

Introduction, problem statement, objectives and method of research



“You do your best work if you do a job that makes you happy”.

(Bette Davis, 1962)

1.1. Introduction

According to George (2008:21), the food and beverage sector is the second largest category, after accommodation, in the hospitality industry, as well as being a core aspect of the tourism industry. In South Africa, the food and beverage sector contributed to a 6.8% increase in the total tourism income in the country during the period March 2011 to March 2012 (Statssa, 2012a:23-25). According to Statistics South Africa (2012b:2), the food and beverage sectors growth was most prominent amongst take-away and fast food outlets (3.9%), restaurants and coffee shops (3%) and catering services (1.9%). The food and beverage sector employs a significant workforce (approximately 195 335 employees) thus indicating that the food and beverage sector is the largest employer in the South African hospitality industry (Statssa, 2010:15).

The food and beverage sector can be divided into two major categories, namely *commercial* and *subsidised/welfare*. The commercial food and beverage sector in Potchefstroom is the focus of this study as its location is convenient and therefore cost effective. The expansion of the city furthermore ensures that a variety of commercial food and beverage establishments could be included in the study as Potchefstroom contributes to nearly 30% of the North West Province's building development (Statssa, 2011b:viii). The commercial food and beverage sector is a large generator of income, revenue and business that is of great importance to the

tourism and hospitality industry (Davis, Lockwood, Pantelidis & Alcott, 2008:21). This sector is a complex combination of many different types of establishments including hotel restaurants, family restaurants, restaurants, fast food outlets, bars, coffee shops and commercial caterers (Ninemeier & Perdue, 2005:9; Davis *et al.*, 2008:9). The different types of establishments can also be regarded as the place of work of food and beverage service employees.

However, the food and beverage sector is characterised by significant challenges including: long working hours, high employee turn-over, lack of experienced labour force and poor wages (Bohle, Quinlan, Kennedy & Williamson, 2004:22; Gustafson, 2002:106; Marchante, Ortega & Pagan, 2000:6; Lo & Lamm, 2005:23; Lundberg, 2010:2). The Department of Labour (2007:5) confirms that the South African labour market has a shortage of skilled employees and is characterised by very low worker productivity. This opinion is reinforced by national government who acknowledge that the South African food and beverage sector faces challenges such as low employment, poor wages, low quality service and limited education and training opportunities (National Treasury, 2011a:39; Department of Labour, 2007:5; Mle, 2012:297; Department of Basic Education 2011:21).

With these challenges for the food and beverage sector in mind, quality service is one of the most important constructs (Baum, Amoah & Spivack, 1997:221; Mei, Dean & White, 1999:136; Wilkins, Merrilees & Herington, 2007:846). The food and beverage experience includes not merely the quality of food, but also the quality of service, the manner in which the food is presented, the ambience, together with the staff and their friendliness (Saayman, 2007:262). The role of service employees in many competitive business environments is, according to Liao & Chuang (2004:41), to interact with customers and, by delivering high-quality services, generate favourable evaluations from customers who experience higher satisfaction and, as a result, will increase the purchases during, and frequency of future visits. For this reason, Davis *et al.* (2008:37) are of the opinion that food and beverage service employees should complement the meal experience, and that they should be able to do this in a variety of ways, perhaps through their social skills, age, gender, uniforms worn and even the tempo of service delivery. The quality of service, however, is, greatly influenced by how satisfied employees are in their job (Liao & Chuang, 2004:41).

According to Lau (2000:426), satisfied employees offer greater productivity that in itself enhances quality service. Skalli, Theodossiou & Vasileiou (2008:1906) agree and state that overall job satisfaction is likely to reflect the combination of partial satisfactions related to various features of the employees' job, such as pay, security, the work itself, working conditions and working hours, all of which influence the quality of the employees' work life. Therefore, employees' Quality of Work Life contributes to the satisfaction that employees experience in the

work place and from the work itself (Sirgy, Efraty, Siegel & Lee, 2001:241). It therefore becomes important to investigate how food and beverage service employees perceive their own job satisfaction, as well as the quality of their work life, as managers may have a positive influence on the working environment. This in turn could lead to greater productivity and higher levels of quality service delivery. Seth, Deshmukh & Vrat (2005:913) agree stating that the quality of service delivery and productivity has been a major area of attention for practitioners, managers and researchers, as these two factors have a strong impact on business performance, lower costs, customer satisfaction, customer loyalty and profitability. The former are vital for the success and profitability of the commercial food and beverage sector, particularly bearing in mind the challenges faced by the sector.

The aim of this chapter is to provide an introduction, a background to the study, problem statement, goals and objectives, method of research, key concepts and chapter classification to facilitate understanding.

1.2. Background to the study

Work is the number of hours of real pay, derived benefits, improved self-concept and self-esteem, together with opportunities to engage in activities that fulfil one's contribution to society (Stark & Goldsbury, 1990:80; Fisher, 2010:14). According to Martel & Dupuis (2006:333), it is important to investigate the influence that work has on life, for work is a major role player in everyday life. Further, work occupies the employees' thoughts, determines employees' schedule and contributes to social identity. Work is the connection that employees experience with the outside world and the quality of that connection regulates all relationships (Martel & Dupuis, 2006:334; Handszuh, 2007:155). Work is often a vehicle through which employees establish their own identity and place in society, their peer groups, and the level of economic independence they recognise. This fact alone supports the need for organisations (such as food and beverage establishments) to take a closer look at how well they provide individuals (employees) with opportunities for job satisfaction and success on and off the job. It is therefore important to emphasise at the outset that work is becoming increasingly important, not merely as a source of income, but because of the amount of time that people spend on the job, and because work is assuming a larger, more meaningful role in the lives of most people (Kiernan & Knutson, 1990:101). In response, organisations are beginning to recognise that they have a primary responsibility to their employees (Kiernan & Knutson, 1990:102) and that this is especially vital for the food and beverage sector, due to the nature of the sector, and to the arduous working conditions of its employees.

With the nature of the food and beverage service employees' working conditions in mind, Sirgy *et al.* (2001:243) and Fisher (2010:39) emphasise that a happy employee is a productive employee and that a happy employee is a dedicated and loyal employee. This implies that Quality of Work Life has an influence on the behavioural responses of employees such as job satisfaction and job performance, as shown in Figure 1.1 (Sirgy *et al.*, 2001:242). Further, the quality of service delivery and productivity has a direct connection with overall job satisfaction (Reynolds, 2003:133; Johnston & Jones, 2004:204). Job satisfaction experienced by employees is therefore closely related to Quality of Work Life. Quality of Work Life (consisting of various work life domains) is a process by which organisations respond to an employees' needs by developing mechanisms to allow them (the employees) to share fully in making the decisions that direct their lives at work (Kiernan & Knutson, 1990:103). Quality of Work Life therefore enables employees to design their own level of overall job satisfaction that will contribute to improved perceived service delivery and productivity.

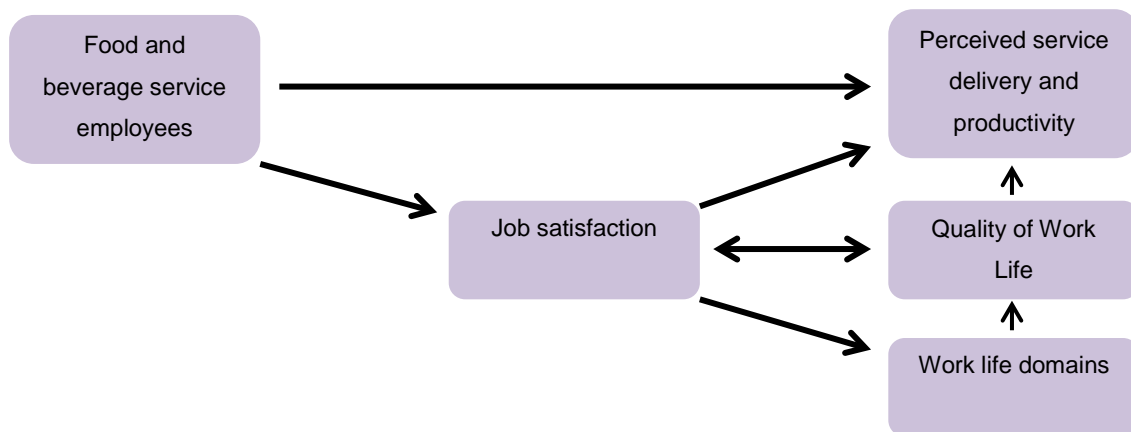


Figure 1.1: The relationship between Quality of Work Life and perceived service delivery and productivity

Source: Author's own illustration based on the literature review

According to Sirgy *et al.* (2001:242), Quality of Work Life is more meaningful than this, and goes beyond mere job satisfaction. The basic premise, according to Neal, Sirgy & Uysal (1999:154), is that satisfaction is functionally related to the satisfaction of the employees' life domains and sub-domains, such as work, personal health, family and leisure. The study of different life domains indicated that there are multiple life domains that influence the satisfaction of employees in their working environments. These life domains have an influence on one another and this effect is referred to as the *bottom-up-spillover approach*, meaning that satisfaction in one domain will also influence satisfaction in another domain (Sirgy *et al.*, 2001:244). The different life domains are based on Maslow's hierarchy of needs, showing that in order to reach self-actualisation; one must satisfy or saturate all previous lower-order needs such as psychological, safety, belonging, self-esteem (Maslow, 1970:18). This gives insight into different work life domains that are composed out of work related needs (Sirgy, *et al.*, 2001:278). Sirgy *et*

al. (2001:278) developed a measure of Quality of Work Life based on needs satisfaction and spill-over theories. Their measure was designed to capture the extent to which the work environment, job requirements, supervisory behaviour and ancillary programs in an organisation, were perceived to meet the needs of an employee. Seven (7) major needs, each having several dimensions were identified:

1. health and safety needs (protection from ill health and injury at work and outside of work, and enhancement of good health),
2. economic and family needs (pay, job security, and other family needs),
3. social needs (collegiality at work and leisure time off work),
4. esteem needs (recognition and appreciation of work within the organisation and outside the organisation),
5. actualisation needs (realisation of one's potential within the organisation and as a professional),
6. knowledge needs (learning to enhance job and professional skills), and
7. aesthetic needs (creativity at work as well as personal creativity and general aesthetics).

These needs are not just important to employees, but are equally important to management, as these needs have to be managed to meet the perceived needs of employees through the work environment, job requirements, supervisory behaviour and ancillary programs for service delivery.

Hence, the participative management style has been widely accepted as a core concept of Quality of Work Life as it creates opportunities for employees to have an influence upon their working environment by participating in decision-making regarding their job and thereby enhancing their self-esteem and the level of satisfaction realised (Kiernan & Knutson, 1990:104). Kim (2002b:232) agrees, stating that participative management and empowerment through human motivation will positively influence job satisfaction and productivity. Other studies indicate that employee management delivers better performance, increased labour productivity, enhanced guest satisfaction and an improved competitive advantage (Ball, Johnson & Slattery, 1986:141; Tanke, 2001:4; Hu & Cai, 2004:28; Baum, 2007:1383, Smeral, 2007:27; Cook, Yale & Marqua, 2010:182; Barrows, Powers & Reynolds, 2012:688).

With these desired outputs in mind, there has been well-known research done by various authors' Ladhari (2009) researches hospitality and satisfaction and found that service quality used direct and indirect effects through emotional satisfaction on behavioural intentions. Riley (2006) constructed the career patterns of those with food and beverage backgrounds and found that the career paths were changing but suspected that skills were the foundation. Studies that

have been done on the Quality of Work Life include Green & Hatch (2002), who investigated empowerment and autonomy as the true cornerstones of effectiveness. Manning, Davidson & Manning (2005) concluded that organisational climate influenced employee turnover and employee perception influenced customer satisfaction, while Lee, Singhapakdi & Sirgy (2007) found that Quality of Work Life had a positive influence on job satisfaction and organisational commitment in marketing managers. However, many of these studies focus on other sectors of business (such as marketing), while there are only sparse references to the food and beverage sector, specifically.

Any investigation into the Quality of Work Life of employees in the food and beverage sector or into how their satisfaction plays a role in the quality of service delivery and productivity has, to date, received limited attention (Lau, 2000:424). This study will investigate the relationship that work life domains (that contribute to Quality of Work Life) have on food and beverage service employees' perceived service delivery and productivity, so that the sector can improve working conditions and so, in return, establishments will have the opportunity to improve their own performance. Thus, it is critical to investigate the influence that work life domains have on perceived service delivery and productivity to illustrate the impact that employees have on organisational performance and customer satisfaction (Cole & Cole, 2006:3).

1.3. Problem statement

Quality service is defined as the judgment or perception resulting from customers' evaluation processes, whereby customers compare their expectations with the service they perceive they have received (Bhanugopan, 2004:178; Barrows *et al.*, 2012:667; Page & Connell, 2009:564). The hospitality industry, as well as the larger tourism industry, is service orientated and, as the food and beverage sector is one of the largest contributors to the tourism labour force, investigating the quality of service delivery is essential (Smith 1994:587; Lashley, 2000:6; Sharpley & Forster, 2003 and Matzlera & Renzl, 2007). However, the performance of employees in hospitality is seen as a critical dimension of quality for, as far as the customer is concerned, the employees' performance constitutes the service delivered (Crick & Spencer, 2011:469; Baum, 2006:81). The nature and characteristics of the food and beverage sector influence the quality of service that is delivered, as do the challenges that influence employee performance. This indicates the importance of food and beverage service employees and their perceptions of their own service delivery and productivity, as the employees and their performance is critical for service encounters (Brayfield & Crockett, 1955:396; Sandoff, 2012:10). The employees are the ones who, *via* their actions, aim to fulfil the goal of high service quality and to satisfy guests. Employees are the face of the organisation and represent the image of the establishment (Sandoff, 2012:11). Humborstad, Humborstad & Whitfield

(2008:49) state that service performance gaps emerge when quality service, as established by management and customers, are not delivered by service employees. It is a truism that employees are likely to treat customers in the way that they themselves are treated by management, thus employees who perceive management support and interest will most likely be more capable and committed to customer satisfaction through service delivery and productivity (Vieira, 2005:31). Accordingly, this study will attempt to answer the following question: ***What are employees' perceived service delivery and productivity in the food and beverage sector in Potchefstroom?*** This will be done by specifically investigating how commercial food and beverage service employees in Potchefstroom perceive their own service delivery and productivity.

1.4. Goals and objectives

In this section, the goals and objectives are listed.

1.4.1 Goal

To determine the perceived service delivery and productivity in the food and beverage sector in Potchefstroom.

1.4.2. Objectives

To ensure that the goal of the study is reached, the following objectives are formulated:

- To explore the effective management of employees, in the food and beverage sector, by means of a literature review.
- To investigate the relationship between Quality of Work Life and perceived service delivery and productivity through a literature review.
- To conduct a survey and to obtain sector specific information regarding the perceptions of the commercial food and beverage service employees in Potchefstroom, using an empirical analysis.
- To draw conclusions from, and make recommendations based on the survey of the perceived service delivery and productivity in the food and beverage sector in Potchefstroom.
- To construct an article on the perceived service delivery and productivity of employees in the commercial food and beverage sector in Potchefstroom.

1.5. Method of research

This section describes the study focus, questionnaire and the sampling method and survey and the statistical analysis conducted.

1.5.1. Study focus

The research was quantitative in nature. A self-administrated questionnaire was distributed among commercial food and beverage service employees in Potchefstroom, of the Tlokwe Municipality District in the North-West Province of South Africa (see Map 1.1). As shown in Map 1.1, Potchefstroom is located on the Eastern border of the North West Province of South Africa. It is in relatively close proximity to major metropolitan areas of South Africa such as Johannesburg, Ekurhuleni Metropolitan Municipality and Pretoria (Tshwane Metropolitan Municipality). Potchefstroom is a vibrant city with many amenities, including a world-renowned University. The city attracts many international visitors, as the weather conditions are excellent for sport training. Accordingly, in this expanding city, there is a wide variety of commercial food and beverage establishments and employees who are employed by the various establishments to serve people from every lifestyle.



Map 1.1: Map of South Africa, indicating Potchefstroom with an A

Source: Google Maps <https://maps.google.co.za/maps?hl=en&client=firefox-a&hs=1X5&rls=org.mozilla>

The establishments participating in this research study include hotel restaurants, family restaurants, restaurants, fast food outlets, bars, coffee shops and commercial caterers, representing the commercial food and beverage industry in Potchefstroom. As previously mentioned the food and beverage service employees at these establishments completed a self-administrated questionnaire to determine the work life domains that contribute to their Quality of Work Life and to analyse how this contributes to their perceived service delivery and productivity.

1.5.2. The questionnaire

The questionnaire was developed by TREES (Tourism Research in Economic Environs and Society) at the North-West University, Potchefstroom Campus and was adapted from the work of Sirgy *et al.* (2001:249) and on a previous study completed by Naude, Kruger & Saayman (2010:116-125) concerning the Quality of Work Life of Front Office employees. A similar questionnaire was used for related research done by Jones & Pizam (2008:270), concerning the productivity of hospitality operations. The questionnaire used consisted of three (3) sections (See Appendix 1):

Section A included questions to determine the demographic profile of food and beverage service employees, with questions such as *gender, age, relationship status, level of education* and the *type of establishment for which they work*.

Section B was related to work life domains and included five (5) sub-sections, that were measured on a five (5) point Likert scale of agreement where 1 = *Do not agree at all* and 5 = *Totally agree*. The sub-sections, included economy and family needs (B1), where *job attributes* were extracted by including statements relevant to the food and beverage industry, (B2) related to social attributes included statements such as *I have good friends at work, I have flexible hours* and *employees feel valued*. (B3) was related to esteem attributes and included statements such as *I am appreciated at work, my work is knowledgeable* and *guest satisfaction is my goal*. (B4) included measurement of the actualisation attributes and included statements such as *my job allows my full potential, my job allows the use of my talents* and *my job allows greater responsibility*. (B5) consisted of creativity and aesthetic attributes, including statements such as *creativity is encouraged, I have an artistic work place* and *creativity is appreciated*.

Section C related to the business environment and comprised two (2) sub-sections. These statements were also plotted on a 5-point Likert scale of agreement. The first part, (C1), included organisational support and employee commitment. It included statements such as *the establishment inspires job performance, I will work hard for the establishment's success* and *this*

is the best establishment to work for to name but a few. The second, (C2), comprised the service and productivity attributes and used statements such as *I am a productive employee, I get frustrated when I am not productive and goals are reached through customer satisfaction.*

1.5.3. Sampling method and survey

The questionnaires were administered from November 2011 to February 2012 at selected commercial food and beverage establishments in Potchefstroom. The owners or managers of the respective establishments in Potchefstroom were contacted to gain permission, and to determine if employees would be allowed to complete the questionnaire during working hours. The sample size used included 450 commercial food and beverage service employees in Potchefstroom. The target population was chosen based on availability of the employees at the selected establishments. The use of Stratified random sampling technique (used in this study), sometimes called proportional or quota random sampling, involves dividing the population into homogeneous subgroups and thereafter taking a simple random sample of each subgroup (Trochim & Donnelly, 2007:44). Krejcie & Morgan (1970:608) recommended the following formula for calculating the sample size:

$$\text{Size} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P(1-P)}$$

where

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Therefore, for a population (N) of 460, a sample size of 210 is required. In total, 224 completed questionnaires were received and included in the analysis. This exceeds the required number of questionnaires.

1.5.4. Statistical analysis

The data was captured in the Statistical Package of Social Sciences (SPSS), version 20.0 (SPSS Inc., 2012), that was later utilised for the statistical analysis, as well as to ensure the

accuracy and reliability of the analytical process. This ensured that the data was interpretable according to the goals and objectives that were set for the research. Amos (Arbuckle, 2012) was utilised for the Structural Equation Model (SEM). The statistical analysis used in this study consisted of three (3) stages. Firstly, the profile of the respondents, the work life domains and the employees' business environment were compiled with the help of two-way frequency tables and were illustrated using Figures and Tables. Secondly, an Exploratory Factor Analysis (EFA) was done on the work life domains: *job attributes, social attributes, esteem attributes, actualisation attributes, creativity and aesthetic attributes, organisational support and employee commitment and perceived service delivery and productivity*. Thirdly, a Structural Equation Model was performed that sought to indicate the relationship between the work life domains and the influence thereof on perceived service delivery and productivity. A brief description of each analysis used is given below:

- Factor analysis

A factor analysis is used to find latent variables or factors among observed variables (Tustin, Ligthelm, Martins & Van Wyk, 2005:668). The purpose of a factor analysis is to determine which items belong together in the sense that they are answered similarly and therefore measure similar dimensions or factors (Pietersen & Maree, 2008:219).

- Structural Equation Model

The purpose of a Structural Equation Model (SEM) is to study the complex relationships among variables, where some variables can be hypothetical or unobserved. It is model-based, where one or more competing models are used. SEM analytics show which models fit and where there are redundancies. This can help pinpoint what particular model aspects seem to be in conflict with data (Wothke, 2010:6).

1.6. Key concepts

The following concepts are used throughout the study and therefore need some clarification, so that the context and content of the study may be clearly understood.

1.6.1. Food and beverage sector

According to Davis *et al.* (2008:2), the food and beverage sector is considered the provision of food and beverages away from home, and is simply one element of a broader hospitality industry. Edwards & Causa (2009:2), as well as Lillicrap, Cousins & Smith (2002:2), agree and state that the food service sector refers to the provision (service) of food away from home and could include a beverage whereas the beverage service sector can be categorised as the

service of alcoholic, or non-alcoholic, beverages. It is thus the two associated sectors, food and beverage, that provide nourishment services for guests (Page & Connell, 2009:643).

According to Suklabaidya (2011:145), the food and beverage sector is divided into two major areas of interest, being the commercial and the subsidised/welfare sectors. The commercial food and beverage sector is further divided into the restricted and general market. The focus of this study is the commercial food and beverage sector, specifically, the general market that includes hotels, restaurants, snack bars, fast food, takeaways and pubs. Therefore, where any reference throughout this study is made to the food and beverage sector, it refers specifically to the commercial food and beverage sector.

1.6.2. Food and beverage service employee

A food and beverage service employee is a service attendant who provides food and beverage services using interpersonal skills, product knowledge, and sales techniques to meet or exceed guest's expectations (Centre for Canadian Language Benchmarks, 2005:1). This emphasises the importance of employee management and empowerment, for employees are crucial to service delivery (Howard & Foster, 1999:7). Food and beverage service employees can, but are not limited to, take food and beverage orders, serve orders to guests and are employed in restaurants, hotels, bars, taverns, private clubs, banquet halls or similar establishments (Centre for Canadian Language Benchmarks, 2005:1; Barrows *et al.*, 2012:110; Allen, O'Toole, Harris & McDonnell, 2012:269).

1.6.3. Perceived service delivery and productivity

For the purpose of this study, perception, service delivery and productivity are defined as separate entities and then combined to define perceived service delivery and productivity.

- Perception

Perception is an active and selective process whereby receiving sensory inputs from the environment enables comprehension of the surrounding world (Fridgen, 1996:32; Reisinger & Turner, 2012:149; Schiffman & Kanuk, 2009:152). In a food and beverage sector context, various dimensions of quality service can be perceived differently, depending if the perception is that of a customer, an employee or management. From a customer and management point of view, repeat visitations of customers are encouraged by the positive perception of the friendliness, responsibility and courtesy of service employees (Reisinger & Turner, 2012:185). Therefore, managing of customer's service experience should start with the perceptions of the

employee, as employees are the ambassadors of the establishment, as well as the service deliverer (Tsang, Lee & Li, 2011:484).

- Service delivery

According to the World Health Organisation (WHO, 2008:2), service delivery is an immediate output of the inputs into a system, such as workforce or finances. The quality gap exists between the expectation and the perception of the delivered service (Allen *et al.*, 2012:298) and, according to Reisinger & Turner (2012:184), the quality of the interaction between the customer and the service employee. Tsang *et al.*, (2011:486) assert that quality service is maintained by the nature of service, as the performance (behaviour) of employees is the actual “product” purchased by the customers.

- Productivity

Productivity refers to the efficiency with which resources are used, by relating the quantity of inputs, notably employment of labour and capital, to outputs. It can be quantified using three main measures: firstly, the output per employee, secondly, the output per hour of labour and thirdly, the total factor productivity that measures output per unit of inputs (Blake, Sinclair & Soria, 2006:1101). The output per employee is often used as the measure as it is straightforward to quantify and the necessary data (total output and employment) is readily available and it can be linked to the objective of raising total output growth. Productivity is not, however, a well understood concept, for it is not only input cost and ratio-based measures, but also includes acknowledging quality service, guest satisfaction and worker happiness as elements of the productivity equation (New Zealand Tourism Research Institute, 2007:20; Mill, 2008:270; Ball *et al.*, 1986:142).

Thus for the purpose of this study, perceived service delivery and productivity can be defined as the manner in which employees make sense of the inputs incorporated into an environment (such as work), to obtain certain outputs (such as quality service, guest satisfaction and employee satisfaction).

1.6.4. Quality of Work Life

Quality of Work Life is concerned with creating work organisations that focus more on the delivery of services or products valued by people, while at the same time being a rewarding and stimulating place for employees to work (Cohen, Kinnevy & Dichter, 2007:475). According to Nel (2001:166), Quality of Work Life reflects the concern of the organisations for their employees, while Sirgy *et al.* (2001:242) define Quality of Work Life as employee satisfaction with a variety of needs through resources, activities and outcomes, stemming from participation in the

workplace. Quality of Work Life consists of various life domains, while work life domains consist of the needs of work (such as economic and family life, health and safety) that influence the quality of life experienced at work, hopefully making individuals more productive, and organisations more successful (Lewis, Brazil, Krueger, Lohfeld & Tjam, 2001:10; Havlovic, 1991:469; Grawitch, Barber & Justice, 2010:136; Hoffman & Cowan, 2008:238; Rose, Beh, Uli & Idris, 2006:2152; Saklani, 2010:88).

1.7. Chapter classification

The study consists of five (5) chapters, as listed in the next section.

Chapter 1

The first chapter includes the title, introduction, background to the study, problem statement, goals and objectives, key concepts and the method of research. Further, this chapter aims to provide an overview of the food and beverage service employees' perceived service delivery and productivity in Potchefstroom; indicating the importance of the undertaking of this study.

Chapter 2

This chapter will focus on the food and beverage sector with specific reference to the different types of establishments and their employees. Further, the management of the sector, as well as of the employees, are discussed to ensure that complexities and challenges faced by the food and beverage sector are fully understood, as these relate to working conditions. An investigation into the importance of employee management and how this relates to perceived service delivery and productivity is also made.

Chapter 3

This chapter focuses on the work life domains that contribute to Quality of Work Life and the manner in which it, in return, contributes to perceived service delivery and the productivity of food and beverage service employees.

Chapter 4

The objective of this chapter is to discuss the results of the survey as well as to illustrate the relationships between various work life domains and perceived service delivery and productivity. The focus is primarily on the statistical data analysis performed on the data that was acquired. The descriptive results are displayed in the form of Figures and Tables, while the Exploratory Factor Analysis (EFA), which is used to obtain the factors, is discussed. The Structural Equation Model (SEM) is also discussed as it illustrates the relationships between the work life domains and the influences thereof on perceived service delivery and productivity.

Chapter 5

This chapter draws conclusions from results of the survey concerning the perceived service delivery and productivity of commercial food and beverage service employees in Potchefstroom. It provides appropriate recommendations to food and beverage managers regarding employee management.