will not change the bill or order of the customers.
- The expectation on the aspect *beverages will be served at the right temperatures* is highly correlated to the aspect *variety of beverages* with a Pearson correlation of ($r=.669, n=52, <0.01$). Similar results were also observed on the management expectations correlations. This seems to indicate that managers expect the restaurant to serve beverages at the correct temperatures for example white wine must be served cold and in an ice bucket while at the same time there must also be a variety of beverages. Having a variety of beverages does not limit customer choices. Sureshchander *et al.* (2002:14) argue that customers ascribe “high value service” when there is variety of food. Likewise, service quality can also be perceived to be high if there is variety of beverages in the restaurants.

- Significant correlation is also observed for the expectation aspects *good quality beverages and restaurant food being served at the right temperature*, ($r = .636$, $n=52$, $p<0.01$).
- The relationship between the aspects *I expect the restaurant employees will give customers special attention* is positively correlated to the aspect *I expect restaurant employees to smile to customers* ($r = .614$, $n = 52$, $p<0.01$). This implies that as the restaurant employees give more special attention to customers, the more they smile to the customers and the more the overall service quality becomes.

From the results it appears that the aspects that have high positive correlations are mainly empathy aspects and reliability aspects. According to Douglas and Connor (2003:170) employees generally have or show more empathy to customers. This is because the customers would want to feel secure and confident in an environment that is however controlled by the customer service staff. In addition they are able to relate to customers in a better manner than the managers hence the high positive correlations observed regarding empathy in this section. Negative correlations were observed in some of the results however none of them were statistically significant.

Table 5.16: Pearson Correlation Analysis- Employees Overall Service Quality Expectations

	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
11	.343*	1																			
12	.164	.570**	1																		
13	.287*	.364**	.321*	1																	
14	.321*	.520**	.281*	.506**	1																
15	.263	.314*	.370**	.499**	.349*	1															
16	.149	.262	.244	.292*	.308*	.636**	1														
17	.143	.125	.254	.469**	.294*	.502**	.436**	1													
18	.229	.107	.228	.420**	.249	.399**	.234	.669**	1												
19	.268	.244	.212	.230	.101	.212	.249	.428**	.316*	1											
20	.302*	.108	.071	.346*	-.099	.446**	.370**	.372**	.416**	.449**	1										
21	.520**	.378**	.107	.487**	.354*	.325*	.312*	.376**	.402**	.741**	.501**	1									
22	.015	.201	.300*	.254	.141	.249	.163	.388**	.192	.500**	.226	.312*	1								
23	.246	.318*	.215	.370**	.152	.286*	.165	.418**	.493**	.281*	.571**	.340*	.281*	1							
24	.133	.238	.262	.165	.010	.323*	.277*	.266	.343*	.295*	.425**	.378**	.289*	.374**	1						
25	-.023	.072	.114	.151	-.045	.259	.142	.172	.300*	.105	.415**	.117	.137	.495**	.452**	1					
26	.269	.114	.229	.123	-.008	.453**	.271	.315*	.397**	.262	.556**	.341*	.212	.419**	.551**	.493**	1				
27	.182	.273	.261	.005	.121	.349*	.329*	.335*	.337*	.231	.344*	.240	.277*	.343*	.388**	.504**	.594**	1			
28	.146	.319*	.445**	.341*	.329*	.497**	.365**	.468**	.395**	.253	.328*	.339*	.455**	.468**	.434**	.280*	.522**	.523**	1		
29	.271	.308*	.384**	.368**	.124	.443**	.378**	.384**	.315*	.325*	.410**	.401**	.438**	.393**	.498**	.357**	.490**	.471**	.695**	1	
30	.342*	.250	.461**	.157	.124	.293*	.082	.293*	.313*	.321*	.137	.205	.274*	.416**	.305*	.279*	.257	.334*	.422**	.399**	1
31	.250	.156	.189	.336*	.119	.242	.269	.381**	.407**	.450**	.336*	.482**	.306*	.398**	.542**	.356**	.338*	.275*	.485**	.524**	.557*
32	.200	.143	.325*	.339*	-.050	.343*	.184	.470**	.550**	.462**	.341*	.448**	.249	.393**	.579**	.364**	.514**	.340*	.441**	.560**	.614*

Table 5.17: Key to Table 5.16

10	I expect the restaurant will have modern service equipment
11	I expect the restaurant will have clean furniture
12	I expect the restaurant employees will have a neat appearance
13	I expect the restaurant will have variety in its menu items
14	I expect the restaurant will have good quality food
15	I expect the restaurant's food will be served at the right temperature
16	I expect the restaurant will have good quality beverages
17	I expect the restaurant will have a variety of beverages
18	I expect the beverages will be served at the right temperatures
19	I expect the restaurant will have a sincere interest in solving customers' problems
20	I expect the restaurant will deliver the services right the first time to customers
21	I expect the restaurant employees will deliver the services to customers in time
22	I expect the restaurant employees will provide customers with a bill that has no mistakes
23	I expect the restaurant employees will offer reliable services to customers
24	I expect the restaurant employees tell you when exactly the service will be delivered
25	I expect the employees will give customers quick service
26	I expect the restaurant employees will be helpful to customers even when they are busy
27	I expect the restaurant employees will greet customers in a friendly manner
28	I expect the restaurant's employees behaviour will instil confidence in customers
29	I expect the restaurant employees will be trustworthy
30	I expect the restaurant employees will smile to customers
31	I expect the restaurant will give customers individualised attention
32	I expect the restaurant employees will give customers special attention

5.6.2 Regression Analysis- Employees Overall Service Quality Expectations

Standard Multiple Regression analysis was used to assess the influence of the dependent variables on the service quality expectations aspects of the employees' sample. All the independent variables were regressed simultaneously using gender, nationality, age, highest qualification and length of employment as dependent variables. Except for the demographic variables of gender and nationality, significant results were obtained for all the remaining demographic variables namely age, highest qualification and length of employment. Tables 5.18 to 5.20 below show the regression results.

Table 5.18: Standard multiple regression results – Employees’ service quality expectations: Dependent variable- Age

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta (β)		
Modern service equipment	0.336	0.157	0.376	2.144	0.041
Clean furniture	-0.543	0.238	-0.428	-2.281	0.030
Restaurant’s food is served at the right temperature	0.685	0.217	0.635	3.162	0.004
Restaurant provides you with a bill that has no mistakes	0.517	0.186	0.444	2.772	0.010

Dependent Variable- Age. R= 0.815, R squared = 0.664; p* < 0.05

From the results in Table 5.18, using age as a dependent variable for this sample of employees it appears that the most important aspect of overall service quality expectation is *the restaurant food will be served at the right temperature*, ($\beta=0.635$) with a statistically significant contribution of 0.04 to the unique variance. This is then followed by the following aspects sequentially: *the restaurant provides you with a bill that has no mistakes*, ($\beta= .444$, $t=2.772$ & $p=.010$); *the restaurant will have clean furniture*, ($\beta= -.428$, $t=-2.281$ & $p= .030$); *the restaurant will have modern service equipment*, ($\beta= .376$, $t= 2.144$ & $p= .041$). The temperature of the food contributes to the core service of a restaurant as food and drink are the core service products of a restaurant. Soriano (2002:1062) argues that customers return to a restaurant mainly because of the quality of food. In this case if the food temperature is not correct then the customer would rate the quality of food as poor and is not likely to return to the restaurant. As a result, employees’ expectations in this sample ascribe more importance to *the temperature of the food* than any other aspect. With regards to the demographic variable age, the results indicate that there are significant differences among the male and female participants on the service quality aspects discussed in this section.

Table 5.19 shows the result of the regression analysis using the demographic variable highest qualification.

Table 5.19: Standard multiple regression results - Employees service quality expectations: Dependent Variable- Highest qualification

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta (β)		
Clean furniture	-1.271	0.529	-0.508	-2.404	0.023
Restaurant employees are neat appearing	0.872	0.421	0.431	2.072	0.048
Restaurant tells you when exactly the service will be performed	1.077	0.343	0.591	3.140	0.004
Greet customers in a friendly manner and as soon as possible	0.903	0.410	0.447	2.206	0.036

Dependent Variable= Highest qualification, R= .757. R squared=.573. $p^* < 0.05$

From Table 5.19, the most important contributor to variances using highest qualification as the dependent variable *the restaurant employees will tell you exactly when the service will be performed (responsiveness)*, (β) =.591 with a statistically significant contribution of .004 to the unique variance in the gender and t value of 3.140. Similar results were found in the management expectation results except for the actual figures. This is then followed by the *restaurant will have clean furniture* (β =-.508, t = -2.404 & p =.023); *the restaurant employees will greet customers in a friendly way and as soon as possible*, (β =.447, t =2.206 & sig= .036); *the restaurant employees will be neat appearing* (β =.431, t =2.072 & p .048). It appears being responsive is highly rated by the employees in this sample using highest qualification as the dependent variable. Restaurant customers are particular about waiting time as they have different things to do or attend to after the meal experience. Sureshchander *et al.* (2002:16) describe responsiveness as a “human element” of service delivery which is very crucial as the customer does not purchase the service product alone but also this human aspect therefore, the human aspect contributes to the customers overall service quality expectation. The results indicate that there are significant differences among the groups in the level of qualification demographic.

Table 5.20 shows the regression results using the dependent variable, length of employment.

Table 5.20: Standard Multiple Regression Results - Employees service quality expectations:

Dependent variable-Length of employment

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Employees of the restaurant are helpful to you even when they are busy	-0.241	0.060	-0.971	-3.980	0.000

Dependent variable-Length of employment, R=742, R squared=.551. P* < 0.05

Referring to Table 5.20, only the aspect *employees of the restaurant will be helpful to you even when they are busy* had a unique contribution to the variances in the demographic variable, length of employment. It appears that this aspect is the most important independent variable of overall service quality expectations when length of employment is used as a dependent variable. The aspect has a β value of -.971, t -3.980 and $p = .000$. Being helpful to customers is also part of responsiveness. It seems the employees’ expectations are rather inclined towards this aspect- responsiveness. It could be because their line of thinking for the ratings could have been influenced by their day to day interaction with the customers and these expectations could be what they think their customer expect from them.

5.6.3 Summary of the employees’ expectations regression results

Table 5.21 below shows a summary of the employees’ expectations regression results. It can be concluded that restaurant employees ascribe great importance to the expectation aspects; *employees of the restaurant will be helpful to you even when they are busy followed by the aspects; the restaurant food will be served at the right temperature, the restaurant employees will tell customers when exactly the services will be delivered, the restaurant provides you with a bill that has no mistakes, the restaurant will have clean furniture, restaurant employees are neat appearing and the restaurant will have modern service equipment.* The aspect, *the restaurant will have clean furniture* is outstanding as it has significant contributions both in the demographic variables highest qualification and age. Food is also a very important aspect in the restaurant such that any tempering with the food experience would result in low perceptions of the overall service quality of the restaurant by the customers.

Table 5.21: Summary of Employee expectations regression results

Dependent Variable	Independent Variable	β-value	Sig value (p)
Age	The restaurant food will be served at the right temperature	0.635	0.004
	The restaurant provides you with a bill that has no mistakes	0.444	0.010
	The restaurant will have clean furniture	-0.428	0.030
	The restaurant will have modern service equipment	0.376	0.041
Highest qualification	The restaurant employees will tell customers when exactly the services will be delivered	0.591	0.004
	The restaurant will have clean furniture	-0.508	0.023
	Employees of the restaurant will greet customers in a friendly manner and as soon as possible	0.447	0.036
	Restaurant employees are neat appearing	.4310	.0480
Length of employment	Employees of the restaurant will be helpful to you even when they are busy	0.971	0.000

Most of the aspects discussed here fall under the tangibles dimension implying that the employees consider tangible aspects as the most important aspects that affect service quality expectations. It can also be concluded that the demographic variables age, highest qualifications and length of employment influence the employees' views of service quality determinants. Section 5.6.4 provides the ANOVA test for the demographics.

5.6.4 Analysis of Variance – ANOVA- Employees' service quality expectations

Further analysis was done using one way ANOVA in order see whether there were any statistically significant differences between groups. The demographics; age, highest qualification and length of employment were subjected to the ANOVA test and only results containing statistically significant differences are discussed in this section. The results that had statistical significance were for the demographics; highest qualification and length of employment.

Table 5.22: Employees' Overall Service Quality expectations- One way ANOVA using highest qualification

		Sum of Squares	df	Mean Square	F	Sig.
I expect the restaurant will have clean furniture	Between Groups	7.576	5	1.515	2.775	0.028
	Within Groups	25.116	46	0.546		
	Total	32.692	51			
I expect the restaurant employees will be neat appearing	Between Groups	15.169	5	3.034	4.000	0.004
	Within Groups	34.889	46	0.758		
	Total	50.058	51			

P<0.05, mean score- from a 7 point Likert scale

Using highest qualifications (see Table 5.22), statistically significant differences between the groups at the $p < .05$ were observed for the expectation aspect *I expect the restaurant will have clean furniture*, ($p=0.028$, $F=2.775$ and the expectation aspect *neat appearing* ($p=.0004$, $F=4.000$). Generally it appears that the differences in between the groups are mainly on the tangibles as opposed to reliability, assurance, empathy and responsiveness, suggesting the influence of tangibles on service quality expectations differs according to the levels of qualifications of the employees. These findings are consistent with those of Hagan (2015:26) who observed notable differences in service quality perceptions of customers in Ghana, from the demographic variable highest qualification.

Table 5.23 shows the results for the ANOVA test using the demographic variable, length of employment.

Table 5.23: Employees' Overall Service Quality expectations- One way ANOVA using length of employment

		Sum of Squares	df	Mean Square	F	Sig.
I expect the restaurant employees will be helpful to customers even when they are busy	Between Groups	11.308	1	11.308	11.598	0.001
	Within Groups	48.750	50	0.975		
	Total	60.058	51			

P<0.05, mean score- from a 7 point Likert scale

Referring to Table 5.23, there was a statistically significant difference at the value, $p = .05$ or less on the demographic variable length of employment between the groups for the aspect *I expect the restaurant employees will be helpful to customers even when they are busy*, ($p=0.001$, $F=11.598$). These differences could be a result of length of service as the long serving employees would be assumed to have more experience and will still be helpful to the customers even when they are busy unlike newer employees.

5.6.5 Summary of the overall service quality employees' expectation ANOVA results

The ANOVA tests revealed that there were statistically significant variances between the groups for the demographic variables highest qualification for the aspects *I expect the restaurant will have clean furniture; neat appearing employees* and the demographic variable length of employment for the aspect *I expect the restaurant employees will be helpful to customers even when they are busy*. This implies that the demographic variables; level of qualification and length of employment influence the employees' expectations of service quality particularly expectations on *clean furniture, neat appearing employees* and *helpfulness to customers*. Section 5.7 shows the presentation of results and discussion of the customers' survey.

5.7 RESULTS OF THE CUSTOMERS' SURVEY

This section discusses the descriptive analysis of the customers' survey conducted during the months of May 2016 and 30 June 2016. A sample of 138 consumers was obtained using

simple random sampling. Initially 196 questionnaires were distributed to the customers. One hundred and thirty eight (138) were completed fully and returned, giving a response rate of 70%. Consent was obtained from the customers also in order for them to participate.

5.7.1 Descriptive statistics of the customers (Demographics)

Table 5.24 shows the frequency analysis of the customer survey. From Table 5.24, 35.5% of the participants were male while 64.5% were female. Most of the participants from the customers were female. Similar results were observed by Blessic *et al* (2011) in a similar study in Serbia. In terms of nationality 65.9 % were from Botswana while 34.1% were foreign. The majority of the participants (76.1%) were between 25 years old and 55 years old. This can be attributed to the working class people who have some disposable income to spend. In terms of educational qualifications, 70% of the participants had at least a university degree. This is comparable with the results of Tsang and Qu (2000:319). In terms of gross annual income the majority (30.4%) of the participants earned a maximum salary of P19 999, followed by 22.5% of the participants who earned an annual salary of between P221 001 and P305 000. Sixty-five percent (65%) of the customers dined as a group of two to four people. In terms of frequency of eating out 48.6% of the customers dined out once a month. In terms of average spent per visit the majority of the customers (40.6%) spent an amount that ranged from P101 to P400. In terms of the type of restaurant evaluated 83.2% were franchise fast food restaurants. Individual family and traditional restaurants were 11.5% and hotel restaurants were 5.1%.

Table 5.24: Frequency analysis of the Customers

Variables/Description	Class	Frequency	Percentage (%)
Gender	Male	49	35.5
	Female	89	64.5
Nationality	Botswana	81	65.9
	Other	47	34.1
Residence	Botswana	132	95.7
	Other	6	4.3
Age	1961-1970	7	5.1
	1971-1980	41	29.7
	1981-1990	32	23.2
	1991-1999	32	23.2
	Other	26	18.8
Highest qualification	BGSE	4	2.9
	A Level	2	1.4
	Certificate	8	5.8
	Diploma	22	15.9
	PhD	5	3.6
	Master's Degree	50	36.2
	Undergraduate degree	47	34.1
Gross Annual Income	Less than 20 000pula	42	30.4
	P20 001- P140 000	25	18.1
	P140 0001- P221 000	18	13.0
	P221 001- P305 000	31	22.5

	P305 001- P431 000	12	8.7
	>P431 0000	3	2.2
	Not specified	7	5.1
Number of diners	1 person	27	19.6
	2-4 people	91	65.9
	5-7 people	18	13.0
	8-10 people	1	0.7
	>10 people	1	0.7
Frequency of dining	Once a month	67	48.6
	2- 4 times a month	57	41.3
	5-7 times a month	10	7.2
	8- 10 times a month	1	0.7
	>10 times a month	3	2.2
Average spent per visit	<P100	15	10.9
	P101- P400	56	40.6
	P401- P600	26	18.8
	P601-P800	11	8.0
	P801-P1000	30	21.7
Restaurant evaluated	Franchise Fast Food	14	10.1
	Franchise Traditional	101	73.2
	Traditional	10	7.2
	Family	6	4.3
	Hotel	7	5.1

Table 5.24 shows the descriptive statistics for the customer expectations survey. It appears that the customer expectations regarding service quality are generally very high as indicated by means that range from 5.819 (*I expect the restaurant will give customers individualised attention*) to 6.449 (*I expect the restaurant will give good quality food*). In comparison with a study by Manwa (2011:18) on service quality on Botswana's restaurants customer mean expectations were generally lower as they ranged from (3.45 for the aspect *restaurant acts on customer suggestions* to 5.99 for the aspect *consistency in serving customers*) using a 7 point Likert scale. It appears the expectation aspect *quality of food* is the most important expectation aspect to the customers as indicated by the mean of 6.449 which is very high and almost near 7 which was the maximum possible mean to be attained. This result is comparable to Blessic *et al.* (2011:9) who likewise obtained a very high mean score of 4.95 on the expectation on the quality of food and beverages using a 5 point Likert scale. High mean scorings were also obtained for the following aspects; *provision of customers with a correct bill* (reliability), (mean of 6.406); *clean furniture* (tangible) (6.348), *neat appearing employees* (tangible) (6.326), *sincere interest by the restaurant to solve customers' problems* (responsiveness) (6.326) and *the restaurant employees will smile to customers* (assurance) (6.145).

The customer expectation standard deviations range from 0.846 (*I expect the restaurant will have good quality food*) to 1.147 (*I expect the restaurant employees will give you individualised attention*). The standard deviation for the expectation on *individualised attention* is quite high (1.147) indicating that responses from the participants are quite varied and therefore most of the respondents are dispersed from the mean. Other high standard deviations are observed for expectation *the restaurant will have modern equipment* (standard deviation of 1.182) and *the restaurant will have variety of beverages* (standard deviation of 1.104).

Table 5.25: Descriptive statistics of the 23 item scale used for the Customers' expectations survey

	N	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	Valid								
I expect the restaurant will have modern service equipment	138	5.942	6.000	1.182	1.398	-0.854	0.206	1.000	7.000
I expect the restaurant will have clean furniture	138	6.348	7.000	0.925	0.856	-1.030	0.206	4.000	7.000
I expect the restaurant employees will have a neat appearance	138	6.326	7.000	0.937	0.878	-0.967	0.206	4.000	7.000
I expect the restaurant will have variety in its menu items	138	6.123	6.500	1.000	0.999	-0.696	0.206	3.000	7.000
I expect the restaurant will have good quality food	138	6.449	7.000	0.846	0.716	-1.231	0.206	4.000	7.000
I expect the restaurant's food will be served at the right temperature	138	6.181	7.000	0.945	0.894	-0.582	0.206	4.000	7.000
I expect the restaurant will have good quality beverages	138	5.891	6.000	1.072	1.149	-0.358	0.206	3.000	7.000
I expect the restaurant will have a variety of beverages	138	5.812	6.000	1.104	1.220	-0.245	0.206	3.000	7.000
I expect the beverages will be served at the right temperatures	138	6.022	6.000	1.043	1.087	-0.436	0.206	4.000	7.000
I expect the restaurant will have a sincere interest in solving customers' problems	138	6.326	7.000	0.856	0.732	-0.756	0.206	4.000	7.000
I expect the restaurant will deliver the services right the first time to customers	138	6.138	7.000	1.102	1.214	-1.207	0.206	2.000	7.000
I expect the restaurant will deliver the services to customers in time	138	6.217	7.000	0.994	0.989	-1.128	0.206	2.000	7.000
I expect the restaurant will provide customers with a correct bill	138	6.406	7.000	0.868	0.754	-0.961	0.206	4.000	7.000
I expect the restaurant employees will offer reliable service to customers	137	6.212	7.000	0.958	0.918	-0.947	0.207	3.000	7.000
I expect the restaurant employees will inform customers when the exactly the services will be delivered	138	6.116	6.000	0.944	0.892	-0.552	0.206	3.000	7.000
I expect the restaurant employees will give customers quick service	138	6.138	7.000	0.998	0.996	-0.684	0.206	3.000	7.000
I expect the restaurant employees will be helpful to customers even when they are busy	138	5.877	6.000	1.056	1.116	-0.429	0.206	3.000	7.000
I expect the restaurant employees will greet customers in a friendly manner	138	6.210	7.000	0.985	0.970	-0.900	0.206	3.000	7.000
I expect the restaurant employees' behavior will instill confidence in customers about the employees	138	5.957	6.000	1.031	1.064	-0.479	0.206	3.000	7.000
I expect the restaurant employees will be trustworthy	138	6.254	7.000	0.944	0.891	-0.794	0.206	4.000	7.000
I expect the restaurant employees will smile to customers	138	6.145	7.000	1.008	1.015	-0.774	0.206	3.000	7.000
I expect the restaurant will give customers individualised attention	138	5.819	6.000	1.089	1.186	-0.527	0.206	3.000	7.000
I expect the restaurant employees will give customers special attention	138	5.797	6.000	1.147	1.316	-0.594	0.206	2.000	7.000

Quite low standard deviations are observed for expectation aspects; *good quality food* (0.846); *sincere interest of the restaurant to solve customers' problems* (0.856) and *provision of the restaurant customers with a correct bill* (0.868) respectively. Therefore it appears that most of the customers' expectations on *quality of food, solving customers' problems* and *provision of correct bill to customers* concur. According to Douglas and Connor (2003:170) customer's dimensions of assurance and responsiveness are rated higher because the customers expect the staff to help them as much as possible and quickly respond to their needs.

Table 5.26 shows the descriptive statistics for the customer perceptions. The results reveal that for a sample of $n=138$, the customer perception means range from 4.493 to 5.645 while the standard deviations range from 1.356 to 1.710. Higher mean perceptions are observed for the following perception aspects: *the restaurant provides you with a bill that has no mistakes* (mean of 5.645); *the restaurant provides you with good quality food* (mean of 5.292); *the employees of the restaurant are neat appearing* (mean of 5.254); *the restaurant has modern service equipment* (mean of 5.152); *the restaurant's food is served at the right temperature* (mean of 5.217) and *the restaurant has clean furniture* (mean of 5.138). It also appears that most of these high mean perceptions are on the tangibles except for one (*the restaurant provides you with a correct bill*). It appears that the restaurants have good service quality on the tangibles generally. Lower mean values are observed for the following perceptions; *employees of the restaurant tell you exactly when the service will be performed* (reliability), (mean of 4.493); *employees of the restaurant give you quick service* (reliability), (4.493); *the restaurant employees give you special attention* (empathy) (mean of 4.558); *the employees of the restaurant are helpful to you even when they are busy* (responsiveness), (4.601).

These rather low perceptions seem to indicate low scores as having been allocated by the customers sampled on these particular aspects implying that customers think that the restaurants have low service quality in these areas. With respect to standard deviations generally quite high standard deviations are noted for all the aspects with the highest standard deviation of 1.710 for the aspect *employees of the restaurant tell you when exactly the*

services will be performed and the lowest standard deviation of 1.356 on the aspect *the employees of the restaurant are trustworthy*. Very high standard deviations are observed also for the following aspects; *employees of the restaurant tell you exactly when the services will be performed* (reliability), (standard deviation (sd) of 1.710); *employees of the restaurant smile at customers* (assurance), (sd of 1.631), *employees of the restaurant give you special attention* (1.594); *the restaurants' food is served at the right temperature* (reliability), (sd 1.593) and *employees of the restaurant greet customers in a friendly manner and as soon as possible* (assurance), (1.589). Similar results were observed by Manwa (2011:20) for the aspect, *employees of the restaurant greet customers in a friendly manner and as soon as possible*. These very high standard deviations indicate that the responses are quite dispersed from the mean. It appears that customers have varied responses about the perception aspects. Generally, comparing the means of the customers' perceptions with the management mean perceptions and employee mean perceptions, the customer perception means appear to be lower. This implies that possibly management and employee perceive their service quality higher than the customers. Dedeoglu and Demirer (2015:139) also concluded from their study that both management and employees perceptions on service quality were higher than the customers' perceptions. If management and employees perceive their service quality higher than that of customers the restaurant organisation will always have a challenge on delivering the right service. There is therefore need to close these gaps.

Table 5.26: Descriptive statistics of the 23 item scale used for the Customers' perceptions survey

	N	Mean	Med	Std. Dev	Var	Skew	S.E.S	Min	Max
	Valid								
The restaurant has modern service equipment	138	5.152	5.000	1.388	1.926	-0.543	0.206	1.000	7.000
The restaurant has clean furniture	138	5.138	5.000	1.505	2.266	-0.655	0.206	1.000	7.000
The restaurant employees are neat appearing	138	5.254	5.000	1.404	1.972	-0.751	0.206	1.000	7.000
The restaurant has variety in its menu items	138	5.123	5.000	1.432	2.050	-0.462	0.206	1.000	7.000
The restaurant has good quality food	137	5.292	5.000	1.425	2.032	-0.607	0.207	1.000	7.000
The restaurant's food is served at the right temperature	138	5.217	5.500	1.593	2.536	-0.869	0.206	0.000	7.000
The restaurant has good quality beverages	138	5.130	5.000	1.449	2.100	-0.728	0.206	0.000	7.000
The restaurant has a variety of beverages	138	5.051	5.000	1.411	1.990	-0.598	0.206	1.000	7.000
The beverages are served at the right temperatures	138	5.022	5.000	1.477	2.182	-0.658	0.206	1.000	7.000
When you have a problem the restaurant shows a sincere interest in solving it	138	4.993	5.000	1.502	2.255	-0.525	0.206	1.000	7.000
The restaurant performs services right the first time	138	4.884	5.000	1.524	2.322	-0.442	0.206	1.000	7.000
The restaurant delivers its services to customers in time	138	5.014	5.000	1.509	2.277	-0.439	0.206	1.000	7.000
The restaurant provides you with a bill that has no mistakes	138	5.645	6.000	1.469	2.158	-1.145	0.206	1.000	7.000
The restaurant staff provide reliable service	138	5.051	5.000	1.581	2.501	-0.691	0.206	1.000	7.000
Employees of the restaurant tell you when exactly the service will be performed	138	4.493	5.000	1.710	2.923	-0.134	0.206	1.000	7.000
Employees of the restaurant give you quick service	138	4.493	5.000	1.572	2.471	-0.147	0.206	1.000	7.000
Employees of the restaurant are helpful to you even when they are busy	138	4.601	4.000	1.502	2.256	-0.185	0.206	1.000	7.000
Employees of the restaurant greet customers in a friendly manner and as soon as possible	138	4.986	5.000	1.589	2.525	-0.585	0.206	1.000	7.000
The restaurant's employees behavior instills confidence in customers	138	4.826	5.000	1.533	2.349	-0.381	0.206	1.000	7.000
The restaurant employees are trustworthy	138	4.986	5.000	1.356	1.839	-0.223	0.206	1.000	7.000
Employees of the restaurant smile at customers	138	4.949	5.000	1.631	2.662	-0.552	0.206	1.000	7.000
The restaurant gives you Individualised attention	138	4.746	5.000	1.490	2.220	-0.375	0.206	1.000	7.000
The restaurant employees give you special attention	138	4.558	4.000	1.594	2.540	-0.277	0.206	1.000	7.000

Table 5.27 shows the results of the arithmetic means SERVQUAL gap for the customers.

5.7.1.1 Arithmetic mean SERVQUAL gap- Customers

Table 5.27: SERVQUAL Gap (P-E)

Aspect	Mean Expectations	Mean Perceptions	SERVQAUL Gap (P-E)
Modern service equipment	5.942	5.152	-0.79
Clean furniture	6.348	5.138	-1.21
Employees are neat appearing	6.326	5.254	-1.072
Variety in its menu items	6.123	5.123	-1
The restaurant has good quality food	6.449	5.292	-1.157
Food is served at the right temperature	6.181	5.217	-0.964
Good quality beverages	5.891	5.13	-0.761
Variety of beverages	5.812	5.051	-0.761
Beverages are served at the right temperatures	6.022	5.022	-1
Interest in solving customers' problems	6.326	4.993	-1.333
Performs services right the first time	6.138	4.884	-1.254
Delivery of services to customers in time	6.217	5.014	-1.203
Bill that has no mistakes	6.406	5.645	-0.761
Reliable service	6.212	5.051	-1.161
Informed when the service will be performed	6.116	4.493	-1.623
Quick service	6.138	4.493	-1.645
Helpful to you even when they are busy	5.877	4.601	-1.276
Greet customers in a friendly manner and as soon as possible	6.21	4.986	-1.224
Behavior instills confidence in customers	5.957	4.826	-1.131
Trustworthiness	6.254	4.986	-1.268
Employees of the restaurant smile at customers	6.145	4.949	-1.196
Individualised attention	5.819	4.746	-1.073
Special attention	5.797	4.558	-1.239
Total SERVQUAL Gap			-26.102

Q= P-E Adapted from Parasuraman et al. (1988:19)

From Table 5.27, the arithmetic SERVQUAL gap for the customers is quite. It appears that the service quality perceptions of the customers are lower than their service quality expectations. These results are similar to those of previous studies for example Saleh and Ryan, 1991:334; Blesic *et al.*, (2011:9). Very high negative arithmetic gap scores are evident for the aspects; *restaurant employees give you special attention (-.761)*, *individualised attention (-.761)*, *restaurant employees smile at customers (-.761)* and *employees of the restaurant are trustworthy (-.790)*. Most of these aspects fall under the assurance and empathy dimensions. It seems the Gaborone restaurants are failing to produce excellent service quality and the challenge is especially in the areas. Similar results were observed by Manwa (2011:19-20) who observed that the restaurant staff were also rated lowly in these areas especially the assurance dimension. It can therefore be concluded that Gaborone restaurants do not meet the expectations of customers particularly in these areas. There is need for improvement in these aspects in order to improve the service quality of the restaurants which will also result in positive perceived service quality. The next section discusses customer expectations inferential analyses results.

5.8 INFERENCE ANALYSIS CUSTOMER EXPECTATIONS

The following analyses were done on the customer expectations data: Pearson correlation analysis, standard multiple regression and one way ANOVA tests. This section discusses the results of the Pearson correlation analysis. Table 5.28 shows the results of the Pearson Correlation Analysis. The results reveal that there are quite a number of very significant correlations among the aspects. A cut off point of $r = .600$ was used for this section's discussion. The results reveal no negative correlations amongst the aspects.

- The largest correlation exists between the aspects; *I expect the restaurant employees will have a neat appearance* and *I expect the restaurant will have clean furniture* ($r = 0.744$, $n = 138$, $p < 0.01$). These two aspects are highly positively significantly correlated. This probably means that the organisation needs to invest in *the appearance of the employees*. Neat employees and clean furniture are tangibles which are very important to the customers as they are usually the first things that a customer observes when they enter a restaurant.

- The aspect *I expect the beverages will be served at the right temperatures* is positively correlated with the aspect *I expect the restaurant will have a variety of beverages* ($r= 0.669$, $n=138$, $p<0.01$). Positive correlations are noted for this aspect and all the other aspects too. The customers in this sample expect the beverages to be served at the right temperatures and at the same time the more they are served at the right temperatures the more the variety of beverages that is expected too. *Variety of beverages* and *the beverages being served at the right temperatures* play a significant role in the assessment of overall service quality by the customers.
- There is significant positive correlation between the aspect *I expect the restaurant will give you special attention* and the aspect *I expect the restaurant will give you individualised attention* ($r= 0.660$, $n=138$, $p<0.01$). This implies that the more the restaurant gives customers special attention the more they give customers individualised attention. Increased special attention would result in an increase in individualised attention to customers which is what customers would want. Every customer is unique and wants to feel special when they dine or eat out. As such restaurant organisations are expected to treat customers according to the customers' expectations which would result in overall positive perceptions about the restaurant by the customers.
- The expectation aspect *I expect the beverages will be served at the right temperatures* is positively correlated with the expectation aspect *I expect the restaurant will have good quality beverages* ($r= 0.629$, $n=138$, $p<0.01$). *It appears that it is important to make sure the beverages are served at the right temperatures and at the same time they must be of good quality. A case of reliability.*
- The aspects *I expect the restaurant behaviour will instil confidence in the customers* and *I expect the restaurant employees will greet customers in a friendly manner* are positively correlated ($r= .605$, $n=138$, $P< 0.01$).
- The aspects *I expect the restaurants' food will be served at the right temperature* and *I expect the restaurant will have good quality food* are positively correlated ($r= .605$, $n=138$, $p<0.01$).

Table 5.28: Pearson Correlations Analysis – Service quality customer expectation aspects

	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
10	1																					
11	.559**	1																				
12	.505**	.744**	1																			
13	.358**	.403**	.440**	1																		
14	.398**	.591**	.642**	.512**	1																	
15	.480**	.553**	.526**	.494**	.600**	1																
16	.329**	.340**	.355**	.401**	.440**	.495**	1															
17	.377**	.415**	.377**	.491**	.318**	.445**	.581**	1														
18	.380**	.491**	.523**	.439**	.485**	.544**	.629**	.669**	1													
19	.387**	.547**	.504**	.379**	.562**	.477**	.325**	.344**	.426**	1												
20	.230**	.361**	.359**	.236**	.473**	.438**	.421**	.237**	.220**	.556**	1											
21	.315**	.568**	.456**	.296**	.455**	.501**	.235**	.317**	.383**	.542**	.545**	1										
22	.386**	.514**	.464**	.362**	.515**	.452**	.267**	.339**	.450**	.498**	.429**	.582**	1									
23	.414**	.447**	.545**	.312**	.480**	.437**	.411**	.464**	.534**	.514**	.266**	.454**	.515**	1								
24	.281**	.413**	.452**	.224**	.501**	.483**	.431**	.350**	.442**	.567**	.462**	.525**	.530**	.588**	1							
25	.329**	.541**	.506**	.290**	.505**	.469**	.335**	.275**	.418**	.554**	.454**	.646**	.441**	.447**	.618**	1						
26	.298**	.313**	.424**	.284**	.405**	.454**	.330**	.305**	.393**	.424**	.341**	.443**	.469**	.449**	.600**	.563**	1					
27	.355**	.384**	.542**	.255**	.376**	.374**	.243**	.339**	.401**	.446**	.356**	.512**	.514**	.528**	.499**	.416**	.509**	1				
28	.333**	.345**	.339**	.253**	.357**	.420**	.332**	.358**	.401**	.388**	.416**	.500**	.550**	.447**	.500**	.417**	.551**	.605**	1			
29	.347**	.425**	.450**	.338**	.441**	.382**	.143	.242**	.224**	.412**	.387**	.384**	.524**	.378**	.409**	.350**	.383**	.531**	.596**	1		
30	.246**	.329**	.444**	.308**	.385**	.447**	.373**	.340**	.289**	.385**	.278**	.427**	.333**	.401**	.519**	.350**	.435**	.513**	.420**	.414**	1	
31	.253**	.259**	.387**	.302**	.319**	.245**	.371**	.384**	.415**	.377**	.368**	.333**	.457**	.381**	.319**	.393**	.406**	.417**	.545**	.414**	.383**	1
32	.293**	.259**	.306**	.327**	.328**	.270**	.243**	.269**	.248**	.440**	.392**	.365**	.325**	.295**	.366**	.477**	.329**	.290**	.387**	.520**	.423**	.660**

- There is significant positive correlation between the expectation aspect *I expect the restaurant will give customers quick service* and the expectation aspect *I expect the restaurant employees tell you exactly when the service will be delivered* ($r= 0.618$, $n=138$, $p<0.01$). This means that increases in the restaurant giving customers quick service will also result in an increase in the restaurant employees telling the customers when the service will be exact delivered. Quick service and communication with customers regarding service delivery are very important factors of overall service quality perception of the customers. Customers expect no delays in their food orders, which forces the restaurant to deliver accordingly.

Most of the aspects discussed above fall under the reliability dimension as illustrated by Parasuraman *et al.* (1991:448), that is *good quality beverages, beverages are served at the correct temperature, quick service and food is served at the right temperature*. Hence it appears that customers ascribe reliability as an important dimension in determining service quality. Section 5.8.1 discusses the results of the standard multiple regression on customer expectation aspects.

5.8.1 Standard Multiple Regression Analysis- Customers' Overall Service Quality Expectations

Further analysis on the customer service quality expectations was conducted on the customer expectation aspects, through the use of standard multiple regression as expounded in Chapter 4, Section 4.5.1. All the independent variables were regressed simultaneously using the demographic variables; gender, nationality, age and highest qualification. Significant results were obtained for all the aspects except for the demographic variable of age. The following section discusses only the results which were statistically significant.

The first regression held gender as a constant demographic variable to check for any significance as measured with p - values in all the service quality aspects. Table 5.29 below shows the results for the regression analysis.

Table 5.29: Standard Multiple Regression Results- Customers' service quality expectations

Dependant variable- Gender

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Delivery of service in time	0.147	0.070	0.304	2.102	0.038
Bill that has no mistakes	-0.168	0.072	-0.304	-2.323	0.022
Restaurant employees tell you when exactly the service will be performed	0.138	0.073	0.271	1.898	0.060
Quick service	-0.139	0.068	-0.288	-2.054	0.042

Dependant variable- Gender, R=488, R squared = 0.239, p<0.05

From Table 5.29, the test revealed that gender had significant p -values for the expectation aspects; *the restaurant will provide customers with a bill that has no mistakes* which has as a β value of $-.304$, t value of -2.323 and a statistically significant p - value of $.022$. This is then followed by the aspect *I expect the restaurant employees will tell customers when exactly the services will be delivered* ($\beta= .304$, $t= 2.102$,) and a statistically significant p - value of $.038$ and the aspect *I expect the restaurant employees will give customers quick service* ($\beta= -.288$, $t= -2.054$) and a statistically significant p - value of $.042$. This implies that there are significant differences among the male and female participants regarding *correct billing, time of service delivery* and *quick service*. Manwa (2011: 20) argues that generally the waiting time for service delivery in Botswana is very long hence compromising excellent service quality. In addition the negative arithmetic mean differences obtained in section 5.7.1.1 suggest very poor service quality customer perceptions. It can therefore be concluded that the most significant aspects of customer service quality determinants using gender as a demographic variable are *correct billing, time of service delivery* and *quick service*. Table 5.30 shows the results of the regression analysis on the demographic variable, nationality.

The second regression analysis held nationality as a constant demographic valuable to check for any significance as measured with p - values in all the service quality aspects as shown in Table 5.30.

Table 5.30: Standard Multiple Regression Results- Customers service quality expectations

Dependant variable- Nationality

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Clean furniture	-0.234	0.077	-0.455	-3.022	0.003
Neat appearing employees	0.171	0.078	0.337	2.197	0.030
Beverages served at the right temperatures	0.120	0.065	0.263	1.863	0.065
Sincere interest in solving customers' problems	-0.146	0.067	-0.262	-2.160	0.033
Employees of the restaurant greet customers in a friendly manner and as soon as possible	-0.176	0.060	-0.364	-2.922	0.004

Dependant variable- Nationality, R=574, R squared = 0.239, p<0.05

The results in Table 5.30, reveal that nationality had significant *p*- values for the expectation aspects, *I expect the restaurant will have clean furniture* ($\beta = -.455$, $t = -3.0222$ & $p = .003$), *I expect the employees of the restaurant to greet customer in a friendly manner and as soon as possible* ($\beta = -.364$, $t = -2.922$ & $p = .004$); *I expect the restaurant employees to have a neat appearance* ($\beta = .337$, $t = 2.197$ & $p = .030$) and *I expect the restaurant will have a sincere interest in solving customers' problems* ($\beta = -.262$, $t = -2.160$ & $p = .033$). Therefore, these aspects make statistically significant contributions to the analysis. This implies that there are significant differences among the nationalities regarding these particular aspects of service quality. Table 5.31 shows the results of the regression analysis using highest qualification as the dependent variable.

Table 5.31: Standard Multiple Regression Results- Overall service quality customer expectations;

Dependent Variable- Highest qualification

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.(p)
	B	Std. Error	Beta		
Good quality food	-.750	.224	-.417	-3.343	.001
Food is served at the right temperature	-.870	.195	-.540	-4.468	.000
Staff provide reliable service	.485	.185	.305	2.627	.010
Restaurant employees tell you when exactly the service will be performed	-.478	.214	-.297	-2.232	.028
Individualised attention	-.521	.184	-.373	-2.826	.006

Dependent Variable- Highest qualification, $p < .05$

The results in Table 5.31, reveal that the demographic variable, highest qualification had significant p - values for the expectation aspects; *I expect the restaurant to serve good quality food* ($\beta = -.417$, $t = -3.343$, $p = .001$), *I expect the restaurant's food to be served at the right temperatures* ($\beta = -.540$, $t = -4.468$, $p = .000$), *I expect the restaurant employees to provide reliable service* ($\beta = .305$, $t = 2.627$, $p = .010$), *I expect the restaurant employees will tell customers when exactly the services will be delivered* ($\beta = -.297$, $t = -2.232$, $p = .028$) and *I expect the employees of the restaurant to give customers individualised attention* ($\beta = -.373$, $t = -2.826$, $p = .006$). The results reveal that the significant differences on the highest qualification variable are mainly on the reliability dimension, as all these aspects fall under the reliability category except for the aspect individualised attention which falls under the empathy dimension (Parasuraman *et al.*, 1991:448).

The next section provides a summary of the customer regression results.

5.8.2 Summary of the service quality customer expectations regression results

The regression results for the dependent variables discussed were summarised and expressed in Table .5.32

Table 5.32: Summary of Customer Expectations Regression Results

Dependent Variable	Independent Variable	β	Sig Value (p)
Gender	Bill that has no mistakes	-0.304	0.022
	Delivery of service in time	0.304	0.038
	Quick service	-0.288	0.042
Nationality	Clean Furniture	-0.455	0.003
	Employees of the restaurant greet customers in a friendly manner and as soon as possible	-0.364	0.004
	Neat appearing employees	0.337	0.033
	Sincere interest in solving customers' problems	-0.262	0.033
Highest qualification	Good quality food	-.417	.001
	Food is served at the right temperature	-.540	.000
	Staff provide reliable service	.305	.010
	Restaurant employees tell you when exactly the service will be performed	-.297	.028
	Individualised attention	-.373	.003

From Table 5.32 above it seems that the expectation aspects; *I expect the restaurant employees will provide customers with a bill that has no mistakes, I expect the restaurant employees will deliver the services to customers in time, I expect the employees will give customers quick service, I expect the restaurant will have clean furniture, I expect the employees of the restaurant will greet customers in a friendly manner and as soon as possible, I expect the restaurant employees will have a neat appearance, I expect the restaurant employees will have a sincere interesting solving customer's problems, I expect the restaurant to serve good quality food, I expect the restaurant's food to be served at the right temperatures, I expect the restaurant employees to provide reliable service, I expect the restaurant employees will tell customers when exactly the services will be delivered, I expect the employees of the restaurant to give customers*

individualised attention have statistically significant differences on the dependent variables gender, nationality and highest qualification. The service quality aspects identified here can be considered as the most important service quality aspects using this customer sample thus, concluding that using this customer's sample they are the key determinants of service quality for customers.

These results imply that demographic variables also have an influence on customer service quality expectations. Similar findings were observed in a study on service quality perceptions in Ghanaian hotels by Hagan (2015:28-29) who concluded that amongst the demographic variables that influenced service quality expectation aspect were the demographics on gender, education. Djekic *et al.* (2016:839) study concluded that there were significant interactions between demographic variables (gender and age) and other examined independent variable. Therefore, implications from this discussion are that hospitality managers need to segment customers according to their demographic characteristics so that marketing efforts can be done effectively. As a result, the ability to know customers will enable managers to know their customers and identify areas needing service quality improvements, as a result requiring the organisation to adopt a service marketing research orientation as discussed in Section 2.6.3.

The results in the correlation and regression analysis reveal that the customer expectations are focused more on the reliability dimension, tangible dimension and assurance dimension. Therefore, restaurant managers need to make sure they meet the customers' expectations in terms of these three areas. According to Nadiri and Hussain (2005:477) the physical environment and facilities contribute much to the customers' perceptions of overall service quality. The neatness of the employees speaks very loudly to the customers in terms of the physical environment. For employees to be proficient in reliable and assurance dimensions, there is need for training and equipping the employees with the necessary skills in order to *provide bills that have no mistakes, provide good quality food, quick service*. Therefore, managers need to make provisions for training the employees in their budgets so that employees are equipped with the right skills for providing excellent service quality (Hartline & Ferrell, 1996:52; Harrington & Akehurst, 2000:150); Nadiri & Hussain, 2005:477). Problems arise when management do

not perceive guest expectations properly for example underestimating or over estimating them. According to Parasuraman *et al.* (1985:45) “management may not understand what features connote high quality to customers in advance, what features a service must have in order to meet customers’ needs and what levels of performance on those features are needed to deliver quality service.” Thus, most of the aspects discussed here show that the hospitality sector needs to focus more on training their employees professionally in order to meet the aspects requirements under the dimensions reliability and assurance. Improvement needs to be made also on the tangible dimensions which includes the aspects of restaurant equipment, employee appearance and the physical environment of the restaurant. Section 5.8.3 shows the results for the ANOVA test for the customers’ sample.

5.8.3 Analysis of Variance – ANOVA: Customers’ service quality expectations

Further analysis for the demographic variables age and highest qualification was done using one way ANOVA in order to see whether there were any statistically significant differences between groups. The results below are only for the statistically significant variables ($p < .05$). Table 5.33 shows the results for the ANOVA test for the dependent variable age.

Table 5.33: Customers’ Overall Service Quality expectations- One way ANOVA using Age

		Sum of Squares	df	Mean Square	F	Sig.(p)
Clean furniture	Between Groups	9.413	4	2.353	2.901	0.024
	Within Groups	107.892	133	0.811		
	Total	117.304	137			

$p < 0.05$, 7 Point Likert Scale

As shown in Table 5.33, statistically significant differences are observed only for the aspect *I expect the restaurant will have clean furniture* ($F=2.901, p < 0.024$).

Table 5.34 below shows the results for ANOVA test using the dependable variable highest qualification. The results reveal statistically significant differences on ten aspects in the table.

Table 5.34: Customers' Overall Service Quality expectations – One way ANOVA using Highest Qualification

		Sum of Squares	Df	Mean Square	F	Sig.
Good quality food	Between Groups	12.913	6	2.152	3.308	0.005
	Within Groups	85.232	131	0.651		
	Total	98.145	137			
Food is served at the right temperature	Between Groups	13.558	6	2.260	2.718	0.016
	Within Groups	108.913	131	0.831		
	Total	122.471	137			
Good quality beverages	Between Groups	15.343	6	2.557	2.359	0.034
	Within Groups	142.027	131	1.084		
	Total	157.370	137			
Beverages are served at the right temperatures	Between Groups		6	2.304	2.234	0.044
	Within Groups	135.111	131	1.031		
	Total	148.935	137			
Solving customers' problems	Between Groups		6	1.682	2.443	0.029
	Within Groups	90.232	131	0.689		
	Total	100.326	137			
Service performed right the first time	Between Groups	15.495	6	2.583	2.242	0.043
	Within Groups	150.889	131	1.152		
	Total	166.384	137			
Reliable service	Between Groups	11.904	6	1.984	2.283	0.040
	Within Groups	112.958	130	0.869		
	Total	124.861	136			
Helpful employees	Between Groups	18.174	6	3.029	2.945	0.010
	Within Groups	134.732	131	1.028		
	Total	152.906	137			
Behavior instills confidence in customers	Between Groups	16.445	6	2.741	2.777	0.014
	Within Groups	129.294	131	0.987		
	Total	145.739	137			
Trustworthiness	Between Groups	11.726	6	1.954	2.319	0.037
	Within Groups	110.397	131	0.843		
	Total	122.123	137			

P<0.05, 7 Point Likert Scale

The most frequent expectation aspects were those in the category of the dimensions reliability and assurance with the highest number of expectation aspects under the category reliability. These results are similar to those of Hagan (2015:26) whose study on

Ghanaian hotel customers revealed that the reliability dimensions had differences based on the educational qualifications of the customers. Therefore, there are significant differences among the educational qualification groups concerning service quality expectations. Section 5.9 provides a summary of Chapter 5.

5.9 SUMMARY OF CHAPTER

The relevance of Chapter 5 was to identify the determinants of service quality in the hospitality sector in order to be able to provide informed service quality to the customers. In addition the chapter provided an analysis of the service quality expectations and perceptions of the management, employees and customers' data in order to identify similarities and differences between the samples. Therefore, data was presented, analysed and discussed using descriptive and inferential analysis. The analysis in Chapter 5 gave various thought provoking results that have implications that could steer the improvement of service quality in Botswana's hospitality sector.

The key findings in this chapter show that the customers are generally not happy with the service quality provided by the restaurants as noted by lower perception scores compared to their expectations. It was also unusual to find out that even the managers and employees had low perceptions regarding their service delivery despite their high expectations on service delivery. The findings also indicate that there are some differences in the determinants of service quality from the three stakeholders. The results of the regression analyses disclosed that the most important determinants of service quality for the management are *informing the customers when exactly the service will be performed, providing customers with a correct bill and variety in the menu items* while those for employees were *helpfulness to the customers even when busy, serving food at the right temperatures, informing the customers when exactly the service will be performed, providing customers with a correct bill, clean furniture and modern service equipment*. It is interesting to find out that the management and employees only had congruence on the aspects *informing the customers when exactly the service will be performed and providing customers with a correct bill*. Therefore, it can be concluded that restaurant managers do not prioritise the following aspects; *helpfulness to the customers even when busy, serving food at the right temperatures, clean furniture and modern*

service equipment. On the other hand restaurant employees do not prioritise variety in menu items. Such discrepancies in management and employee perspectives could be one of the reasons for poor service quality in Botswana restaurants hence a need to congruent these differences.

The customer findings showed that their most important determinants of service quality were *serving food at the right temperatures, clean furniture, good quality food, informing the customers when exactly the service will be performed, greeting customers in a friendly manner and as soon as possible, neat appearing employees, reliable service, timely delivery of service, providing customers with a correct bill, quick service, giving customers individualised attention.* Most of these determinants fall under the reliability dimension therefore, concluding that customers prioritise reliability aspects in choosing a restaurant to dine in. Therefore, hospitality managers need to prioritise the service quality aspects under the reliability dimension in order to satisfy customer needs. In addition most of the determinants from the customers' perspective did not appear in the management and employees' regression results implying that hospitality managers and employees must make an effort to close these gaps.

It is worth noting that the results revealed that service quality determinants are also influenced by the demographical variables which are mainly gender, highest qualification and age. These demographics contributed to the employees and customers' service quality expectations as revealed by the ANOVA tests. The ANOVA test had no significant positive results from the management sample. The ANOVA test for the employees showed significant results for the demographics level of qualification and length of employment. Significant ANOVA test results were obtained for the demographics age and highest qualification for the customer sample. It is hence concluded that the characteristics of the samples influence their service quality expectations and management should especially profile customers in an effort to provide services in line with their needs. Chapter 7 therefore provides detailed conclusions on the findings of this chapter within the context of the research objectives and questions.

6 CHAPTER 6: RESULTS AND DISCUSSION OF THE FOOD AND BEVERAGES MANAGERMENTS' AND EMPLOYEES' SURVEYS – INTERVIEWS

6.1 INTRODUCTION

This chapter presents and discusses the results of the interviews conducted with the food and beverages managers and employees during the month of July 2016. The objectives of the management and employees' interviews were to get more in depth answers and to corroborate the findings of the surveys as discussed in Chapter 4, Section 4.4.2. A description of the interview guides was provided in Chapter 4, Section 4.4.2. Therefore, Chapter 6 begins with a discussion of the sampling and interview process. This is then followed by the presentation, analysis and discussion of firstly the management responses and lastly, the employees responses. The chapter ends with a summary of the findings.

6.1.1 Sampling process and interview process

Ten (10) managers and thirteen (13) employees from those who participated in the initial quantitative surveys were homogenously purposively selected and interviewed. On average each interview lasted between eight and twelve minutes. The interviews were done by the researcher and the two research assistants. The sample of managers was composed of managers and supervisors as they all play a management role. Of the twenty three interviews, one was audio recorded and twenty two were manually recorded. This is because most of the participants were not comfortable to have their responses audio recorded. According to Saunders *et al.* (2016:411-412) data can be recorded using an audiotape or through taking down notes during the process of the interview (manual recording). Altinay *et al.* (2011:198) suggest that the interviewer must take down notes should the interviewee refuse to give consent to being recorded. In order to avoid mixing up of data interviews were recorded as they took place. The data obtained was categorised and themes were obtained from the categories manually. In addition codes were assigned to identify the participants. Data was organised according to the questions

and analysed by looking for similarities and differences as (Powel and Renner, 2003:1). The results were then explained by the use of themes and connections (Powell & Renner, 2003:1; Altinay *et al.*, 2011:209). The results of the food and beverages management interviews are presented, analysed and discussed in the next section.

6.2 RESULTS OF THE FOOD AND BEVERAGES MANAGEMENT'S INTERVIEWS

This section presents the results and the discussion of the food and beverages managements' interviews. The section starts with an analysis of the socio-demographic profile of the managers which is then followed by an analysis and discussion of the results.

6.2.1 Demographic profile of the food and beverages managers' interviewees

Table 6.1 shows the full individual demographic profile of the food and beverages managers' interviewees. All the interviewees in Table 6.1 were citizens of Botswana. A frequency analysis of the demographic profile of the food and beverages managers' interviewees is provided in Table 6.2. From Table 6.2, the majority of the management interviewees were female (60%) (n=6) while 40% (n=4) were male. All the (n=10) participants were Botswana nationals. In terms of age, 80% of the participants were between 20 and 30 years while 20% of the participants were between 31 and 40 years. The results reveal that generally all the managers are still young. Half (50%) (n=5) of the managers possessed an undergraduate degree qualification followed by 30% (n=3) who possessed a BGSE qualification, 10% (n=1) possessed a certificate qualification and 10% (n=1) possessed a diploma qualification. Hence, most of the participants had an undergraduate degree. These results are similar to those of (Hartline & Ferrell, 1996:58; Mayor, 2016:380) who also had the majority of their management having at least an undergraduate qualification. However, Presbury *et al.* (2005:361) obtained contrary results where their results revealed that most of the management did not have a university degree or its equivalence. These discrepancies may be a result of the different geographical areas where the research studies were conducted.

Table 6.1: Individual demographic profile of the food and beverages managers' interviewees

	Gender	Age	Level of qualification	Years of current employment
Interviewee 1	Female	20-30 years	Undergraduate degree	4 years
Interviewee 2	Male	20-30 years	Undergraduate degree	2 years
Interviewee 3	Male	20-30 years	Undergraduate degree	3 years
Interviewee 4	Male	20-30 years	BGSE certificate	2 years
Interviewee 5	Female	20-30 years	BGSE certificate	2.5 years
Interviewee 6	Male	20-30 years	Undergraduate degree	4 months
Interviewee 7	Female	20-30 years	Certificate in hospitality studies	1 year
Interviewee 8	Female	30-40 years	BGSE certificate	2 months
Interviewee 9	Female	20-30 years	Diploma in Information technology	1.5 years
Interviewee 10	Female	30-40 years	Undergraduate degree	1 year

Table 6.2: Frequency analysis of the demographics of the food and beverages managers' interviewees.

Variables/Description	Class	Number	Percentage (%)
Gender	Male	4	40%
	Female	6	60%
	Total	10	100%
Nationality	Botswana	10	100%
Age	20-30 years	8	80%
	31- 40 years	2	20%
Highest qualification	BGSE	3	30%
	Certificate	1	10%
	Diploma	1	10%
	Undergraduate degree	5	50%
Length of Service	0-5 years	10	100%
Position	Manager	4	40%
	Supervisor	6	60%
Length of existence of organisation	0-5 years	5	50%
	5-10 years	4	40%
	More than 10years	1	10%

In terms of length of service all of the participants had worked for their current organisation for less than five years. The short period in time seems to suggest high management turnover at the sampled organisations. In terms of the position within the organisation 40% (n=4) of the participants were managers while 60% (n=6) were supervisors.

6.2.2 Understanding of service quality

Three themes emerged from the interviewees' responses which are good service, meeting and exceeding customer expectations and satisfying customers. Approximately 20% of the interviewees described service quality as being able to provide good service to the customers. Three out of the ten (30%) interviewees explained service quality as being able to meet and exceed customer expectations while two out of the ten

interviewees (20%) described service quality as being able to satisfy customers. However, 30% of the interviewees could not explain service quality instead they described the determinants and benefits of excellent service quality. These disparities are captured in one of the female interviewees' (in the age group 20 to 30 years) explanation as follows:

....my understanding of service quality is being able to increase sales and to be able to market the organisation very well (Interviewee 8).

Interviewee 8 has been employed by their current employer (which is a franchise restaurant) for two months and holds a BGSE qualification.

Another female interviewee from the age group 20-30 years, who holds a Diploma in Information Technology and has been employed by the restaurant organisation (franchise restaurant) for one year described service quality as:

...service quality is my approach to the customer, how I communicate with the customer and it involves me being confident to the customer. I must be able to compliment customers so that I have happy customers (Interviewee 9).

Another female interviewee from the age group 31-40 years who has been working for the restaurant organisation (traditional restaurant) for one year and has an undergraduate degree defined service quality as:

...my understanding of service quality is that the customers must be welcomed warmly, the food and drink must be welcoming, the waiters must be willing to hear and listen to you, and they must be patient, have good menu knowledge and ask customers how the service is (Interviewee 10).

These comments generally reflect that some of the management have a general understanding of service quality. However, only three respondents managed to describe service quality as being able to exceed customer expectations. Parasuraman *et al.* (1985:42; 1988:16) define service quality as a "comparison of consumer perceptions of a service with the expectations of the service" where a service is globally measured. Likewise Lewis and Booms (1983:99-107) define service quality as a measure of the ability of the service delivered to meet and exceed the customer expectations. It is

surprising to find that some of the managers could not explain what service quality is and instead they described the aspects of service quality. How then would the managers entail that the customer contact staff understand the concept of service quality and be able to deliver excellent service? It is important that all management should have an understanding of what service quality entails in order to ensure the effective delivery of the service. Management are responsible for creating a culture that ensures service quality but with a hazy understanding this might be difficult (Harrington & Keating, 2006:269).

6.2.3 Determinants of service quality

The managers were asked to state what they thought were the determinants of service quality. Using the SERVQUAL dimension categories described in Chapter 2, Section 2.3.3, the following themes emerged from their responses: assurance, tangibles and reliability. In addition the theme 'training' also recurred many times in the management responses.

Assurance

1. Attitude

Approximately 30% of the interviewees responded in the following manners that denoted attitude as a determinant of service quality:

...employees and management must able to give a warm welcome to customers (Interviewee 10, a female in the age group 31 to 40 years).

...devotion is a determinant of service quality. The service is of good quality if I am devoted to my customers (interviewee 3, a male in the age group 20 to 30 years).

...helping with a smile (interviewee 10).

2. Communication

Approximately (20%) of the respondents suggested communication as an important determinant of service quality. They gave reference to the use of one language preferably English when communicating with customers. It appeared some of the managers and

employees assumed every one of their customers can speak Setswana indicating a gap in English speaking as a form of communication. In order to cater for all types of customers, management need to emphasise on English speaking too. The interviewees also suggested that the organisation should be careful in how it presents suggestions to customers in case it does not communicate effectively and properly.

The interviewees responded in the following ways:

.....one should have good knowledge of customers' requests (Interviewee 6, a male in the age group 20 to 30 years)

....the employees and managers must have very good product knowledge (Interviewee 3).

Tangibles

Two respondents attested to the determinant- visual appearance as an important determinant of service quality. One of them explained:

...the appearance of employees is important for good service quality. Also the appearance of the venue can attract customers or not (Interviewee 2, a male in the age group 20 to 30 years).

Another female interview in the age group 20 to 30 years explained visual appearance in the area of employees:

...good employee presentation is necessary for the customers to be happy with the service quality (Interviewee 5).

On the other hand, other two respondents alluded to equipment being a necessary determinant of service quality. Their responses are as follows:

....I think that sufficient equipment is a characteristic of excellent service quality (Interviewee 7, a male in the age group 20 – 30 years)

...Excellent service quality is determined by good proper equipment (Interviewee 2, a male in the age group 20- 30 years).

Reliability

Interviewee 7 mentioned that an organisation should behave in a manner that satisfies customers' wants while interviewee 10 mentioned that the organisation must render the correct service to the customers. Though expressed differently both responses illustrate that the restaurant organisation must be able to deliver what they promised and not to misrepresent the restaurant's ability to the customers. Two interviewees (Interviewees 1 & 5) suggested that the quality of food is a very important determinant of excellent service quality. One might have all these other things in place but have poor quality food which will in turn make the global assessment of service quality low.

Training

Regarding training, two of the interviewees responded by mentioning that continuous training is an important determinant of service quality while others responded by mentioning that staff must be well trained.

The management interview results mostly confirm the results obtained from the management survey (see Section 5.4.3). The management survey results did not obtain any of the aspects that fall under the responsiveness dimension. The management survey prioritised the aspects from the reliability and tangible dimensions. The results of the survey and interviews are comparable to similar research work. The only difference is that the results are context specific, resulting in the variations to some of the determinants of service quality. Parasuraman *et al.* (1985; 1988) suggested five determinants of service quality which are reliability, assurance, tangibles, empathy and responsiveness. The results above allude to all of these determinants except for responsiveness. However, Parasuraman *et al.* (1985; 1988) do not have food quality in their determinants as it was not relevant for their study. This result of food quality is consistent with the results of (Lehtinen & Lehtinen, 1991:300-302; Soriano, 2002:1055) whose studies on customer expectations in restaurants revealed the quality of food as a very important determinant of service quality.

In another study by Vanniarajan and Meharajan (2012), consistent communication was also concluded to be an important determinant of overall service quality in restaurants.

Mwanza and Chingarande (2013:16) in their study of service quality in Namibian wildlife resorts concluded the following as important determinants of service quality: assurance, and responsiveness. Mangwiro, Marimo and Ndlovu (2015:5) found customer service, attitude of staff, cleanliness of staff and the physical environment, price and food quality as the determinants of service quality in Zimbabwean restaurants. According to Johnstone (1995:53) it seems there has not been a consensus regarding determinants service quality. Instead the determinants may be context specific, time specific, and organisation specific or even geographical specific.

6.2.3.1 Most important determinant of service quality

The interviewees were asked to state and explain the most important determinant from the ones they had suggested. The most common theme was assurance which can be broken down into training and communication.

1. Assurance- (a) Training

Three participants mentioned that training was the most important characteristic of service quality. They argued that without trained people all the other characteristics are not significant. One of them explained:

...you can have the best equipment and resources but without the people who can deliver properly there is no excellent service quality. There is a need for there to be a match between the equipment you provide and the skills of the people that use it (Interviewee 2, a male in the age group 20 to 30 years).

The other two participants argued from a customer's perspective explaining that most of the customers would want to be serviced by well-trained employees. This is mainly because well trained employees are more competent and would provide the service as expected by the customers. In addition training may improve the employees' attitudes towards the service hence, providing better service. One hotel restaurant manager commented:

...training leads to the perfection of service. It also equips the staff with the right competencies needed to provide the service as needed by the customer (Interviewee 2).

2. Assurance- (b) Communication

Two participants expressed strong emotions regarding the area of communication with customers. One of them mentioned:

...listening to your clients' requests will determine whether there is a good relationship to be built by the potential service provider. In addition to this it is important to explain your product clearly to the customers. Some of our customers have challenges in reading and understanding our menus. Others have challenges of food allergies so it is important to explain the menu and the constituents of the meals (ingredients) to the customers (Interviewee 6, a male in the age group 20 to 30 years).

The other participant explained as follows:

....good communication skills are needed because you need to retain your clients as an organisation (Interview 10, a female in the age group 31 to 40 years).

According to Hartline and Ferrell (1996:52); Harrington and Akehurst (2000:150); Mangwiro *et al.* (2015:10-11) training of staff is important in order to deliver excellent service quality. This involves both the training of employees and management. For example, in an instance where there is a need for service recovery only well trained employees will be able to match up with this requirement. Du Plessis and Saayman (2013:92) argue that managers are responsible for making sure that training takes place as employees who are adequately trained determine the experience of the customer. From the responses on communication, the responses suggest a win- win scenario in terms of communication. The results reveal that communication is important for the restaurant's benefit and also for the customer's benefit. In this case the restaurant is able to retain the customers by creating a good relationship with the customer while at the same time the customer is well knowledgeable with the service he/she is buying which can reduce dissatisfaction after purchasing the service.

Using the SERVQUAL instrument and descriptions, training and communication are grouped in the category of Assurance (Parasuraman *et al.*, 1991:447). This category describes the ability of the organisation to communicate courteously with customers and also the level of knowledge that the organisation has to respond to customers' questions effectively. From the management responses, it appears that assurance is the most important determinant of service quality. However, in some comparable studies tangibles emerged as the most important determinant of service quality from management surveys (see Douglas & Connor, 2003:169). Such discrepancies could be due to the argument that determinants may be context specific.

6.2.4 Management efforts in ensuring service quality

Management has a role to ensure that service quality is attained by the organisation. This is because they lead the organisation into achieving its vision, mission and objectives. In this case restaurant organisations are there to provide quality service to customers and in turn attain profits. The sample of managers was asked their contribution toward ensuring service quality. Four main themes were obtained from their responses which are communication, training, motivation, use of standard operating manuals and general human resources practices.

a. Communication

Approximately fifty percent (50%) of the interviewees emphasised on the communication process between management and customers; management and employees. Their responses indicated that communication is a very essential tool that ensures service quality. One responded as follows:

....one must communicate with customers in order to get feedback from the customers about the service provided which you will then communicate with the employees and work on their mistakes (Interviewee 3, a male in the age group 20 to 30 years).

Another one responded:

...as a junior manager, I visit or round customer tables and ask if they are happy about the service and then communicate accordingly (Interviewee 4, a male in the age group 20 to 30 years).

A restaurant manager from a hotel restaurant noted:

...I ask customers if they are okay. I work closely with the customers, reflecting also on the previous service to see mistakes and improve on ourselves. Communicating with the client makes you at par level with your client. Being at par level in terms of service expectations (Interviewee 6, a male in the age group 20 to 30 years).

b. Training

A few (20%) interviewees mentioned that they ensure quality service by training their employees. One responded as follows:

...I ensure quality service by training staff to be passionate and have self-initiative. Employees must have self-initiative by demonstrating the ability to go an extra mile (Interviewee 7, a female in the age group 20 to 30 years).

Another interviewee mentioned:

...we ensure quality service by training our staff. We conduct refresher courses to our employees (Interviewee 1, a female in the age group 20 to 30 years).

From the above it appears that the management focus mainly on training the employees but there is no mention of the training of the management themselves despite the fact that most of the managers are young or have few years' experience justifying the need for training and mentoring them. Service quality training is not only an employee's responsibility; even management need to be trained continually on service quality in order for their employees to effectively deliver quality service to the customers. Presbury *et al.* (2005:367) assert that there are very little training opportunities for managers in hospitality organisations as there is little or no mentoring done to them. The demographic results in this Chapter show that most of the managers had been employed with the current restaurant organisation for less than five years which points towards a need for mentoring.

This finding confirms the findings in the management regression results, which also revealed significant differences among the groups (Section 5.4.3), indicating that demographics influence the service quality expectations of managers. However, the commitment to the training of employees is quite commendable as this reduces the number of mistakes by the customer contact employees which reduces customer complaints too.

c. Use of standard operating procedures

One of the respondents (Interviewee 8, a female in the age group 31 to 40 years) explained that they ensured service quality by the use of standard operating procedures where they ensured that food preparations and service was done according to the standard operating procedures for the restaurant organisation. Using standard operating procedures would help to standardise processes which would contribute towards service quality as discussed in Chapter 2, Section 2.71. The literature review revealed that the use of ISO 9000 informed standard operating procedures helps to improve service quality.

d. Other management processes

A few of the interviewees mentioned that they ensured service quality by practising good human resources practices such as motivating employees verbally, hiring diversely, rotating employees so that they do not get familiar with customers and execute agreements with employees timely. These are good initiatives, however there is need for policies and systems that reward employees for performing well not only verbally but also monetarily. According to Mayor (2002:172); Mangwiro *et al.* (2015:10-11) managers must be able to provide performance initiatives which inspire employees to produce results. It can therefore be concluded that there is a need for the restaurant organisations to improve on their reward processes by including monetary rewards.

6.2.5 Communication of service quality culture to customer contact employees (waiters)

In terms of communicating of service quality culture to the employees all of the interviewees mentioned that they communicate the culture of service quality to employees. Three categories emanated from their responses which are communication

of service quality culture to employees through trainings, staff meetings and daily briefings. Some of the responses on trainings were as follows:

...service quality culture is communicated to our employees through training them. After training the employees write a test. We also have meetings once /twice a week with the staff (Interviewee 9, a female in the age group 20 to 30 years).

Another interviewee responded by saying:

...every two weeks of the month we train employees on customer service. We also conduct shift briefings before the employees start the shift (Interviewee 4, a male in the age group 20 to 30 years).

Interviewee 10 responded in the following manner:

...we promote service quality culture and communicate this with our employees through trainings. We conduct our trainings once in 3 months and have briefings with our employees daily.

While another respondent said:

...our organisation promotes service culture and communicates it to employees to a certain extent through training. We use videos for training employees but do not issue out certificates to them (Interviewee 2, a male in the age group 20 to 30 years).

From the results above, it seems that training on service quality culture is not done frequently by these restaurant managers. Meetings that are held once in three months might not be sufficient. In addition, daily briefings might not allow enough time to train the waiters as they are usually done a few minutes before service. The use of videos for training is quite commendable however, the lack of certificates does not equip the employees with evidence of training. As a result, it appears that there is some lack of devotion by the managers to ensure service quality effectively as they are reluctant to invest more time in training the employees. According to Harrington and Keating (2006:269) managers and supervisors need to be more committed in ensuring that the

employees are well trained on the service quality culture considering the fact that the employees are always in contact with the customers. Possibly the reasons for low commitment could be due to too much work to do or maybe fear of changes in work titles and duties (Saleh & Ryan, 1991:324; Harrington & Keating, 2006:269).

6.2.6 Challenges in implementing organisational service quality culture initiatives

The sample of managers and employees were asked if they faced any challenges when implementing service quality initiatives. All of the interviewees expressed that they faced challenges regarding the implementation of service quality initiatives. The key themes that emerged from the results were attitude of employees, understanding of service quality by employees and communication barriers.

a. Attitude of customer contact employees

Three participants mentioned that they faced challenges of bad attitude from the employees when implementing service quality initiatives. These challenges were mainly resistance from long service employees and lack of cooperation from the employees. The long service employees are probably used to the system, assume that they know everything and therefore generally resist change. One interviewee from a hotel restaurant said:

...long service employees are mainly a challenge. They have a problem of resisting change as they feel that they know everything and do not want to learn new things (Interviewee 10).

Another respondent from a franchise restaurant mentioned the following:

...long service employees take service quality culture initiatives for granted (Interviewee 5, a female in the age group 20 to 30 years).

The other respondent from another franchise restaurant explained:

...we face challenges of staff in bad moods when we are trying to communicate the service quality culture. The waiters do not listen during such initiatives (Interview 8, a female in the age group 20 to 30 years).

Similar findings were obtained from the customer survey (Section 5.7.1), where customers rated the following perception aspects lowly; *employees tell you exactly when the service will be performed* (assurance), aspect on *quick service* (responsiveness) *employees of the restaurant give you special attention* (empathy), *employees of the restaurant are helpful to you even when they are busy* (responsiveness). Employees' attitudes can be expressed in their responsiveness, assurance and empathy to customers (Parasuraman *et al.*, 1991:447). With the wrong attitude from the employee's, customers are most likely not to be happy with the service quality from these three areas (responsiveness, assurance and empathy).

b. Understanding of service quality culture by employees

Forty percent (40%) of the interviewees mentioned that they faced challenges of discrepancies between their understandings of service quality and the employees'. As a result, the service expectations from both parties were different thus failing to reach consensus. The respondents attribute lack of qualification and skills as one of the causes of such discrepancies. The other 60% of the employees mentioned the challenge of high staff turnover hence, new employees usually have a totally different understanding of service quality. This results in compromised service quality to the customers. In a similar study by Presbury *et al.* (2005:369) the results showed that the employees employed at the hotels had little interest in their work and did not fully understand the essence of service quality. This problem could be attributed to the recruitment of people without the appropriate skills and knowledge of the job. The results from this current study divulge that the employees sampled in most of the restaurants are not well qualified and skilled and had also a few years' experience working with their current employer. Thus, there is a gap between the managers' understanding of service quality and the employees'.

c. Communication barriers

There is also a challenge of communication which limits the communication of organisational service quality initiatives. The communication challenges appear to be mostly profound in franchise restaurants. The comments from two managers from franchise restaurants are captured below:

...when trying to communicate the organisational service quality culture, we are faced with challenges of communication. The owner of the restaurant and senior restaurant manager do not speak or understand English properly as they are foreigners hence the service quality culture is not communicated effectively to the employees (Interviewee 4).

A female respondent in the age group 20 to 30 years mentioned:

...the chefs do not speak or understand English properly. They do not understand orders resulting in many mistakes from them when processing orders. This results in many complaints from customers (Interviewee 9).

6.2.7 Empowerment of employees by managers to make decisions

The sample of managers and employees was further asked if they empowered their employees to make decisions in the restaurants. Forty percent (40%) of the interviewees conceded that they empowered their employees to make decisions. This they said is done through continuous training, feed backing trends to employees and use of complaints policy. Two hotel restaurants mentioned that they have and use a complaints policy as a way of empowering their employees to make decisions. Twenty percent (20%) of the respondents said that they do not allow their employees to make decisions as they feared their employees would make poor decisions. One of the managers from a large franchise restaurant mentioned as follows:

...we don't allow our employees to make decisions. We tell them to just apologise and report to the supervisor and the supervisor will them make a decision (Interviewee 5, a female in the age group 20 to 30 years).

The other respondent who is a female in the age group 20 to 30 years from a small franchise restaurant explained their reasoning of not allowing employees to make decisions as follows:

...We do not empower our employees to make decisions or even to solve problems at all (Interviewee 8).

These sentiments suggest that they do not empower their employees to make decisions because of the fact that they are franchises meaning that they have to abide by set rules and policies from the franchiser. Empowerment of employees is a favourable human resources practice that impacts positively on service excellence from the employee and reduces wastage of time and complaints (Mangwiro *et al.*, 2015:10-11). The service encounter normally happens when the supervisor or senior manager is not there, hence an empowered employee is most likely to make decisions should they be faced with such a situation during service encounters. Multiple benefits are also attained when employees are empowered such as high morale and higher productivity. In addition, the employees are more enthusiastic about their job (Hartline & Ferrell, 1996:56; Harrington & Akehurst, 2000:150; Kandampully & Dudy 2001:31; Mayor, 2002:362; Crick & Spenser, 2011:470; Aguilar-Rojas *et al.*, 2015:227).

One of the respondents (Interviewee 9, a female in the age group 20 to 30 years) said that they empowered employees to make decisions but they face a challenge of the employees being scared to take ownership of their decisions. This could probably be a result of the employees being afraid of the repercussions of their decisions. Maybe the reluctance of the employees to make decision could be that there are no support systems for the employees to fall back in case of error hence they are reluctant. In addition the employees might be reluctant to take up many roles. According to Ferrell (1996:57); Harrington & Akehurst (2000:152) employees are afraid to live with the consequences of their decisions hence being empowered can be a burden to them. In addition, for an ordinary employee having many roles or duties can be very frustrating to them. Hence, there is a need to balance the expectations of the management from the employees. The balance must not however compromise service quality.

6.2.8 Provision of employees with resources needed to provide excellent service

Employees need to be supplied with all the resources needed in order for them to provide excellent service. Without the necessary resources it can be a great challenge for the employees to deliver effectively. The majority of the managers indicated that they provide their employees with uniforms, training, and equipment and staff meals. However, most of the training was conducted in-house and there is no certificate that is given to the

employees after training. Only one manager who is from a hotel restaurant mentioned that they give their employees certificates after training. It is also quite surprising that one of the restaurants does not purchase order books, lighters and pens for the employees. The employees are required to purchase these by themselves. These are basic resources that are needed by an ordinary waiter to execute their duties well which the restaurant organisation cannot provide. In terms of intellectual resources 20% of the respondents (Interviewees 2 and 3) argued that the restaurant organisations did not have staff development policies hence they were not obliged to develop the employees' intellectual and technical skills. Harrington and Akehurst (2000:150) argue that employees are better equipped to be cross functional and give excellent service if they are well skilled intellectually and technically. Hence, depriving them of such opportunities would only results in compromises on their service quality. Section 6.3 provides a summary of the management interviews.

6.3 SUMMARY OF THE MANAGEMENT INTERVIEWS

Ten managers from six hotel restaurants and four independent restaurants were interviewed in this survey. Six were female and four were male, with most of them in the age range of 20-30 years. The findings revealed that generally most the interviewees have some understanding of what service quality is. However, it was a concern that some of the managers did not manage to bring out the aspect of exceeding customer expectations instead dwelt on explaining the aspects of service quality. This shows that there is lack of management training in the area of service quality. Furthermore, the findings showed that the managers focus more on employee training than management training. Even though such is the case, the employee training is not extensively done.

Another key finding was that the managers prioritise assurance, tangibles and reliability aspects when asked about the determinants of service quality. This findings were similar with those of the management regression findings (Section 5.4.3) in that both the interviews and regression analysis findings did not have the dimension aspects being

mentioned. Thus, it can be concluded that the managers do not prioritise the aspects in the service quality responsiveness dimension. This was also confirmed by the customer survey (Section 5.7.1), which revealed low customer perceptions on the responsiveness aspects such as *quick service* and *helpfulness of employees*. Another key finding was the lack of policies and systems that ensure the reward of employees other than verbal motivation. The presence of such policies and systems can improve the service quality provided the employees.

The interviews revealed that management faced challenges such as poor attitudes by employees, communication barriers, high staff turnover and franchise agreement barriers regarding employee empowerment in their efforts to implement a service quality culture. Another challenge was that, how managers perceived service quality was different from the employees' perceptions hence, a gap between the two. These challenges therefore point toward a need for policies and systems in the restaurant organisations that enable the improvement of service quality. Section 6.4 presents, analyses and discusses the results of the employee interviews.

6.4 RESULTS OF THE FOOD AND BEVERAGES EMPLOYEES' INTERVIEWS

This section discusses the results of the food and beverages employees' interviews. Table 6.3 shows the full individual demographic profile of the employee interviewees while Table 6.4 below shows the frequency analysis of the demographics of the food and beverages employees' interviews.

Table 6.3: Individual demographic profile of the food and beverages managers' interviewees

	Gender	Age	Level of qualification	Years of current employment
Interviewee 1	Male	20-30 years	Certificate	1.5 years
Interviewee 2	Male	30-40 years	BGSE	6 years
Interviewee 3	Female	30-40 years	BGSE e	4 months
Interviewee 4	Female	20-30 years	Certificate	6 months
Interviewee 5	Female	20-30 years	BGSE	7 months
Interviewee 6	Female	20-30 years	BGSE	11 months
Interviewee 7	Male	20-30 years	BGSE	2.5 years
Interviewee 8	Female	20-30 years	Certificate	3 years
Interviewee 9	Female	20-30 years	Diploma	2 months
Interviewee 10	Male	20-30 years	BGSE	6 months
Interviewee 11	Male	20-30 years	BGSE	9 months
Interviewee 12	Male	20-30 years	BGSE	4 months
Interviewee 13	Female	20-30 years	BGSE	1 year

All the interviewees in Table 6.3 were citizens of Botswana.

6.4.1 Demographic profile of the food and beverages employees' interviews

Table 6.4: Socio-demographic profile for the food and beverages employees

Variables/Description	Class	Number	Percentage (%)
Gender	Male	6	46.2%
	Female	7	53.8%
	Total	13	100%
Nationality	Botswana	13	100%
Age	20 - 30 years	12	92.3 %
	31 – 40 years	1	7.7 %
Highest qualification	BGSE	9	69.2%
	Certificate	3	23.1%
	Diploma	1	7.7%
	Undergraduate degree	0	0
Length of Service	0-5 years	13	100%
	6-10 years	0	0
Position	Waiters	13	100%

From Table 6.4, 46.2% (n=6) of the employees interviewed were male while 53.8% (n=7) were female. This ratio is similar to that of management where most of the participants were female. In terms of nationality all the participants (13) were from Botswana. In terms of age 92.3% of the employees were in the age group of 20 – 30 years (n=12) while 7.7% (n=1) of the employees were in the group of 31-40 years. The results reveal that the majority of the employees are young. Furthermore, all of the participants (13) had been employed with their current organisation for less than 5 years. This short length of employment seems to indicate that the participating organisations are having a challenge of retaining their employees. In terms of educational qualifications 69.2% (the majority) of

the participants (n=9) possessed BGSE qualifications, 23.1% (n=3) possessed a Certificate qualification and 7.7% (n=1) possessed a Diploma qualification. The Tourism Development Master Plan (2000:15) reports that most of the people employed in Botswana's hospitality sector lack in skills and training hence a very high percentage (69.2%) of employees with a BGSE certificate (Form 5, High school leaving certificate). Viljoen, Kruger and Saayman (2014:28) concur by mentioning that the South African food and beverages sector is also faced with a challenge of limited education opportunities.

6.4.2 Understanding of service quality

Five themes emerged from the employee's responses which were good service, satisfying customers, making customers happy and provision of excellent service. Three out of thirteen employees described service quality as the ability to provide good service to customers. They described good service as having good product knowledge, good time management. Two of the employees described service quality as the ability to make customers happy. Two of the employees described service quality as a relationship with the customers. These descriptions so far seem to be inclined more on the determinants of service quality. Four out of thirteen employees explained service quality as the ability to satisfy one's customers. The employees described satisfaction as the ability to meet the customers' needs. One of the employees explained service quality as the ability to provide excellent service. Excellent service is attained only if one has been able to meet or exceed the customers' expectations. Lewis and Booms (1983: 99-107) define service quality as the ability exceed the customers' expectations. Therefore, from the employees responses five out the thirteen (38%) managed to describe service quality appropriately (those who talked about satisfying customers' needs and those who talked about providing excellent service. Compared to management responses, similar results were obtained from the responses where only 30% of the managers managed to describe service quality appropriately. It appears that there is a general need for training and mentoring on service quality knowledge and understanding for both employees and management.

6.4.3 Determinants of service quality

The employees were asked to state and explain characteristics of service quality. The employees could not explain much but rather stated what they thought were the determinants of service quality. Four main themes emanated from their responses which were assurance, empathy, reliability and tangibles. Ninety two (92%) of the respondents listed aspects under the assurance dimension. These included smiling to customers, listening to customers, greeting the customers, adjusting to different types of customers and welcoming customers. Thirty one percent (31%) of the respondents listed aspects which fall under empathy. These aspects included being passionate and loving, adjusting to different customers, giving customers attention, and having management presence together with attention from the management. These findings confirmed the employees' quantitative survey results (Section 5.6.3) where *clean furniture* (tangible), *correct billing* (tangible) and *smiling to customers* (empathy) stood out as the important determinants of service quality.

In terms of reliability, 31% of the respondents listed aspects that described this theme such as taking the orders correctly, being time conscious, quality of food and beverages, and being able to meet promises. Regarding tangibles, 31% of the employees listed characteristics that attested to these aspects; neatness of the employees, correct equipment and cleanliness of the environment. Therefore, it can be concluded that the most important determinants of service quality to the employees are assurance, empathy, reliability and tangibles with assurance being the most important one out the four. Management results on the determinants of service quality revealed assurance, tangibles, reliability and training as determinants of service quality. It seems employees regard the dimension empathy as more important because they interact with customers frequently.

6.4.3.1 Most important determinant of service quality

The interviewees were asked to state and explain the most important determinant from the one they suggested. The common themes were assurance and tangibles.

a. Assurance

Four respondents alluded to descriptions on assurance as the most important determinant of service quality. Some of their responses are noted as follows:

...when the customer comes into the restaurant not happy they should receive a smile and that smile will cheer them up (Interviewee 3, a male in the age group 20 to 30 years).

Another respondent mentioned:

...one must greet with a smile because that's the first approach to show the customer that they are really welcome (Interviewee 7, a male in the age group 20 to 30 years).

b. Tangibles

Three of the respondents mentioned that tangibles were the most important determinant of service quality. Some of their responses are noted as follows:

...a customer prefers to be in a well cleaned place to avoid cross contaminations so that they don't suffer from food poisoning (Interviewee 8, a female in the age group 20 to 30 years).

Another respondent said:

...neatness of the restaurant and the employees is very important. Neatness concerns the health of the customer and it also attracts the customer (Interviewee 11, a male in the age group 20 to 30 years).

While the other respondent said:

...you can't serve customers without good presentation (Interviewee 9, a female in the age group 20 to 30 years)!

Similarly the management interviewees placed assurance as the most important determinant of service quality while employees placed assurance and tangibles as the most important determinants of service quality. Vanniarajan and Meharajan (2012:10) assert that overall service quality in restaurants consists of consistency, personal relationships, friendly service, reasonable food price, clear and elegant dining equipment

and consistent communication in the restaurant. The employees placed assurance and tangibles as the most important determinants. Assurance can be constituted of personal relationships, consistent communication and friendly service. Tangibles can also be constituted of clear and elegant dining equipment. It appears the employees' responses are more inclined to the day to day service requirements of working in a restaurant.

6.4.4 Employee efforts in ensuring quality service

Employees such as the customer contact employees have an important role in ensuring quality service as internal customers of the organisation (Musaba, Musaba & Hoabeb, 2014:534) yet at the same time the face of the organisation to the customers. Employees are always in close contact with customers in restaurant organisations as they are responsible for many things in that restaurant for example welcoming customers, showing the customers where to sit, taking orders, delivering orders and attending to customer enquiries and queries. Any inefficiency from the employees will most probably affect the service quality perceptions of the customers. The employees were asked as to how they ensured the delivery of quality service to their customers. Two main themes were obtained from the employees' interviews which are communication and courtesy.

a. Communication

Six out thirteen employees (46%) explained that communication with customers is a very important aspect of ensuring quality service. Communication in terms of customer feedback, creating rapport with customers, constant checking of the customers and advising them of any menu ingredients that might be out stock. Some of their responses are captured as follows:

...I ensure quality service by continuously getting customer feedback. I also make sure that I greet customers with a smile (Interviewee 11, a male in the age group 20 to 30 years).

Another respondent who works in a hotel restaurant said:

...I check on customers time and again. I ask them if there is anything they need. I can talk to customers about anything that will create rapport between myself and the customers Interviewee 9, a female in the age group 20 to 30 years).

b. Courtesy

Four of the employees related aspects that are concerned with courtesy as ways of ensuring that they delivered quality service to the customers. One of the respondents from a franchise restaurant explained as follows:

...I greet them with a smile and listen to what they really need. I explain to them what the restaurant has, telling them the best meals and prices. If they are not satisfied by our service I apologise and make sure they leave the restaurant happy (Interviewee 5).

Another respondent from a traditional individually owned restaurant said:

...I respect customers and take them seriously (Interviewee 4, a female in the age group 20 to 30 years).

Despite such positive responses one respondent from a franchise restaurant indicated that they did not know how they ensured service quality. The respondent simply responded:

...I don't know (Interviewee 3, a female in the age group 31 to 40 years).

Upon further analysis of this particular respondent's interview it was noted that interviewee 3 had only worked as a waiter at the current organisation for four months. In addition, the respondent held a BGSE qualification. It could be argued that the period of employment and qualification contribute to such a negative response. The time frame of four months could also be too short for one to have mastered all the restaurant service quality requirements considering they are only coming from secondary school. The employees' quantitative survey findings (Section 5.6.3) also revealed that level of education and length of employment had an influence in the employees' service quality expectations. However, an assumption could be made that during hiring and induction,

the job description could have been availed to the new employee. It could be that the managers did not fully induct the employees concerning the job description requirements upon hiring. Contrary to the management responses, training of employees was indicated as one of the ways the managers ensured service quality. Maybe the frequency and depth of training could be limited.

6.4.5 Communication of service quality culture to customer contact employees by management

Regarding the communication of the culture of service quality to employees by management, 38% of the respondents revealed that most of the service quality communication by management was through the use of briefings. This could be done daily, once a month or twice a month. Some of the responses from the interviews are as follows:

a. Briefings

...management promotes the culture of service quality to us through briefings mostly. We have service quality trainings once in two weeks but management are not thorough in their sessions. Management will be in a rush to finish with us (Interviewee 1, a female in the age group 20 to 30 years from a hotel restaurant).

Another respondent mentioned:

...our briefings are done once a week. These meetings concentrate on reviewing the performance of the week (Interviewee 13, female in the age group 20 to 30 years from a hotel restaurant).

The other respondent explained:

...meetings are done once a week but usually are to give instructions and review the service quality provided during the week (Interviewee 6, a female in the age group 20 to 30 years from a franchise stand-alone restaurant).

From the employees' responses it appears however that not enough time is allocated to the briefings by the management. The responses appear as firefighting techniques or

management by crisis such that the employees are left wanting in terms of their skills and competencies gained from the briefing sessions. There is much need for management to allocate and invest adequate time in equipping the employees with the necessary skills and competencies not to just do the training hurriedly through a briefing session.

b. Training sessions

Approximately thirty one percent (31%) of the respondents indicated that most of the service quality communication by management was through staff training. One respondent said:

...our organisational culture promotes service quality. Management communicates this culture through training. However, the trainings are based on employees' mistakes. There are no specific times allocated for the trainings. When mistakes are seen they are just addressed anytime and this frequently done (Interviewee 3-traditional individually owned restaurant).

Another respondent mentioned:

...service quality culture is promoted through training on service quality twice a week. However not all outlets are being trained. The banqueting out let is not trained on service quality. As a result the outlet does not provide good customer service (Interviewee 9, a female in the age group 20 to 30 years from a hotel restaurant).

Another interviewee from a franchise restaurant said:

...we are taught on the organisation's culture pertaining to service quality but the frequency depends on the manager. Also there is no standard unit/ manual that we follow during the training sessions (Interviewee 7, a male in the age group 20 to 30 years).

Another male interviewee in the age group 20 to 30 years from a hotel restaurant explained:

...we have trainings on service quality but these are videos which we watch about good service. We only watch the videos but we are not trained one on one. When

we are very busy we don't even really implement what we see on the videos (Interviewee 10).

Contrary to the above responses it appears that there are some restaurant organisations who do not train their employees at all regarding service quality. One respondent from a traditional individually owned restaurant alluded to this. The respondent mentioned that:

...our organisation doesn't promote a service quality culture. The managers only care about sales only and not necessarily service quality. The owners rarely come to check on the organisation. We usually have a shortage of menu items yet the customers would expect us to deliver good service and the managers expect is to make profit (Interview 2, a male in the age group 20 to 30 years).

From the above responses it appears that there is some training taking place in restaurant organisations on employees but it is not adequate. The management responses also indicate that they train their employees on service quality. The employees complain of unmonitored training though the use of videos, some of the trainings are not scheduled and depend on the feelings of the manager, some units/departments are not regarded as necessary to train them and other restaurant organisations do not make use of prepared material to train their employees. The management responses indicated effective use of training as a tool to communicate the culture of service quality to the employees. However, the employees' responses indicate that the training provided is unsatisfactory.

The employees' responses indicate that management lack devotion in training their employees on service quality culture. It is therefore not surprising that one of the employees' interviewees' did not know how they ensure service quality. The management seem to be prioritising other things at the expense of the employees. Similar results were observed by Harrington and Keating (2006:269) who concluded there is need for a lot of commitment by management which ensures that employees are well trained on service quality culture. According to Harrington and Akehurst (2000:136) middle level managers and supervisors are responsible for making sure the implementation of service quality culture is effective as they are the intermediary between senior managers and customer contact staff. Hence such lack of devotion displayed by the sampled restaurant managers'

responses is a cause for concern which needs to be effectively corrected to ensure service quality is attained.

6.4.6 Challenges in implementing organisational service quality initiatives

The employees were asked if they faced any challenges in implementing the organisational service culture initiatives. Most of the employees indicated that they faced a number of challenges in this area. The key themes that emerged from the interviews were lack of thorough training and lack of resources.

a. Lack of thorough training of employees

Five out of the thirteen employees (39%) expressed discontent with the adequacy and the depth training provided to them by their employers and supervisors. The results reflect a need to equip the employees with key food and beverages service skills and knowledge. One of the respondents explained:

...I face challenges of handling rowdy customers. We lack training on how to deal with rowdy customers making it difficult to for us to give quality service (Interviewee 4, a female in the age group 20 to 30 years from a traditional individually owned restaurant).

Another interviewee responded:

...we don't quickly grasp what needs to be done for excellent service quality and at times when it is busy we forget some of the things required of us (Interviewee 10, a male in the age group 20 to 30 years from a hotel restaurant).

Another interviewee explained:

...at times customers are difficult to interact with when we do not sell something they want as such they do not tolerate that. We are also not well trained on how to deal with customers when there is a problem (Interviewee 13, a female in the age group 20 to 30 years from a hotel restaurant).

An interviewee from a hotel restaurant said:

...we lack training on teamwork and people skills for customer interaction. Dealing with difficult customers is hard for us (Interviewee 12, a male in the age group 20 to 30 years).

These results conquer with those of the earlier discussion on the adequacy of training to the employees. Furthermore the findings confirm the customers' perceptions of poor service quality in the responsiveness dimension. It seems there is really much need for this area to be improved on by management. Proper policies on training could be created by the organisations so as to train the employees effectively. Such would help in the case of difficult customers and service recovery (Fatma, Khan & Rahman, 2016:585).

b. Lack of resources

Thirty one percent (31%) of the employees pointed to lack of resources as a challenge they faced in implementing the organisational service quality initiatives. The resources mentioned as inadequate are small equipment and menu ingredients. Some of the responses are noted below:

...we do not have enough tools to support service for example glasses (Interviewee 1, a male in the age group 20 to 30 years from a hotel restaurant).

Another respondent explained:

...we do not have enough equipment for service, the coffee machine has not been working in a long time. We have to make coffee using the kettles from the rooms such that by the time we serve the coffee to the guests it will be cold. In the Banqueting department we face challenges of not having enough cutlery to put on our tables (Interviewee 9, a female in the age group 20 to 30 years from a hotel restaurant).

The issue of menu ingredients was also a challenge as noted by one of the responses below:

...at times there are no menu ingredients for the items appearing on the menu and this leads to customer complaints (Interviewee 2, a male in the age group 20 to 30 years from a traditional individually owned restaurant).

Two of the employees revealed that the restaurant does not provide staff meals for them. There is need to ensure that the employees are entitled to a staff meal while on duty in order to motivate them. Furthermore, one of the employees mentioned that they are required to purchase their own stationary, openers and corkscrews. The challenge of inadequate resources could probably be linked to cost control initiatives by management. Presbury *et al.* (2005:365) suggest that managers usually concentrate on reducing costs rather than delivery of service quality. In a study by Presbury *et al.* (2005:365) results revealed that managers conducted meetings on service quality once a week. This is similar to the results from the employees' survey. Mayer (2002:172-173) asserts that employees can only deliver service quality if the organisation grows, develops and retains them. Training of employees helps in growing and developing the employees. In addition management needs to ensure that they provide enough equipment in order not to frustrate the employees. Frustrating employees does not motivate them to offer excellent service quality (Mayor, 2002:173).

6.4.7 Empowerment of employees to make decisions by the managers

The results on the question to the above subtopic confirmed the results from the management interviews. Thirty one percent (31%) of the employees said that the management did not empower them to make decisions while 54% of the employees said that the management empowered them to make decisions. However, this decision making is questionable since the employees' results question the adequacy of the training of the employees. Decision making from an inadequately trained person may be detrimental to service provision. Thus, the need for training still remains important. Section 6.5 provides a summary of the employees' interviews.

6.5 SUMMARY OF THE EMPLOYEES' INTERVIEWS

Thirteen employees from six hotel restaurants and seven independent restaurants were interviewed in this survey. Seven were female and six were male, with most of them in the age range of 20-30 years. Similar findings with the management interview findings were obtained regarding the employees understanding of service quality. Thus confirming the lack of training of both employees and management on service quality.

Another key finding from the interviews was that the employees prioritise assurance, empathy, tangibles and reliability aspects when asked about the determinants of service quality. These findings were similar with those of the employees' regression findings (Section 5.6.3) except for assurance. It can be concluded that the employees like the managers do not prioritise the aspects in the service quality responsiveness dimension.

The interviews revealed that the employees faced challenges such as lack of training, inadequate resources and lack of empowerment by managers to make decisions. Some employees attested to little time given for training and the organisation being more concerned about sales than training. This could be the reason for the challenges faced by the managers from the employees regarding service quality such as poor attitudes by employees and communication barriers. This justifies the need for a dedication towards training by managers and provision of adequate resources.

One of the employees mentioned that they did not know how they ensured quality service. The demographics showed that this employee held a BGSE qualification and had only been employed by the organisation for three months. Such a finding is consistent with the employees' quantitative analysis results in Section 5.6.5 which showed some differences in service quality perceptions as a result of level of qualification and length of employment. It can therefore, be concluded that demographics have an influence on service quality perceptions. Section 6.6 provides a summary of Chapter 6.

6.6 CHAPTER SUMMARY

This chapter presented an analysis and discussion of the findings of the management interviews and employee's interviews. There seems to be some similarities and differences between employees' and management perceptions of service quality in the restaurants. The interviews held with the management and employees helped in the corroboration of findings from the quantitative survey. They also aided in getting in depth information about the participants perceptions on service quality. The very same interviews helped to identify the differences between management's perceptions and employees' perceptions of service quality. The interviews revealed that there are many challenges for example communication, attitudes, resources which inhibit the delivery of excellent service quality in the restaurants. From these challenges, recommendations were made on how to improve service quality. Managers need to invest time and resources in training and equipping employees with the tools and skills needed for excellent service quality. In addition, managers need to invest in equipment for the employees to use to be able to provide excellent service. Employee attitudes and management attitudes need to be shifted towards a focus of team work and delivery of quality service which generally translates to a service quality culture. The findings also showed that demographics played a part in shaping service quality expectations and delivery. Chapter 7 presents the conclusions of the study and recommendations for a framework for service quality for Botswana's restaurants.

7 CHAPTER 7- CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

The aim of this study was to propose a service quality framework in the context of Botswana, which can help in the improvement of service quality in the Botswana hospitality sector. This was based on the research problem statement which stated that 'Excellent service quality seems to be a serious challenge in Botswana's hospitality sector thereby threatening customer satisfaction. The service provided is accompanied by poor attitudes from the employees, poor expertise and poor work ethics. Most of the middle managers are not well skilled in service quality and have just a minimal level of education. Furthermore, there is generally low levels of competency and understanding in advanced food and beverages services in Botswana. As a result, the level of service quality in Botswana's hospitality sector is generally low. Therefore, in order to address this problem, the aim of the study was achieved through the successful fulfilment of the following objectives;

- The first objective was to review literature on service quality and models on service quality in the service sector. This was important so as to understand the concept of service quality and understand the models that can be used to explain service quality. In addition this was important so that an instrument for measuring service quality for the Botswana context could be developed. This objective was achieved in Chapter 2.
- The second objective was to review literature on the application of the SERVQUAL Model. The literature showed that generally there is poor service quality in the hospitality sector globally and that perceptions and expectations of management and employees differ with those of customers. In addition, customer expectations and perceptions of service quality differ per customer and can be influenced by time, geography, demographics and settings hence, the need to conduct time and geographical area specific studies on service quality. A review of literature disclosed that research on service quality in the Botswana hospitality sector is still

at its infancy stage. Possibly this is due to the notion that the hospitality sector is still developing in Botswana. The literature also revealed that service quality in the Botswana hospitality is poor hence, a need to develop a framework for the improvement of the service quality in the sector. Excellent service quality is important for the sector as it benefits both the customers and the sector. For the customers it leads to satisfaction and for the sector it leads to competitiveness, improved image and improved profitability amongst many other advantages. This objective was achieved in Chapter 3.

- The third objective was to identify the determinants of service quality in the Botswana hospitality sector. This was important since the literature revealed that determinants of service quality are time, geographical, setting specific and are also influenced by demographics. Therefore, what is applicable to another country can not necessarily apply to another. In addition, it is important to know which determinants influence the service quality in Botswana's hospitality sector in order for a service quality framework to be proposed so that management may make decisions based on these determinants to enhance the service quality of their operations. This objective was achieved in Chapters 4, 5 and 6.
- The fourth, fifth and sixth objectives were to evaluate the expectations and perceptions of managers, employees and customers (sequentially) with regards to service quality in the Botswana hospitality sector. This is important because of the need to propose the service quality framework from an all-inclusive perspective. These objectives were achieved in Chapters 5 to 6. Input from the key stakeholders would result in an unbiased and hopefully effective service quality framework. The discussion of the results of Chapters 5 and 6 leading to the proposal of the service quality framework are done in this chapter. The last objective was to draw and make conclusions concerning the improvement of service quality in the Botswana hospitality sector. This objective is achieved in Chapter 7.

The aim of this chapter is therefore; to make conclusions, propose a service quality framework for the hospitality sector in Botswana and make recommendations from the study findings. The chapter begins by a reflection of the study, then highlights the

contributions of the study followed by an analysis of the conclusions of the results from the literature review and the empirical study done. This is then followed by recommendations in general which are based on the findings. The chapter ends by proposing recommendations for future research.

7.1.1 Reflection on my PhD Journey

The selection of the topic was driven by my personal interest and experience in hospitality. I have worked in hotels as a Foods and Beverages Manager. I am also a person who enjoys dining out with my family. In my dining out in the local Gaborone restaurants I have experienced many encounters that had to do with poor service quality. For example, the orders would take long, some of the waiters would exhibit ignorance or were just unfriendly. As a Tourism Lecturer, my area of expertise is services marketing and in my academic research, I encountered literature that articulates the challenge of service quality in the hospitality sector. This was coupled with my restaurant experiences to form a research topic that I could research on and propose solutions for the improvement of the service quality in the hospitality sector. My PhD experience has been something I never imagined. As a part-time student, I had to teach myself to balance between work, home and school. I found the PhD requirements very challenging and had to motivate myself to meet the requirements. The process of data collection had its own challenges for example uncooperative organisations. I had to learn the art of negotiation, patience and determination. The process of data analysis also had its challenges where I had to learn many new techniques in a short period of time. Through it all I have learnt perseverance, patience and time management. I am happy that I have managed to propose some recommendations that can improve the hospitality sector. I am also grateful to my promoter and co-promoter who have walked this journey with me. The next section discusses the contribution of the study.

7.2 CONTRIBUTION OF THE STUDY

- The results of this study contribute to the literature on the assessment and measuring of service quality in Botswana's hospitality sector. The results reveal generally poor service quality by the restaurants from the management's perspective, employees' perspectives and customers' perspectives. The management's and employees' perspectives are new results to the Botswana sector while the customers' confirm previous research for example Manwa (2011:19-20). It was surprising to find out that the management and employees generally rated the service quality perceptions low for the sector. Previous studies reveal that management and employees score highly on the perceptions of their service quality (Lewis & Klein, 1987; Saleh & Ryan, 1991:333; Douglas & Connor, 2003:169).
- The study contributes to the academic body of knowledge by the creation of a modified SERVQUAL instrument for measuring service quality in Botswana's hospitality sector (restaurants) and even possibly Africa (see Appendix C, D & E). This study was based on the SERVQUAL instrument for measuring service quality developed by Parasuraman *et al.* (1988:38-40; 1991:446-449). The original SERVQUAL instrument had 22 service quality items for measuring service quality based on findings from the following industries telephone, banking and insurance. This instrument was however adapted to suit Botswana's context. This involved the modification of the scale into measuring service quality for the hospitality sector for example the inclusion of hospitality specific aspects such as *food quality, food temperature, beverage quality, beverage temperatures, variety of menu items*. In addition, the modified SERVQUAL scale used in this study has 23 items. The adapted SERVQUAL instrument worked very well for the study as evidenced by its reliability figures for the Cronbach's alpha tests and the regression analyses and ANOVA tests results which revealed that the possibility of the results occurring by chances were very minimal. The results of this study are also comparable with other similar previous researches for example Tsang and Qu (2000:316-326); Douglas and Connor (2003:165-172); Nadiri and Hussain (2005:469-480); Blessic

et al. (2011:5-13); Manwa (2011:14-21); Dedeoglu (2015:132); Piaralal *et al.* (2016:901).

- The study also contributes to literature and industry a qualitative instrument for assessing service quality which was developed in this study (see Appendices F & G). This instrument can be adapted or used as is in evaluating service quality in the hospitality sector in Botswana and possibly Africa.
- The study contributes a service quality framework for the Botswana hospitality sector (**see Section 7.2.1**). The literature review and the empirical study were therefore combined together to construct the framework which can be used as a guideline for service quality for Botswana's hospitality sector.
- The study also contributes to literature on the determinants of service quality and the literature on expectations and perceptions of managers, employees and customers. With regards to the determinants of service quality results obtained from the findings of this study, it is concluded that generally there is hardly any congruence of the determinants of service quality for the customers, management and employees. The regression results (see Section 5.4.3) and thematic analysis results (see Section 6.2.3) disclosed that management prioritised the following as determinants of service quality; *good quality food, correct billing, neat appearing employees, smiling at customers* and *variety of menu items*. These are aspects found under the reliability, tangibles, assurance and empathy dimensions (Parasuraman *et al.*, 1991). The regression results (see Section 5.6.3) and thematic analysis results (see section 6.4.3) revealed that employees prioritised the following as determinants of service quality; *helpfulness to customers even when busy, smiling to customers, food served at the right temperature, clean furniture, correct billing, informing the customers when exactly the service will be performed, modern service equipment*. These aspects are mostly found under the assurance, empathy, reliability and tangibles dimensions. The regression results (see Section 5.6.3) showed that customers prioritised the following as determinants of service quality *bill that has no mistakes, delivery of services in time, quick service, clean furniture, neat appearing employees, interest in solving customers' problems* and *variety in menu items*.

- Similar results were also obtained from the evaluation of service quality expectations and perceptions of the management, employees and customers as using descriptive statistics (see Chapter 5). The managers had high expectations for the following service quality aspects; *quality of food, delivery of services in time* and *neat appearing employees* (see Chapter 5, Table 5.3). The management perception results revealed high perceptions for the following service quality aspects; *beverages are served at the right temperature, variety of beverages* and *restaurant employees greet customers in a friendly manner and as soon as possible* while low perceptions were obtained for the following service quality aspects; *the restaurant gives you individualised attention, modern service equipment* and *employees of the restaurant tell exactly when the service will be delivered* (see Chapter 5, Table 5.4). The management arithmetic mean servqual gap showed very high negative gaps for the aspects; *variety in menu items, modern service equipment, individualised attention* and *beverages served at the right temperatures* (see Chapter 5, Table 5.5) thus concluding that the restaurant managers believe that the restaurant organisations are not doing well in these three areas with high negative gaps.
- The employees had high expectations for the following service quality aspects; *clean furniture, correct billing* and *smiling at customers* (see Chapter 5, Table 5.13). The employee' perception results showed high perceptions for the following service quality aspects; *trustworthy employees, helpful employees* and *restaurant employees smile at customers* while low perceptions were obtained for the following aspects; *restaurant employees provide individual attention, delivery of service in time* and *performing services right the first time* (see Chapter 5, Table, 5.14). The employees' arithmetic mean servqual gap showed very high negative gaps for the aspects; *helpfulness to customers even when busy, quick, employee behaviour instils confidence in customers,* and *variety in menu items* concluding that the employees consider that the restaurant organisations are not performing well in these three areas with high negative gaps.
- The customers had high expectations for the following service quality aspects; *good quality food, correct billing, clean furniture, neat appearing employees,*

sincere interest in solving customers problems and restaurant employees will smile at customers (see Chapter 5, Table 5.25). The customers' perception results showed high perceptions for the following service quality aspects; *correct billing, good quality food, neat appearing employees, modern service equipment, food served at the right temperature and clean furniture* while low perceptions were obtained for the following aspects; *employees of the restaurant tell you when exactly the service will be performed, quick service, the restaurant employees give you individualised attention and the restaurant employees are helpful to you even when busy* (see Chapter 5, Table 5.26). The customers' arithmetic mean servqual gap revealed very high negative gaps for the aspects; *restaurant employees give you special attention, individualised attention, restaurant employees' smile at customers and employees of the restaurant are trustworthy*. It is thus concluded that the Gaborone restaurants are lacking excellent service quality particularly in the areas with low customer perceptions discussed in this section (see Chapter 5, Table 5.27).

Table 7.1 shows the summary of the very high negative servqual gap arithmetic mean scores for all the three samples.

Table 7.1: Summary of the very high negative servqual gap arithmetic mean scores

Management	Employees	Customers
<ul style="list-style-type: none"> • <i>variety in menu items</i> • <i>modern service equipment</i> • <i>individualised attention</i> • <i>beverages served at the right temperatures</i> 	<ul style="list-style-type: none"> • <i>helpfulness to customers even when busy</i> • <i>quick service</i> • <i>employee behaviour instils confidence in customers</i> • <i>employees of the restaurant give you special attention</i> • <i>variety in menu items</i> 	<ul style="list-style-type: none"> • <i>restaurant employees give you special attention</i> • <i>individualised attention</i> • <i>restaurant employees smile at customers</i> • <i>employees of the restaurant are trustworthy</i>

Table 7.1 shows much variation between management and employees perceptions of low service quality with congruence being observed only for the aspect *delivery of*

services in time. Furthermore, there is no congruence with the customers on aspects with very high negative arithmetic mean scores. The customers seem to be mostly unhappy with the assurance and empathy dimensions. Manwa (2011:18-19) obtained similar findings, where the assurance dimension scored very poorly. There is therefore, need for congruence in the service quality expectations and perceptions of all the three stakeholders in order to attain excellent service quality and reduce these differences. Using the findings in this discussion, the proposed framework for service quality was developed (see Section 7.2.1).

The proposed service quality framework recognises that service quality is context specific therefore, managers can adapt the framework to meet their context. Figure 7.1 illustrates the proposed service quality framework.

7.2.1 Proposed service quality framework for the Botswana Hospitality sector

The overall goal of this study was to develop a framework for service quality for the Botswana hospitality sector. The proposed service quality framework (see Figure 7.1) was constructed based on the results of the literature review and the empirical study. The proposed framework aims to address the main research question, which is: What can be done to improve service quality in the Botswana hospitality sector? The framework is based on the findings from the literature review that concluded that hospitality sector of Botswana is still at its infancy stage and largely underdeveloped (see Chapter 3, Section 3.6). Secondly the framework is also based on the literature and empirical findings that service quality in Botswana's hospitality sector is generally poor and does not meet customer expectations (see Chapter 3, Section 3.6. Chapter 7, Section 7.71). Findings from the statistical analysis and thematic analysis were used also in developing the framework.

In order to address the main research question the study was guided by the following sub research questions:

- **What are the determinants of service quality in the Botswana hospitality sector?**

Determinants of service quality as defined in Chapter 1, Section 1.14 are very important in ensuring excellent service quality provision by the organisation. The literature study revealed that determinants of service quality are not universal hence (see Chapter 2, section 2.6.1), an effort is needed to investigate the service quality determinants for each context. This will prevent the organisations in providing wrong services to their customers. Therefore, an investigation of the managers', employees' and customer's priority service quality determinants was conducted and analysis done (see Chapters 5 & 6, Sections 5.4.2; 5.6.3; 5.8.1; 6.2.3; 6.4.3).

- **What are the expectations and perceptions of management with regards to service quality?**

As part of the rationale for the study, it was argued that most studies focus on the customers only when investigating service quality. The literature reading therefore, showed that there is a gap in the literature where management opinions were not investigated particularly in the service quality studies in Botswana. Investigating the management expectations and perceptions of service quality is important as this would help identify differences and similarities between the managers' opinions with employees' opinions and customers' opinions. The results obtained would help organisations to focus on ways of reducing differences in an effort to meet and exceed the customers' expectations. The literature review indicated that management usually overestimate their organisation's service quality therefore, assume that their organisations are providing excellent service quality which might not necessarily be true (see Chapter 2, Section 2.6.4).

- **What are the expectations and perceptions of employees with regards to service quality?**

Employees are the interface between the managers and customers. They are the face of the organisation to the customers (see Chapter 2, Section 2.6.4). Hence, evaluating their opinions of service quality would be beneficial to the organisation. In addition Gap 9, in the service quality model used in this study (See Chapter 2, Figure 2.2) which shows the

gap between employees and management perceptions of service quality was measured and possibly closed by the results obtained from this study.

- **What are the expectations and perceptions of customers with regards to service quality in Botswana's hospitality sector?**

Customers are the key players in service quality studies, exceeding their expectations would result in positive perceptions about the service quality of the organisation which influences sales, repeat business, positive word of mouth to mention a few advantages. The literature reading revealed that generally the service quality in Botswana's hospitality sector is poor and customers are not satisfied with it (See Chapter 3, Section 3.5.1). As a result, an evaluation into the possible areas of service quality which are failing to exceed customer expectations was done so as to suggest improvements in these areas.

- **What conclusions and recommendations can be made concerning the improvement of service quality in the Botswana hospitality sector thereby proposing a framework (Figure 7.1 in Chapter 7) for the improvement of service quality in the Botswana hospitality sector based on the results of the study?**

Based on the results of the study conclusions were drawn and recommendations for the improvement of the hospitality sector in Botswana were made (See Chapter 7). A framework for service quality improvement for the Botswana's hospitality sector was also developed (see, Chapter 7, Figure 7.1). The proposed service quality framework was therefore, based on the results obtained for each of the sub research questions in the study. The results of each of the questions measured are embedded in the discussion of the proposed framework in Section 7.2.1.1.

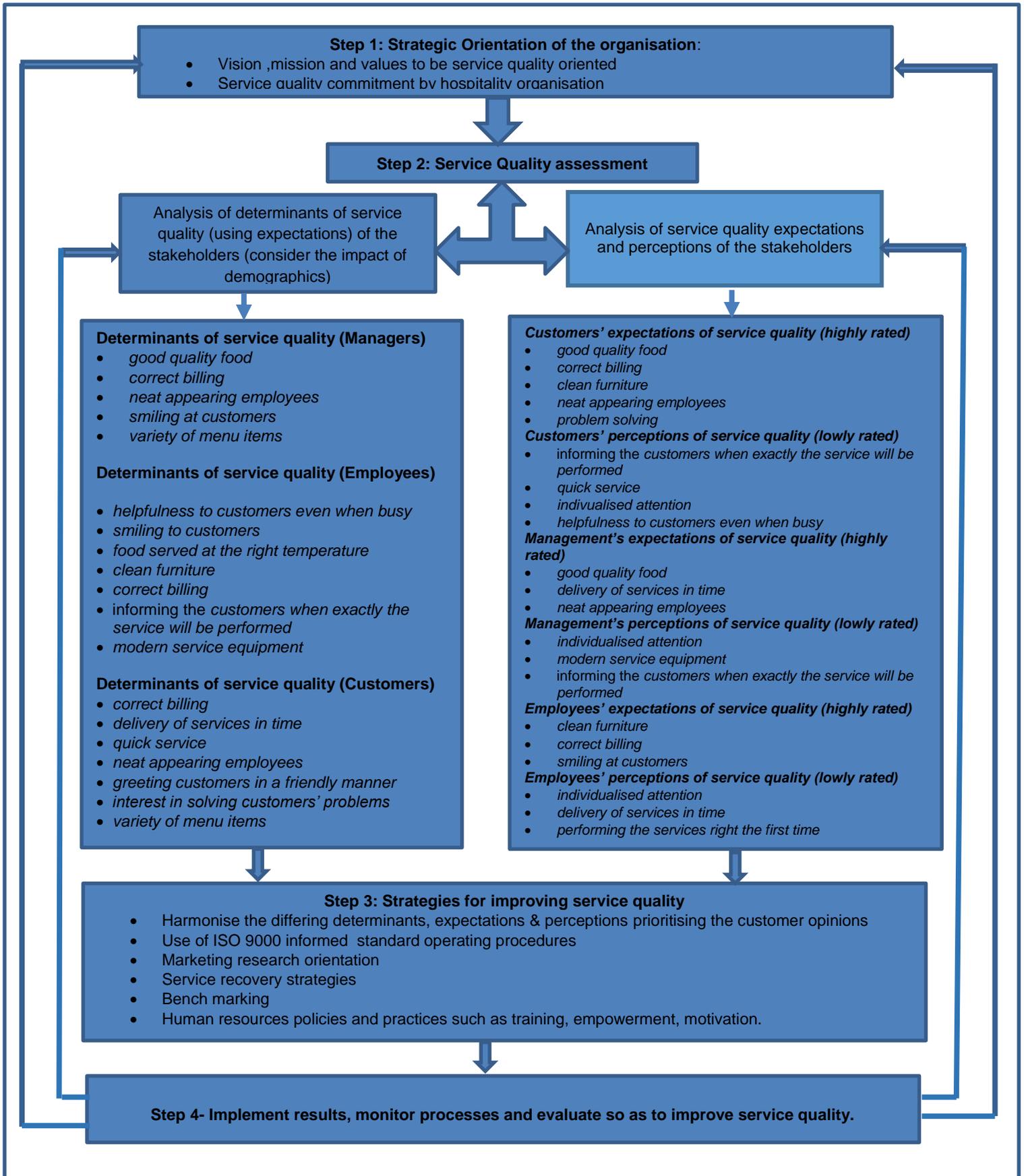


Figure 7.1: Proposed framework for service quality for Botswana's hospitality sector Source: Author- Based on literature and empirical study results

7.2.1.1 Step 1: Strategic orientation of the organisation

The conclusion from the literature study indicated that hospitality organisations need to create a service quality culture (see Chapter 2, Sections 2.6.3 & 2.6.4) in order to provide excellent service quality. The empirical findings from the employee and management interviews also revealed that there was a lack of service quality culture in the restaurant organisations sampled (see Chapter 6, Section 6.6). According to Soriano (2002:1065) restaurants fail because of poor strategic orientation. Restaurants are usually operated on an operations based approach where focus is on the day to day running of the restaurant. Little strategic management if any is used fully in the running of the restaurant business. Kit-Fai and Ka-Yan (2001:239) describe strategic orientation as having “cooperate vision, guiding principles and quality strategies” that are focused on a vision that is driven by a focus on excellent service quality. The vision would describe the long term goal of the organisation.

The empirical findings from the employee interviews in this study disclosed a lack of adequate resources and training for service quality in the Botswana restaurants (see Chapter 6, Section 6.6). Restaurant managers would want to cut costs for example from this study’s results by not purchasing small equipment and reducing on effective training as evidenced by priority to morning briefings which are usually very short. A strategic orientation requires that the restaurant organisation through its senior managers plan for the necessary resources, costs and quality controls in order to have excellent service quality (Soriano, 2002:1065). In as much as managers aim at reducing costs in their day to day operations, this effort should not compromise the ability of the restaurant to have excellent service quality. Presbury *et al.* (2005:368) suggest that there is need for managers to be focused on the long term goals which is service excellence rather than just cutting down costs for the short term goals. Therefore, the first step that hospitality establishments in Botswana need to adopt is to have a clear strategic orientation. Hence, **Step 1** in the proposed framework.

In order to become strategically oriented, hospitality organisations need to commit towards service quality provision. The results from the employees’ interviews showed that the restaurant managers need to be entirely committed towards service quality provision.

The study exposed a lack of mentoring of employees and different expectations and perceptions between the managers, employees and customers (see Chapter, 6 Section 6.4.6). Service quality commitment is defined as a mindful selection of quality ideas or programs as working and tactical preferences for an organisation and involvement in behaviours which encompass noticeable governances and resources for assumption and execution of quality programs (Hartline & Ferrell, 1996:57). As such managers are able to commit towards service quality. Managers can show commitment towards service quality by empowering their customer contact employees, mentoring their customer contact employees and investing in service equipment even small equipment like corkscrews (Hartline & Ferrell, 1996:62; Viljoen, Kruger & Saayman, 2014:47). This is reflected in **Step 1** of the proposed service quality framework. If the commitment aspect is implemented by the managers, it would help in instilling service quality commitment first by the managers themselves and then the employees. The next stage in the proposed service quality framework is service quality assessment.

7.2.1.2 Step 2: Service quality assessment

After creating the strategic orientation the next step is to conduct a service quality assessment of the organisation. The management and employees results revealed that the restaurant organisations mostly assess service quality informally (see Chapter 6, Section 6.2.4). Informal evaluations are not enough, resulting in a need to conduct formal evaluations of their service quality in order to measure and assess their service quality continuously. These evaluations must not only be based on their customers but also on their management and employees as indicated in **Step 2** on the proposed service quality framework.

The literature reading showed that it is important for organisations to know service quality determinants of their customers because knowing these would allow the organisations to meet the exact needs of the customers (see Chapter 2, Section 6.2.3). The literature review revealed that the determinants of service quality are not universal (Kit-Fai & Ka-Yan, 2001:234; Soriano, 2002:1055; Briggs *et al.*, 2007:1009) justifying the need to evaluate service quality determinants for each particular organisation. The empirical study evaluated and compared the service quality determinants of the managers, employees

and customers and observed that there were differences in determinants of service quality for the groups showing a need to minimise these differences or bringing them to congruence. As such, the results of the study have been used in the proposed framework to indicate these differences (see Step 2, in the proposed framework). Such analysis would allow hospitality organisations to evaluate their opinions of service quality determinants versus customers' determinants and make decisions that facilitate the congruence of the opinions. The analysis may also consider the effect of demographical variables on the preferences of the participants. The study revealed differences in the demographics of the participants concluding that demographics have a role in influencing service quality determinants. Focus could mainly be on customers as the demographic characteristics have marketing implications such as market segmentation (Horner & Swarbrooke, 2016:117).

The key result from the literature review (see Chapter 2, Sections 2.6.2 to 2.6.4) and conclusions from the empirical study (see Chapter 2, Sections 7.2) is that there are differences in the expectations and perceptions of these three groups and yet at the same time the organisation would want to get profits and satisfy customers. As long as the expectations and perceptions of these three groups are different the organisation's objectives would not be met. The organisations must also act on the results of the service quality measurements and evaluations in order to improve on their current service quality as proposed in the framework (**Step 4**). The results of the study divulged that some restaurants have some form of assessing service quality but it is rather informal and not consistent. Continuous measurement and assessment is necessary because customer expectations always change due to their experiences (Presbury *et al.*, 2005:364; Choi & Chu, 2001:193; Blessic *et al.*, 2011:11). Such continual measurement and assessment would help in making sure the organisation meets the current needs of the customers. The next section discusses ways of improving service quality under **Step 3**.

7.2.1.3 Step 3: Strategies for improving service quality

This discusses the strategies that could be used to improve service quality.

- **Harmonising the customer expectations and perceptions of the restaurant's service quality with the management's and employees'.**

The results of the study showed different scores for the items on the instrument used when the sample scores were compared. This implies that management need to have strategies that complement the expectations and perceptions of the customers, employees and management. Ooi Mei *et al.* (1991:141) suggest that management can tailor-make their strategies so that each item on the instrument can be dealt with accordingly. Coming up with one strategy and applying it universally across the 23 items might not work hence a need to have strategies for example in this context of communication, tangibles and reliability in order to improve the organisation's service quality. One of the strategies discussed in Chapter 2 is to aim for all service encounters with customers to be positive (Blessic *et al.*, 2011:11). Another strategy could be the use of ISO 9000 service oriented standard operation procedures.

- **Use of ISO 9000 service oriented standard operation procedures**

Management are required to employ the use of standard operating procedures correctly in order to support themselves and their employees with a formal means of delivering excellent service quality. The results from the empirical study (interviews for both management and employees) revealed that none the restaurant organisations are ISO certified (see Chapter 6, Sections 6.2 & 6.4. The literature reviewed showed that ISO certification is very important to organisations (see Chapter 2, Section 2.7.1). The standard operating procedures must have all the agreed quality standards stated and clearly explained in the context of their business operation in order to meet the customers' expectations and perceptions. This can be achieved by aligning the internal business processes with customer expectations (Mayor, 2002:173) for example empowering employees to make decisions. The standard operating procedures must also be crafted taking into consideration the customers' needs and wants, not only the organisational perspectives. It would be advantageous to the organisations of the management would consider ISO 9000 service quality certification. Standards from the ISO group would help

to improve service quality as ISO is internationally recognised (Bhuiyan & Alan, 2005:2000; Fonseca, 2015: 173).

➤ **Benchmarking**

The study clearly showed that there were many organisations offering the food and drink products. The sample included some new local franchise operations. These can include benchmarking as one of the tools that they can use to improve on their service quality. The organisation does not in isolation as it exists in a sector where similar organisations offer similar services hence, the organisation is faced with a lot of competition. Therefore, the organisation must benchmark with its specific competitors in order to verify the critical elements or factors needed to successfully attain excellent service quality in that particular location (Kit-Fai & Ka-Yan, 2001:239). Thus, the recommendation to benchmark in **Step 3**.

➤ **Marketing research orientation**

The results of the literature study brought revealed that (see Chapter 2, Section 2.7.3) one of the strategies that will assist in knowing clearly the needs of the customers is having a marketing research orientation. None of the managers and employees spoke about a marketing research orientation in the interviews as a way of ensuring the provision of excellent service quality (see Chapter 6, Sections 6.2.4 & 6.4.4). Management may adopt a culture of continuous marketing research so as to improve organisational service quality. Information acquired from the marketing research may be used for decision making purposes that will ensure desirable services are delivered consequently the improvement of service quality (Brassington & Pettit, 2013:164; Pantouvakis, 2014:13). In addition, marketing research enables the organisation to know market trends and the ever changing customer preferences and expectations, which helps the organisation to meet the expectations of the customers (Voon, 2006:613). Through marketing research organisations are able to ascertain the existence of segments, their visibility, their needs and ways to research the segments (Brassington & Pettit, 2013:164; Kotler *et al.*, 2014:139). As such, the organisation is

able to fully focus on the segments identified enabling service quality expectations to be met.

➤ **Service recovery strategies**

One thing that stood out in the interviews was the lack of full empowerment of employees by managers. Empowerment is one strategy that organisations may use as a service recovery tool (Chapter 2, Section 2.7.2). Service recovery has many benefits such as converting unhappy customers into satisfied ones, more revenue, repeat customers, good word of mouth referrals and more competitive advantage for prolonged business (Kandampully & Duddy, 2001:37; Kotler *et al.*, 2014:47; Aguilar-Rojas *et al.*, 2015:227; Piaralal, Bhatti & Juhari, 2016:898). For these reasons, it is important that hospitality organisations employ service recovery strategies in their service quality orientation. Thus, there is need for human resources policies and practices such as training and empowerment to support service recovery. After assessing which strategies to use the organisations will then need to go through a process of implementing results, process monitoring and evaluations, **Step 4** which is discussed in the next section.

7.2.1.4 Step 4: Implement results, monitor process and evaluate so as to improve service quality

The proposed service quality framework indicates that service quality assessment is a continuous process. Likewise the literature reviewed showed that service quality assessment is not a once off process (see Chapter 2, Section 2.3.3). Upon implementation of results, management need to ensure that they monitor the processes instilled and evaluate them in order to establish the effectiveness of the new processes. In addition the literature (see Chapter 2) revealed that customer needs and wants are dynamic, consequently management would need to systematically investigate the changes in customer preferences (Harrington & Akehurst, 2000:137; Briggs, Sutherland & Drummond, 2006:1006).

Therefore, the study recommends the use of the proposed service quality framework for the Botswana hospitality sector and possibly Africa, as is or adapted since it was clearly

informed by the literature study and results of the empirical study. The next section discusses the conclusions from the literature review.

7.3 CONCLUSIONS FROM THE LITERATURE REVIEW

Chapters 2 and 3 reviewed literature on service quality and models of service quality in the services sector. The chapters also reviewed literature on the application of the SERVQUAL on the hospitality sector and finally a review of service quality in the Botswana hospitality sector was done.

- Chapter 2 reviewed literature on the development of service quality models in order to understand the development of service quality theory and models (see Chapter 2, Sections 2.3 & 2.5). Fifteen models were reviewed and the primary models were discussed in detail which are the Disconfirmation model (Oliver, 1980), Perceived service quality model (Gronröos, 1980), SERVQUAL model (Parasuraman *et al.*, 1985, 1988 & 1991) the Serveperf model (Cronin, 1992) and the Three component model of service quality (Rust & Oliver, 1994). Five models modifying the SERVQUAL Model in the hospitality and tourism sectors were also reviewed. These models are LODGESERV, LODGEQUAL, DINESERV, HOLSERV, and CASERV. The review revealed that there has been no agreement regarding which model is the best to use for measuring service quality in the hospitality services sector. However, it appears that the SERVQUAL has been used as is or adapted by many researchers hence the adaptation of the SERVQUAL and its use for this particular study. Thus, the contribution to literature and service quality framework of the adapted SERVQUAL instrument.
- A review of literature (see Chapter 2, Sections 2.6.3 & 2.6.4) showed that generally there is poor service quality in the hospitality sector globally and that perceptions and expectations of management and employees differ with those of customers. In addition customer expectations and perceptions of service quality differ per customer and are influenced by time and settings suggesting, the need to conduct

time and setting specific studies on service quality (Tsang & Qu, 2000; Blesic *et al.*, 2011:7; Douglas & Connor, 2013:169-171).

- The literature also revealed that research on service quality in the Botswana hospitality sector is still at its infancy stage (see Chapter 3, Section 3.5.1). Possibly due to the reason that the hospitality sector is still developing in Botswana (Moswete *et al.*, 2008:385; Manwa, 2011:15). In addition, the review of extent literature showed that service quality in the Botswana hospitality is poor, justifying the need to develop a framework for the improvement of the service quality in the sector (Tourism Development Master Plan, 2000:15; Leechor & Fabricius, 2004:10; Manwa 2011:20 & Botswana Tourism Report Q4, 2014:20; Botswana Tourism Report Q2, 2015:20). The next section discussed the conclusions on the empirical study.

7.4 CONCLUSIONS FROM THE EMPIRICAL STUDY

This section discusses the conclusions of the results of the empirical study. The empirical study constituted of both a quantitative analysis and qualitative analysis. SPSS version 22 was used for the quantitative analysis. Thematic analysis was used for the qualitative analysis. The purpose of the qualitative study was to get in-depth understanding of service quality from the management and employees in addition to the corroboration of results. The section starts with conclusions on the management sample followed by conclusions on the employees' sample and then ends with conclusions on the customer sample.

7.5 CONCLUSIONS FROM THE MANAGEMENT SAMPLE

This section discusses the conclusions of the results for the management sample.

7.5.1 Conclusions on management expectations and perceptions of service quality

- The quantitative analysis for the management sample revealed that 36.4% of the respondents were male while 63.6% of the respondents were female concluding that the majority of the management respondents were female managers. The majority of the managers (96.4%) were citizens. Furthermore, 40% of the managers held a BGSE certificate while only 20% of the managers held diplomas. It is therefore concluded that most of the managers are underqualified as evidenced by 40% of them only holding a BGSE certificate. The results are similar to the results of Wood (1997); Williams (cited by Baum & Devine, 2007:272) and Whitelaw *et al.* (2009:8). In order to achieve excellent service quality there is need for the management to be well knowledgeable and skilled in the hospitality services operations. As a result, it is not surprising to have the employees complain of management not dedicating enough time and resources towards training as revealed by the employee interviews. How can they train or invest in something they do not fully understand and therefore appreciate? Thus, it is concluded that there is need for the industry to employ well educated managers and also put the current managers on a staff development plan.
- The management results for the mean expectations of overall service quality generally revealed very high expectations for the 23 items on the adapted SERVQUAL instrument used. Very high mean expectations were recorded for the following expectations: *I expect the restaurant to have good quality food* (mean of 6.764), *I expect the restaurant employees to be neat appearing* (mean of 6.745); *I expect the restaurant will deliver the services to customers in time* (mean of 6.655), *I expect the restaurant to have good quality beverages* (mean of 6.127) and *I expect the restaurant to have a variety of beverages* (mean of 6.127). However, low mean expectations were realised for the aspects *I expect the restaurant to have modern service equipment* (mean of 5.818), *I expect the restaurant employees will give customers individualised attention* (mean of 5.945). The results reveal that management for this restaurant sample generally ascribe importance to quality of food and beverages, appearance of employees and

delivery of service in time. According to Soriano (2000:1062); Piaralal (2016:900) customers, would participate in repeat purchases from a restaurant because of the quality of food. In addition Gagic *et al.* (2013:166) argue that the restaurant industry in China has become very successful because of their very high level of food quality. Therefore, managers need to invest where necessary towards the improving of their quality of food.

- The management perceptions results showed that the management generally have lower perceptions of their restaurant service quality compared to their expectations. Looking at the means scores for the management perceptions high perceptions were observed for *the restaurant has a variety of beverages* (mean of 6.291); *the beverages are served at the right temperatures* (mean of 6.218); *when you have a problem the restaurant shows a sincere interest in solving it* (mean of 6.218) (see Chapter 5, Table 5.3). Low mean perceptions were however observed for the aspects *the restaurant has modern service equipment* (mean of 5.745); *the restaurant employees give you individualised attention* (mean of 5.818) and *employees of the restaurant tell you when exactly the services will be delivered* (mean of 5.709) (see Chapter 5, Table 5.4). The results reveal that the sample of managers for these restaurants believe that their restaurant service quality is low in areas of *modern service equipment, giving customers special attention and telling customers when services would be delivered*. The results for the aspect on modern service equipment are similar to the results of the qualitative analysis were some of the employees interviewed expressed concern over the lack of enough service equipment in their restaurant organisations (see Chapter 6, Section 6.4.6). Vanniarajan and Meharajan (2012:10) argue that restaurant equipment generally has a bigger impact on overall service quality of the restaurant and generally customers would have very high expectations of the restaurant equipment. Hence, if managers perceive their equipment as of low service quality, then it is likely that customers would rate it lowly as well. In as much as management aim to reduce costs there is need for them to invest in the equipment that is necessary to provide excellent service quality.

- The SERVQUAL gap analysis for the management results based on the arithmetic means revealed that only two aspects, which are good quality beverages and variety of beverages had positive SERVQUAL gap (P-E). The overall arithmetic mean was -8.11 (see Chapter 5, Section 5.3.2). This means that the perceptions of the managers' restaurant service quality are rather low. These results are contrary to most of the results in similar past studies. Similar past studies results revealed that management had higher perceptions of their service quality (Lewis, 1987:87, Saleh & Ryan, 1991:333; Douglas & Connor, 2003:169). If managers believe that their service quality is low then there is need for them to assess their service quality so that they can create policies, systems and structures that will facilitate the provision of better service quality. There is need for strategies that management can employ to improve the service quality in their restaurant organisations. These strategies can include training, use of standard operating manuals, adopt marketing research orientation cultures (see Chapter 2, Section 2.7).
- The qualitative results helped to obtain in depth information regarding the management opinions of service quality. The analysis revealed that there are many challenges in delivering excellent service quality for example communication, attitudes and resources in the restaurants. It is therefore concluded that from the employee interviews that management need to invest time and resources in training (Mangwiro *et al.*, 2015:10-11) and equipping employees with the tools and skills needed for excellent service quality. Management need to invest in equipment for the employees to use to be able to provide excellent service. It appears management avoid investing in equipment probably to reduce costs. However, this is a risk to excellent service quality.
- Employee attitudes and management attitudes need to be shifted towards a focus of team work and delivery of quality service. Thus, there is need for both employees and management to commit to service quality for example through mentoring. Presbury *et al.* (2005:369) observe that generally management in the hospitality sector are not willing to mentor their juniors- "less experienced employees". As a result there is no passing on of important information and skills

in the sector which results in poor service quality. There is need for the coming together of managers and employees to achieve the goal of excellent service quality. The managers should embed service quality culture in their strategic leadership (Fitzgerald & Chapman, 2005:358; Harrington & Keating, 2006:269; Piaralal *et al.*, 2016:901).

7.5.2 Conclusions on the results of the management standard multiple regression analysis

This section discusses the results of the management standard multiple regression analysis.

➤ Determinants of service quality – Management perspective

According to Parasuraman *et al.* (1988;1991) the SERVQUAL instrument is a tool that is used to measure overall service quality of an organisation therefore, the instrument was adapted and used to measure the overall service quality of the restaurants using the dependent variables gender, nationality, age, level of qualification and length of employment. Standard multiple regression analysis was used to assess how much variance each of the independent variables contributed to the dependent variables. Statistically significant variances were observed from some of the independent variables. Considering the β values and significance levels it can be concluded that in order of importance the most important determinant of service quality expectations for management in restaurants are:

- The expectation aspect- *informing the customers when exactly the service will be performed* was common for both the dependent variables age and gender. Because of this aspect's commonality it can be concluded that it is the most important determinant of restaurant management service quality expectations (see Chapter 5, Section 5.4.3).
- There are other expectation aspects which had high beta values and significant contributions which also determine management service quality

expectations which should not be ignored. Using age as a dependable variable the expectation aspect *for the restaurant to provide customers with a correct bill* was found also to be a determinant of service quality and the expectation aspect on *variety of menu items* using highest qualification as the dependent variable.

If management expect the above from employees and the restaurants it means that management must create strategies to focus on these specific aspects. Providing *customers with a correct bill* and *informing the customers when exactly the services will be delivered* are aspects that can be instilled through training, use of standard operating manuals and providing the resources necessary to deliver excellent service quality (see Chapter 2, Sections 2.6 & 2.7). Management must therefore invest in training employees on communicating with the customers (Kandampully & Duddy, 2001:33; Mayor, 2002:172). Vanniarajan and Meharajan (2012:10) assert that communication is an important element that enhances overall service quality. Variety in menu items is an important aspect that contributes to the perception of food quality by the customers and hence the overall service quality of the restaurant organisation. Soriano (2002:1065) asserts that customers usually use the quality of food as a determinant of restaurant service quality and hence satisfaction and repeat purchase. On the other hand, this could be subjective, depending on what the customer values.

7.5.3 Conclusions on the results from the management ANOVA tests

ANOVA tests were done to check if there were any variances that were statistically significant variances between the groups for the demographic variables age and level of qualification. None of the results reflected significant differences among the demographic variable groups within the management sample. Section 7.6 provides the discussion on the conclusions from the employees' sample.

7.6 CONCLUSIONS FROM THE EMPLOYEES' SAMPLE

This section discusses the conclusions of the results of the expectations and perceptions of the employees.

7.6.1 Conclusions on employees' expectations and perceptions of service quality

- The quantitative analysis for the employee sample revealed that 55.8% of the respondents were male while 44.2% of the respondents were female concluding that the majority of the respondents were male. Furthermore, 69.2% of the respondents were of the ages between 17 years and 37 years concluding that most of the employees are young. The results also showed that 50% of the employees held a BGSE qualification and only 30.8% of the employees held either a diploma or certificate qualification concluding that most of the employees are not qualified and therefore lack the skills to do their job. The results are comparable to Williams (cited by Baum & Devine, 2007:272); Whitelaw *et al.* (2009:8); Manwa (2011: 20) who assert that employees in the hospitality sector are not well trained and generally lack skills that are adequate to deliver excellent service quality. The qualitative study concluded that 39% of the interviewed employees expressed discontent at the inadequacy and the depth of in-house training provided to them by the organisations. Therefore, there is need to hire trained employees and/or offer recognised in-house training that is formal which will award the employees with certificates.
- The employees; results for the mean expectations of overall service quality revealed generally high expectations for the 23 items on the adapted SERVQUAL instrument used. The results reveal that important employee expectation's on service quality are mainly on the expectation factors: *I expect the restaurant will have clean furniture* (mean of 6.577); *I expect the restaurant employees will smile at customers* (mean of 6.481) and *I expect the restaurant will provide customers with a correct bill* (mean of 6.462). Low mean expectations were obtained for *informing the customers when exactly the service will be performed, quick service, smiling at customers and being helpful to customers even when busy* (see Chapter 5, Table 5.13). It can be concluded that employees ascribe importance to *clean furniture* as furniture is tangible and would constitute an important aspect of the customer experience. It appears that employees rate *quick service, smiling to customers* and *being helpful when busy* lowly because they probably do not understand the importance of being able to do so. The results disclosed that 50%

of the employees were not well educated and the majority of the employees were the young people who lacked enough training to understand well what overall service quality is. Employees therefore, need to be well trained in order to provide *quick service, smiles to customers and being helpful when busy* (Nadiri & Hussain, 2005: 77; Mwanza & Chingarande, 2013:18-19; Mangwiro *et al.*, 2015:10-11).

- The employees' mean perceptions results showed that the employees generally have low perceptions of their restaurant quality compared to their perceptions. The employees recorded high mean perceptions for *trustworthiness, smiling at customers and helpfulness even when busy*. It can be concluded that employees believe that they are doing very well in these three areas and probably ascribe importance to these. Low mean perceptions were observed for the aspects *providing customers with individual attention, performing of service right the first time and delivering of services to customers in time*. Therefore, concluding that employees believe that they are not doing very well in these two areas and probably do not value them. These aspects are found under the dimensions reliability and empathy (Manwa *et al.*, 2011:16). Similar findings were obtained in a study on Chinese restaurants (Gagic *et al.*, 2013:172). These low mean perceptions could be turned into positive perceptions by equipping the employees with the skills and equipment that are needed to be able to deliver the services right the first time and delivering it in the stipulated time (Kandampully & Duddy, 2001:33; Mayor, 2002:172). The employee's interviews revealed grievances amongst some of the employees who attested to not having enough equipment to perform their job well and in time. Furthermore, some of the employees' expressed ill feeling about being made to bring their own small equipment to work which included waiters' docket book and corkscrews. Such expectations by organisations would result in poor service delivery by the employees as not all of the employees would comply. In addition, the use of standard operating manuals can be done to improve the employees' performance.
- The SERVQUAL gap analysis of the employees results based on arithmetical means revealed no positive SERVQUAL gap (P-E). The total SERVQUAL gap was -8.807 with conclusions on very low service quality perceptions on *clean furniture,*

delivering of bill with no mistakes, delivering of services in time and performing of services in time. It is therefore concluded that employees believe that the restaurants service quality for Botswana restaurants is very poor in tangibles and reliability. As a result there is need for restaurant organisations to develop plans that would help in improving these areas. Such plans could be based on the proposed service quality framework provided by this study.

7.6.2 Conclusions on the results of the employees' standard multiple regression analysis

This section discusses the results of the employee's standard multiple regression analysis.

➤ **Determinants of Service quality- Employees' perspective**

Significant variances were observed for the dependent variables age, highest qualification and length of employment. Considering the β values, significance levels and commonality, it can be concluded that in order of importance the most important determinants of service quality expectations for employees in restaurants are:

- The expectation aspect *the restaurant will clean furniture* had high beta values which were significant. It was also common in the depended variables age and highest qualification. It can therefore be established that the most important determinant of employee service quality expectations is *clean furniture* (see Chapter 5, Section 5.6.3).
- There are other expectation aspects which had high beta values and significant contributions which should not be ignored. Using age as a dependable variable, the aspects: *serving the food at the right temperature* and *modern service equipment* were considered as determinants of service quality. Using highest qualification, *greeting customers in a friendly manner* was considered as an important determinant of service quality and using length of employment the expectation aspect *being helpful to employees* emerged as an important determinant of service quality (see Chapter 5, Section 5.6.3).

It is therefore important that a restaurant has *clean furniture* as clean furniture contributes to the overall service quality of the restaurant and it is also a health necessity. Clean furniture makes part of the physical environment of the restaurant. According to Gagic *et al.* (2013:171) the physical environment contributes to the restaurant experience of the customers as the customers “seek a memorable experience away from home”. This also influences repeat business and good image. *Modern equipment* is also a very important tangible which contributes positively to the service quality of the restaurant. Vanniarajan and Meharajan (2012:10) argue that customers actually expect “clear and elegant dining equipment”. Hence, a need to provide clean furniture.

7.6.3 Conclusions on the employees’ ANOVA tests

ANOVA tests were done to check if there were any variances that were statistically significant variances between the groups for the demographic variables both the employee expectations and perceptions (see Chapter 5, Section 5.6.4). Statistically significant variances were observed for the demographic variables; highest qualification and length of employment. It can be concluded that expectations on *clean furniture* and *neat appearance of employees* vary according to the qualification of the employee. As a result, there is need to train employees so that they think similarly regarding the importance of these factors. The demographic variable length of employment had positive results for the aspect *I expect the restaurant employees will be helpful to customers even when they are busy*.

The above ANOVA tests show significant differences between groups concerning the service quality determinants. These differences could contribute the different opinions regarding service quality determinants of the service quality employees. For this reason, there is need for management to conduct specific research on these demographics so that they can incorporate their results in their training and standardisation policies and procedures for service quality in the restaurants. It is therefore, concluded that length of employment and level of qualification contribute to the employees perceptions of service quality determinants. Section 7.7 discusses the conclusions on the customers’ sample.

7.7 CONCLUSIONS FROM THE CUSTOMERS' SAMPLE

This section discusses the results of the expectations and perceptions of the customers.

7.7.1 Conclusions on customers' expectations and perceptions of service quality

- The quantitative analysis for the customers' sample revealed that 64.5% of the respondents were female and 35.5% were male concluding that most of the respondents were female. The majority of the respondents (71%) were between 25 years and 55 years. This result is attributed to the reason that most probably the majority of diners are the working class people who have enough disposable income to eat out. The results also conclude that most of the respondents were educated as 70% of them held at least a university degree. Consequently, restaurant organisations are faced with a task of providing dining experiences to customers who are well educated and knowledgeable. However, it is difficult to distinguish between which customer is educated and which one is not as the customers walk in. Therefore, at all times there is need for excellent service quality despite who is being served so that in case there are well educated and knowledgeable customers amongst the ones being served the service provider would have matched up to the requirements of those. The results also showed that the majority of the customers dined from franchise fast food restaurants concluding that franchised fast food restaurants are most popular with restaurant diners in Botswana. This popularity finding concurs with that of Manwa (2011:17).
- The customer mean expectations results of overall service quality revealed high expectations for the 23 items in the scale used. It can be resolved that in terms of importance, customers showed high expectations especially for the following expectation aspects: *good quality food*, *correct bill* and *clean furniture* (see Chapter 5, Table 5.25) Therefore, customers prioritise *quality of food*, *getting a correct bill* and *clean furniture* when they visit a restaurant. Soriano (2002:1065) concluded that the quality of food is the most important reason for repeat purchases. Management expectations and customer expectations have congruence on the item *quality of food*. However, the employee's expectations are totally parallel to

the management but have more congruence with the customers'. It can be established that restaurant employees' expectations are not similar to managers' and there is need to bridge the gap. This gap could be bridged by adapting the proposed framework which enables the reduction of the gap between employees and managers service quality expectations.

- The customers' mean perceptions of overall service quality revealed generally good perceptions of the restaurant service quality for tangible factors mainly. Very low customer perceptions were obtained for the following perception aspects: *employees of the restaurant tell you exactly when the services will be performed, employees of the restaurant will give you quick service, the restaurant gives you special attention and the restaurant employees are helpful to you even when they are busy*. It can be concluded that the restaurant customers have very low perceptions of these areas hence, the restaurant employees need to improve in the areas of reliability, communication and empathy. These are areas that can be addressed from a management perspective for example through training, providing adequate resources, use of standard operating procedures.
- The SERVQUAL arithmetical gap analysis yielded no positive results (see Chapter 5, Table 5.27). In fact it was more negative than the managers' and employees'. Very high negative figures were observed for the reliability aspects (*performing of service in time, delivery of services to customers in time and bill that has no mistakes*). In addition, very high negative figures were observed for *interest in solving customers' problems* (empathy dimension). It is therefore established that Gaborone restaurants service quality is mostly poor in the area of reliability and empathy. These results concur with previous studies (Manwa, 2011:20) who also obtained low ratings for reliability and empathy. Solving customers' problems could be addressed by having service recovery strategies in the organisations (see Chapter 2, Section 2.7.2 & Chapter 7, Section 7.2.1). Service recovery strategies are advantageous in that employees are empowered to solve problems without waste of time and they also communicate to the customers that the organisation values them (Kotler, 2014:47-49; Aguilar-Rojas *et al.*, 2015:227; Piaralal, Bhatti & Juhari, 2016:898).

7.7.2 Conclusions on the results of the customers' standard multiple regression analysis

This section discusses the conclusion on the results of the employees' standard multiple regression analysis

➤ Determinants of service quality – Customers' perspective

The results of the regression analysis revealed significant contribution for the dependent variables gender, age and nationality. Considering the β values, significance levels and commonality it can be concluded that the most important determinant of service quality for the customers are:

- The expectation aspects: *bill that has no mistakes, delivery of services in time and quick services* had high beta values using gender as a dependent variable. It can be concluded that these aspects under the reliability dimension are very important determinants of the customers' expectations on oversell service quality in Gaborone restaurants. Yet at the same time, the restaurants are falling short of excellent service quality in these areas. It is therefore required that restaurants improve in these areas in order to meet the needs of the customers.
- Using nationality as a dependable variable the most important determinants of service quality are *clean furniture, neat appearing employees, greeting customers in a friendly manner and interest in solving customers' problems*.
- The expectation aspect, *variety in menu items* obtained high beta values and had statistical unique significance using age as a dependent variable.

Therefore, it is concluded that the expectations service quality by the customers in Gaborone restaurants are mainly *communication with customers, being given a correct bill and variety in menu items* using the dependent variables age and highest qualification. The qualitative analysis revealed a challenge of lack of menu items. Thus, with such high expectations from the customers there is need to provide all the ingredients needed for an effective menu. The literature reviewed concluded that determinants of service quality are not the same for all organisations (Kit-Fai & Ka-Yan, 2001:234; Soriano 2002:1055;

Briggs *et al*, 2007:1009) (see Chapter 2, Section 2.6.1). Hence, the managers need to conduct time and context researches to find out the determinants of service quality from their customers. This is enabled by adopting a marketing research orientation approach as discussed in the literature review (see Chapter 2, Section 2.7.3). Such an approach would enable the organisation to keep in touch with the dynamic changes in customer preferences.

7.7.3 Conclusions on the customers' ANOVA tests

ANOVA tests were done to check if there were any variances that were statistically significant between the groups for the demographical variables for both the customer expectations. Statistically significant variances were obtained for the demographic variables age and level of qualification (see Chapter 5, Section 5.8.3).

- Using age as a dependent variable, statistically significant differences between groups were observed especially for the expectation aspect *good quality food*.
- Using level of qualification as a dependent variable statistically significant differences between groups were observed for the aspects *good quality food, helpful employees even when busy, food served at the right temperatures, employee behaviour instils confidence to customers, sincere interest in solving customers problems, good quality beverages, trustworthy employees, beverages will be served at the right temperatures and service are performed right the first time*.

The above ANOVA test results showed evidence of significant differences between the groups for the various demographical variables mentioned above. It is possible that these differences could contribute to the differences in the service quality determinants of the customers. Previous research has shown behavioural patterns of customers as result of demographics variables, especially age (see Brady & Cronin, 2001; Barber & Scarcelli, 2009:311; Hagan, 2015:29-29; Djekic *et al.*, 2016:828). Barber and Scarcelli (2009:15-17) concluded that age contributed more to service quality expectations of the younger customers than the older customers. Hereafter, the demographical variables in this study could further be investigated to ascertain the variances in between the groups and possible reasons for those variances. It is therefore concluded that hospitality managers

need to segment customers according to their demographic characteristics so that marketing efforts can be done effectively consequently meeting the particular needs of the target customers. The ability to know customers will enable managers to know their customers and identify areas needing service quality improvements, therefore requiring the organisation to adopt a service marketing research orientation as discussed in Section 2.6.3. Section 7.8 provides the recommendations based on the findings of this study.

7.8 RECOMMENDATIONS

- The study recommends the use of the proposed service quality framework by organisations in the hospitality sector as is or adapted to suit their context in order to improve the service quality in the sector.
- The study recommends a realigning of hospitality organisations into having a strategic orientation. A strategic orientation would entail the organisation looking strategically into long term goals and sustainability instead of short term goals only. A strategic focus would also help the whole organisation to be aligned towards a culture of service quality.
- The study recommends that hospitality organisations must consider the use of a marketing research orientation. Such an orientation would enable the hospitality organisations know market trends, changing customer preferences and allow the organisations to focus on the customers hence ensuring service quality.
- The study recommends the consideration of the use of ISO 9000 standards in establishing service quality standards for their organisations as this would be beneficial to the marketing of the organisation and improvement of service quality in the hospitality organisations.
- The study recommends that hospitality organisations must ensure total commitment to service quality. This is usually made possible by managers who embed and instil service quality values in their management and also in their

employees. There is need for mentoring junior employees as the results revealed that there is very little mentoring of these inexperienced employees.

- It is recommended that management invest in formal training of themselves and their employees in order to equip themselves and their employees with the right knowledge and skills needed for the hospitality sector.
- The study recommends that management consider what the organisation would want to achieve in the long term when they make their short term decisions for example some cost cutting decisions might work in the short term but have negative effects in the long term. In the context of this study management must make effort to invest even in what they term small equipment as this is necessary for excellent service quality.
- The study recommends that organisations conduct service quality assessments not only be from a customer perspective but must include perspectives of both management and employees. Hospitality organisations need to bring to a congruence or reduce the differences between the management, employee and customers' expectations by conducting continuous service quality assessments and acting on the results obtained in order to improve service quality.
- The study recommends that hospitality marketers must consider the characteristics of their target market in offering them experiences. This is because determinants of service quality vary according to the differences in demographics hence a generic approach cannot be assumed by various hospitality organisations. For example, the study revealed that there are differences using age, qualification on what is considered as a determinant of service quality by customers.
- The study recommends that management and employees must have similar expectations and perceptions towards service quality as the study found out that employees thought differently from managers. This is made possible by having a strategic orientation philosophy in the organisation. In addition, the use of standard operating procedures during training and service would help to bridge the gap between employees and management.
- The study recommends that Botswana restaurants improve greatly on *communicating with customers on delivery time, giving customers special attention*

and *being helpful to customers even when busy* as these three areas reflected very low perceptions by the customers. The restaurants also need to emphasise on *good quality food, correct bills* and *clean furniture* as these aspects reflected very high priority to the customers from the analysis of the customer expectations. Section 7.10 provides recommendations for future research.

7.9 WHAT IS NEW /ORIGINAL IN THIS RESEARCH?

- The results of this study contribute to the literature on the evaluation and measurement of service quality in Botswana's hospitality sector as the study brings in a component of hospitality managers' and employees' service quality perspectives which has not been studied before in the context of Botswana.
- The modified SERVQUAL instrument could also be used to support service quality programs regionally and perhaps Africa at large.
- The qualitative instruments could also be used (contextualised) in assessing service quality perspectives of other hospitality organisations regionally and perhaps Africa at large.

7.10 RECOMMENDATIONS FOR FUTURE RESEARCH

- Further research could be done to investigate where the responses within each group came from and probably the reasons for these variations and how they influence service quality determinants. The ANOVA results showed statistically significant differences in the responses for the dependable variables age, highest qualification and length of employment.
- The study recommends that more research on service quality needs to be conducted bearing in mind that customers' needs and wants are always changing due to their experiences hence the need for context and time specific research. It must also be considered that the Botswana hospitality sector is still developing and

likely to face many challenges which could be addressed through research. The literature review revealed that research on service quality in Botswana hospitality sector is still in its infancy stage. Thus, there is little publication in this research area.

- Studies on the future of the hospitality sector which focus on the concept of service experience could also be conducted as the literature review indicated a shift towards the service experience.
- Similar comparative studies for the various areas in hospitality for example accommodation, events, conferences could be conducted in order to assess service quality.
- Studies on motivation, satisfaction, general human resources policies and practices and how they affect service quality could also be conducted in the future. From the study it seems that service quality seems to be highly associated with human resources as the results from the employees' and management's qualitative analysis showed that human resources areas such as training, motivations, and empowerment have an influence on employees and management performance and consequently service quality.

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APPENDICES

APPENDIX A: ORGANISATION REQUEST LETTER

06/05/2016

Dear Sir/Madam

Ref: Request to collect data from your organization.

My name is Mercy Musikavanhu. I am a lecturer at Botswana Accountancy College. I am conducting a research on Service quality in the Botswana Hospitality sector as a fulfilment of my PhD in Tourism Management degree requirements. I am kindly asking you to assist me where possible with permission to collect data from your management, employees and customers through interviews and questionnaires. There will be no use of company names, employee names or management names in the study. The information obtained will be treated with utmost confidentiality and will only be used by the student, the supervisor and the examiner for the purpose of assessment. The information will also be generalized in an effort to establish a framework for service quality for the Botswana Hospitality sector in order to improve our hospitality service quality.

Your cooperation is greatly appreciated.

Yours Sincerely

Mercy Musikavanhu

Tourism Lecturer; PhD candidate (North West University).

School of Business and Leisure, Botswana Accountancy College

mercyma@bac.ac.bw; 76089706

APPENDIX B: PARTICIPANT LETTER

Date:

Questionnaire Number:

Dear Participant

I request your permission to participate in this study of service quality. The title of this study is: A service quality framework for the Botswana hospitality sector. The aim of this study is to establish guidelines that will help to improve service quality in Botswana's hospitality sector. The data you give will be used to achieve this aim hence your contribution is highly valued and appreciated.

Your participation is treated with anonymity: there will be no use of actual names, utmost confidentiality will be exercised and should you wish to withdraw from participating you are allowed to do so. Your participation in this survey is voluntary.

Your consent of participating in this survey will be evidenced by your returning of a fully completed questionnaire signed at the bottom.

Thank you

Mercy. Musikavanhu (Mrs.)

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APPENDIX C: CUSTOMER QUESTIONNAIRE

CUSTOMER QUESTIONNAIRE SECTION A: DEMOGRAPHIC PROFILE

Tick the appropriate answer

1. Gender

Male	1
Female	2

2. Nationality

Motswana	1
Other (Specify)	2

3. I reside in

Botswana	1
Other (Specify)	2

4. Year of birth

5. My highest educational qualification is

BGSE	1
A" level	2
Certificate	3
Diploma	4
Undergraduate Degree	
Master's Degree	5
PhD Degree	6

6. My favourite restaurant is

Hotel Restaurants	1
Fast food Restaurants	2
Family restaurants	3
Traditional Restaurants	4

7. My gross annual income is

< 20 000 P	1
20 001P-140 000P	2
140 001P- 221 000P	3
221 001P-305 000P	4
305 001P- 431 000P	5
>431 001P	6

8. The number of people that I am paying for this meal including myself is

9. How many times do you eat from this restaurant in a month/ visit

10. My average spending per restaurant visit is

SERVICE QUALITY EXPECTATIONS FROM THE RESTAURANT

11. Complete your service quality expectations from the restaurant using the statements below (what you expect from the restaurant).							
Rate the following expectations in accordance to how important they are to you using the scale provided:							
	Scale of importance						
	1	2	3	4	5	6	7
1. I expect the restaurant will have modern service equipment							
2. I expect the restaurant will have clean furniture							
3. I expect the restaurant employees will have a neat appearance							
4. I expect the restaurant will have variety in its menu items							
5. I expect the restaurant will have good quality food							
6. I expect the restaurant's food will be served at the right temperature							
7. I expect the restaurant will have good quality beverages							
8. I expect the restaurant will have a variety of beverages							
9. I expect the beverages will be served at the right temperatures							
10. I expect the restaurant will have a sincere interest in solving customer's problems							
11. I expect the restaurant will deliver the services right the first time to customers							
12. I expect the restaurant will deliver the services to customers in time							
13. I expect the restaurant will provide customers with a correct bill							
14. I expect the restaurant employees will offer reliable services to customers							
15. I expect the restaurant employees will inform customers when exactly the services will be delivered							
16. I expect the employees will give customers quick service							
17. I expect the restaurant employees will be helpful to customers even when they are busy							
18. I expect the restaurant employees will greet customers in a friendly manner							
19. I expect the restaurant employees' behaviour will confidence in customers about the employees							
20. I expect the restaurant employees will be trustworthy							
21. I expect the restaurant employees will smile to customers							
22. I expect the restaurant will give customers individualised attention							
23. I expect the restaurant employees will give customers special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree							

SECTION B: SERVICE QUALITY EXPERIENCES AT THE RESTAURANT

12. Evaluate the **service quality delivered** by the restaurant to you (your experiences of the service) using the statements below:

		1	2	3	4	5	6	7
1.	The restaurant has modern service equipment							
2.	The restaurant has clean furniture							
3.	The restaurant employees are neat appearing							
4.	The restaurant has variety in its menu items							
5.	The restaurant has good quality food							
6.	The restaurant's food is served at the right temperatures							
7.	The restaurant has good quality beverages							
8.	The restaurant has a variety of beverages							
9.	The beverages are served at the right temperatures							
10.	When you have a problem the restaurant shows a sincere interest in solving it							
11.	The restaurant performs services right the first time							
12.	The restaurant delivers its services to customers in time							
13.	The restaurant provides you with a bill that has no mistakes							
14.	The restaurant employees provide reliable service							
15.	Employees of the restaurant tell you when exactly the service will be performed							
16.	Employees of the restaurant give you quick service							
17.	Employees of the restaurant are helpful to you even when they are busy							
18.	Employees of the restaurant greet customers in a friendly manner							
19.	The restaurant's employees behaviour instils confidence in customers							
20.	The restaurant employees are trustworthy							
21.	The restaurant employees smile at customers							
22.	The restaurant gives you individualised attention							
23.	The restaurant employees give you special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree								
Thank you								

APPENDIX D: MANAGEMENT QUESTIONNAIRE

MANAGEMENT QUESTIONNAIRE SECTION A: DEMOGRAPHIC PROFILE

Tick the appropriate answer

1. Gender

Male	1
Female	2

2. Nationality

Motswana	1
Other (Specify)	2

3. Nationality

Motswana	1
Other (Specify)	2

4. Age

5. My highest educational qualification is

BGSE	1
A" level	2
Certificate	3
Diploma	4
Undergraduate Degree	
Master's Degree	5
PhD Degree	6

6. My gross annual income is

< 20 000 P	1
20 001P-140 000P	2
140 001P- 221 000P	3
221 001P-305 000P	4
305 001P- 431 000P	5
>431 001P	6

7. For how long have you been employed by the organisation?
8. What is your position in the organisation? Manager (1) or Supervisor (2)

1
2
9. Is your qualification an in house qualification (1) or external qualification (2)

1
2

SERVICE QUALITY EXPECTATIONS FROM THE RESTAURANT

10. Complete your service quality expectations from the restaurant using the statements below (what you think customers expect from the restaurant).							
Rate the following expectations in accordance to how important they are to you using the scale provided:							
	Scale of importance						
	1	2	3	4	5	6	7
1. I expect the restaurant will have modern service equipment							
2. I expect the restaurant will have clean furniture							
3. I expect the restaurant employees will have a neat appearance							
4. I expect the restaurant will have variety in its menu items							
5. I expect the restaurant will have good quality food							
6. I expect the restaurant's food will be served at the right temperature							
7. I expect the restaurant will have good quality beverages							
8. I expect the restaurant will have a variety of beverages							
9. I expect the beverages will be served at the right temperatures							
10. I expect the restaurant will have a sincere interest in solving customer's problems							
11. I expect the restaurant will deliver the services right the first time to customers							
12. I expect the restaurant will deliver the services to customers in time							
13. I expect the restaurant will provide customers with a correct bill							
14. I expect the restaurant employees will offer reliable services to customers							
15. I expect the restaurant employees will inform customers when exactly the services will be delivered							
16. I expect the employees will give customers quick service							
17. I expect the restaurant employees will be helpful to customers even when they are busy							
18. I expect the restaurant employees will greet customers in a friendly manner							
19. I expect the restaurant employees' behaviour will confidence in customers about the employees							
20. I expect the restaurant employees will be trustworthy							
21. I expect the restaurant employees will smile to customers							
22. I expect the restaurant will give customers individualised attention							
23. I expect the restaurant employees will give customers special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree							

SECTION B: SERVICE QUALITY EXPERIENCES AT THE RESTAURANT

11. Evaluate the **service quality delivered** by the restaurant to the customers (customer experiences of the service) using the statements below:

		1	2	3	4	5	6	7
1.	The restaurant has modern service equipment							
2.	The restaurant has clean furniture							
3.	The restaurant employees are neat appearing							
4.	The restaurant has variety in its menu items							
5.	The restaurant has good quality food							
6.	The restaurant's food is served at the right temperatures							
7.	The restaurant has good quality beverages							
8.	The restaurant has a variety of beverages							
9.	The beverages are served at the right temperatures							
10.	When you have a problem the restaurant shows a sincere interest in solving it							
11.	The restaurant performs services right the first time							
12.	The restaurant delivers its services to customers in time							
13.	The restaurant provides you with a bill that has no mistakes							
14.	The restaurant employees provide reliable service							
15.	Employees of the restaurant tell you when exactly the service will be performed							
16.	Employees of the restaurant give you quick service							
17.	Employees of the restaurant are helpful to you even when they are busy							
18.	Employees of the restaurant greet customers in a friendly manner							
19.	The restaurant's employees behaviour instils confidence in customers							
20.	The restaurant employees are trustworthy							
21.	The restaurant employees smile at customers							
22.	The restaurant gives you individualised attention							
23.	The restaurant employees give you special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree								
Thank you								

APPENDIX E: EMPLOYEE QUESTIONNAIRE

EMPLOYEE QUESTIONNAIRE SECTION A: DEMOGRAPHIC PROFILE

Tick the appropriate answer

1. Gender

Male	1
Female	2

2. Nationality

Motswana	1
Other (Specify)	2

3. Nationality

Motswana	1
Other (Specify)	2

4. Age

5. My highest educational qualification is

BGSE	1
A" level	2
Certificate	3
Diploma	4
Undergraduate Degree	
Master's Degree	5
PhD Degree	6

6. My gross annual income is

< 20 000 P	1
20 001P-140 000P	2
140 001P- 221 000P	3
221 001P-305 000P	4
305 001P- 431 000P	5
>431 001P	6

7. For how long have you been employed by the organisation?
8. What is your position in the organisation?
9. Is your qualification an in house qualification (1) or external qualification (2)

SERVICE QUALITY EXPECTATIONS FROM THE RESTAURANT

10. Complete your service quality expectations from the restaurant using the statements below (what you think customers expect from the restaurant).							
Rate the following expectations in accordance to how important they are to you using the scale provided:							
	Scale of importance						
	1	2	3	4	5	6	7
1. I expect the restaurant will have modern service equipment							
2. I expect the restaurant will have clean furniture							
3. I expect the restaurant employees will have a neat appearance							
4. I expect the restaurant will have variety in its menu items							
5. I expect the restaurant will have good quality food							
6. I expect the restaurant's food will be served at the right temperature							
7. I expect the restaurant will have good quality beverages							
8. I expect the restaurant will have a variety of beverages							
9. I expect the beverages will be served at the right temperatures							
10. I expect the restaurant will have a sincere interest in solving customer's problems							
11. I expect the restaurant will deliver the services right the first time to customers							
12. I expect the restaurant will deliver the services to customers in time							
13. I expect the restaurant will provide customers with a correct bill							
14. I expect the restaurant employees will offer reliable services to customers							
15. I expect the restaurant employees will inform customers when exactly the services will be delivered							
16. I expect the employees will give customers quick service							
17. I expect the restaurant employees will be helpful to customers even when they are busy							
18. I expect the restaurant employees will greet customers in a friendly manner							
19. I expect the restaurant employees' behaviour will confidence in customers about the employees							
20. I expect the restaurant employees will be trustworthy							
21. I expect the restaurant employees will smile to customers							
22. I expect the restaurant will give customers individualised attention							
23. I expect the restaurant employees will give customers special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree							

SECTION B: SERVICE QUALITY EXPERIENCES AT THE RESTAURANT

11. Evaluate the **service quality delivered** by the restaurant to the customers (customer experiences of the service)

using the statements below:

		1	2	3	4	5	6	7
1.	The restaurant has modern service equipment							
2.	The restaurant has clean furniture							
3.	The restaurant employees are neat appearing							
4.	The restaurant has variety in its menu items							
5.	The restaurant has good quality food							
6.	The restaurant's food is served at the right temperatures							
7.	The restaurant has good quality beverages							
8.	The restaurant has a variety of beverages							
9.	The beverages are served at the right temperatures							
10.	When you have a problem the restaurant shows a sincere interest in solving it							
11.	The restaurant performs services right the first time							
12.	The restaurant delivers its services to customers in time							
13.	The restaurant provides you with a bill that has no mistakes							
14.	The restaurant employees provide reliable service							
15.	Employees of the restaurant tell you when exactly the service will be performed							
16.	Employees of the restaurant give you quick service							
17.	Employees of the restaurant are helpful to you even when they are busy							
18.	Employees of the restaurant greet customers in a friendly manner							
19.	The restaurant's employees behaviour instils confidence in customers							
20.	The restaurant employees are trustworthy							
21.	The restaurant employees smile at customers							
22.	The restaurant gives you individualised attention							
23.	The restaurant employees give you special attention							
1= Strongly disagree 2=Moderately disagree 3=Disagree 4=Neutral 5=Agree 6=Moderately agree 7=Strongly agree								
Thank you								

APPENDIX F: MANAGEMENT INTERVIEW GUIDE

Section A: Sociodemographic

GE1. How long has the business been in existence?

GE2. Gender Male or Female

GE3. Age 20 to 30 years 31-40 years 41-50 years above 50 years

GE4. State your highest educational qualification

Less than Form 5 /Advanced level Form 5/ Advanced Level Certificate

Diploma Undergraduate degree Master's Degree Doctorate

GE5. State your nationality

GE6. State your position in the organisation

GE7. State the number of years that you have worked in this position.....

GE8. For how long have you been employed by this organisation?

Section B: Service quality

GSE9. What is your definition of service quality?.....
.....
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.....

GES9a. What do you feel are the determinants /characteristics (at least 5) of excellent service quality?

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GES9b. From the determinants proposed above, which one do you think is the most important?

GES9c. Why is it the most important one?

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GES10. How do you ensure quality service?

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.....
GMS11. Does your organisational culture promote service quality?

GMS12a. If so do you communicate this culture to employees?

GMS12b. If so how do you communicate this with your employees and how frequently?

.....
.....
GMS13a. Do you face challenges in implementing the organisation's service quality initiatives?

GMS13b. If so briefly state and explain the challenges.

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.....

GMS14. Do you empower your employees to make decisions e.g. problem solving?.....
.....

GMS15a. Do you provide employees with the necessary resources needed to provide excellent service quality?

GMS15b. If so explain what you provide the employees with

.....
.....
.....
.....

Thank you

APPENDIX G: EMPLOYEE INTERVIEW GUIDE

Section A: Sociodemographic

GE1. How long has the business been in existence?

GE2. Gender Male or Female

GE4. Age 20 to 30 years 31-40 years 41-50 years above 50 years

GE5. State your highest educational qualification

Less than Form 5 /Advanced level Form 5/ Advanced Level Certificate

Diploma Undergraduate degree Master's Degree Doctorate

GE6. State your nationality

GE7. State your position in the organisation

GE8. State the number of years that you have worked in this position.....

GE9. For how long have you been employed by this organisation?

Section B: Service quality

GES10. What is your definition of service quality?.....
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.....

GES10a. What do you feel are the determinants /characteristics (at least 5) of excellent service quality?

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.....
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.....
GES10b. From the determinants proposed above, which one do you think is the most important?

GES10c. Why is it the most important one?

.....
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.....
GES11. How do you ensure quality service?

.....
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.....
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.....
GMS12. Does your organisational culture promote service quality?

GMS13a. If so does management communicate this culture to you?

GMS13b. If so how do they communicate with you and how frequently?

.....
.....
GMS14a. Do you face challenges in implementing the organisation's service quality initiatives?

GMS14b. If so briefly state and explain the challenges.

.....

.....

.....

.....

.....

.....

GMS15. Are you empowered to make decisions e.g. problem solving?.....

.....

GMS16a. Are you provided with the necessary resources that you need to provide excellent service quality?

GMS16b. If so explain what you are provided with?.....

.....

.....

.....

.....

Thank you

APPENDIX H: RESEARCH PERMIT – MINISTRY OF ENVIRONMENT, TOURISM AND WILDLIFE

TELEPHONE: 3647900
TELEGRAMS: MEWT
TELEX:
TELEFAX: 3908076



MINISTRY OF ENVIRONMENT,
WILDLIFE AND TOURISM
PRIVATE BAG BO 199
GABORONE
BOTSWANA

REFERENCE: EWT 8/36/4 XXIX (55)

REPUBLIC OF BOTSWANA

ALL CORRESPONDENCE MUST BE ADDRESSED TO
THE PERMANENT SECRETARY

25th February 2015

Gwinyai Mercy (Manhotoma) Musikananhu
Private Bag 00319
Gaborone

Tel: +267 7608 9706
Email: gmanhotoma@yahoo.com

**APPLICATION FOR A RESEARCH PERMIT "A SERVICE
QUALITY FRAMEWORK FOR THE BOTSWANA HOSPITALITY
SECTOR": EWT 8/36/4 XXIX (44)**

We are pleased to inform you that you are granted permission to conduct a research entitled: **"a service quality framework for the Botswana hospitality sector."**

The research will be conducted in **Gaborone**.

This permit is valid for a period effective **25th February 2015 to 31st May 2016**.

This permit is granted subject to the following conditions:

1. Signing and submission of an Agreement between Government of Botswana and Independent Researchers.
2. Progress should be reported periodically to the **Department of Tourism**.
3. The permit does not give authority to enter premises, private establishments or protected areas. Permission for such entry should be negotiated with those concerned.
4. You conduct the study according to particulars furnished in the approved application taking into account the above conditions.

Our mission: To protect the environment; Conserve the country's renewable and natural resources; Derive value out of environment for the benefit of Botswana



5. Failure to comply with any of the above conditions will result in the immediate cancellation of this permit.
6. The research team comprises of **Gwinyai Mercy (Manhotoma) Musikavanhu.**
7. The applicant should ensure that the Government of Botswana is duly acknowledged.
8. Copies of videos/publications produced as a result of this project are directly deposited with the Office of the President, National Assembly, Ministry of Environment, Wildlife and Tourism, Department of Agriculture, Botswana Tourism Organization, National Archives, National Library Service, and the University of Botswana Library.

Thank you.

Yours faithfully



G. Tapeng

FOR/PERMANENT SECRETARY

cc: Director, Department of Tourism
District Commissioner, Gaborone

Our mission: To protect the environment; Conserve the country's renewable and natural resources; Derive value out of environment for the benefit of Botswana

TELEPHONE: 3914955
TELEGRAMS: MEWT
TELEX:
TELEFAX: 3914861

REFERENCE: EWT 8/36/4 XXXVI (23) REPUBLIC OF BOTSWANA



MINISTRY OF ENVIRONMENT,
WILDLIFE AND TOURISM
PRIVATE BAG BO 199
GABORONE
BOTSWANA

ALL CORRESPONDENCE MUST BE ADDRESSED TO
THE PERMANENT SECRETARY

8th June, 2016

Gwinyai Mercy Musikavanhu (Manhotoma)
P O Box 7 AAD
Poso House
Gaborone

Email: mercy@bac.ac.bw

**APPLICATION FOR RENEWAL OF A RESEARCH PERMIT: A SERVICE
QUALITY FRAMEWORK FOR THE BOTSWANA HOSPITALITY SECTOR:
EWT 8/36/4 XXXVI (6)**

Your request for renewal to the above permit received on the 19 June 2016 refers.

Approval is given for renewal of your permit from the **8th June 2016 to 30th September 2016.**

Please note that the conditions of the above permit still apply.

Thank you

Yours Faithfully

Gaoakanye Tapeng

FOR/PERMANENT SECRETARY



cc. Director, Department of Tourism

*Our mission: To protect the environment; Conserve the country's renewable and natural resources;
Derive value out of environment for the benefit of Botswana*



APPENDIX I: LANGUAGE EDITING CERTIFICATE



Department of Distance Education (South)
Corner Notwane and Mobuto Road,
Pvt Bag UB 00707 Gaborone,
Botswana

Tel: [267] 355 2423
Fax: [267] 355 5247
butalec@mopipi.ub.bw

CERTIFICATE OF LANGUAGE EDITING AND PROOF READING

This certificate serves to confirm that, Dr. Chandapiwa Butale from the
University of Botswana

has proof read and edited the following PhD:

A service quality framework for the Botswana hospitality sector
Author: **GM Musikavanhu**

The language editing focused on:

- Grammar and syntax
- Spelling
- Style

Any concerns or questions can be forwarded to

butalec@mopipi.ub.bw

Date of language editing / proof reading: April 2017

