

Conclusions and recommendations



“Never neglect the little things. Never skimp on that extra effort, that additional few minutes, that soft word of praise or thanks, that delivery of the very best that you can do”.

(Augustine “Og” Mandino, 1923-1996)

5.1. Introduction

The aim of this study was to determine the perceived service delivery and productivity in the food and beverage sector in Potchefstroom. To achieve this aim the following objectives were set in Chapter 1 and achieved in their respective chapters.

- The first objective was to explore the effective management of employees, in the food and beverage sector by means of a literature review. This was achieved in Chapter 2 of the study. The importance of management in the food and beverage sector, as well as the importance of managing food and beverage service employees, were emphasised in this chapter. Effective management is vital as the food and beverage sector is burdened with many challenges that adversely influence the overall working conditions of employees and their overall job satisfaction. It is known that the job satisfaction experienced by employees is closely related to Quality of Work Life, which enables employees to design their own level of job satisfaction that, in turn, will contribute to improved perceived service delivery and productivity.
- The second objective was to investigate the relationship between Quality of Work Life and perceived service delivery and productivity through a literature review. This was

achieved in Chapter 3 of the study. This chapter emphasised that the employees' needs are a very important consideration as they contribute to job satisfaction, which is a major contributor to Quality of Work Life. The rationale is that Quality of Work Life contributes to the perceived service delivery and performance of employees, and that satisfied employees tend to be hardworking, more productive and to offer better quality service, especially in a service-orientated sector such as the food and beverage sector.

- The third objective was to conduct a survey and obtain sector-specific information regarding the perception of the commercial food and beverage service employees in Potchefstroom, using empirical analyses. The results indicated that different work life domains and business environment attributes had an influence on perceived service delivery and productivity. Three Structural Equation Models were presented, with a final SEM focusing on the influence of *job, organisational support and employee commitment, creativity* and *aesthetic and actualisation attributes* on perceived service delivery and productivity.
- The fourth objective was to draw conclusions from the results of the research and to make recommendations concerning the perceived service delivery and productivity in the food and beverage sector in Potchefstroom. This chapter will conclude the findings of the research and use the results to make recommendations concerning the effective management of food and beverage service employees.
- The fifth objective was to write an article on the perceived service delivery and productivity of employees in the commercial food and beverage sector. This article is included as Appendix 2 in the study.

The final objective of the study, having drawn conclusions and having made recommendations concerning the perceived service delivery and productivity in the food and beverage sector in Potchefstroom, was to identify aspects that could potentially influence future research. This objective will be completed in this chapter.

5.2. Conclusions

The conclusions will be discussed with regard to the literature review and the survey, as reported in Chapters 2, 3 and 4, respectively.

5.2.1. Conclusions with regard to the literature study

The literature study comprised out of two chapters (Chapter 2 and Chapter 3). In Chapter 2, an analysis of the food and beverage sector was undertaken, while Chapter 3 analysed the Quality of Work Life and perceived service delivery and productivity. The conclusions of Chapter 2 are presented first, followed by the conclusions of Chapter 3.

5.2.1.1. Conclusions with regard to the literature in Chapter 2: An analysis of the food and beverage sector

- The hospitality industry is a major component of the greater tourism industry (c.f. 2.1).
- From the definition of the hospitality industry, the food and beverage sector forms part of it (c.f. 2.1).
- Providing food and beverage services away from the home has become a major contributor to the global economy and to the overall tourism experience (c.f. 2.2).
- Tourist experience is greatly influenced by psychological and social needs, of which the food and beverage sector is an excellent means of satisfying the needs of travellers (c.f. 2.2).
- The food and beverage sector is divided into the commercial and non-commercial sector, and the commercial sector is further divided into the open- and restricted market (c.f. 2.2).
- The commercial food and beverage sectors are composed of various establishments such as restaurants, hotel restaurants, fast food outlets, bars, coffee shops and commercial catering establishments (c.f. 2.2).
- These different types of establishments generate substantial amounts of money, influence economic prosperity and employ a large-scale labour force (c.f. 2.2).
- The various types of commercial food and beverage establishments, such as hotel restaurants, restaurants, family restaurants, fast food outlets, coffee shops and commercial caterers, all require their own specifically skilled and motivated employees (c.f. 2.2).
- The tourism and hospitality product is directly dependant on people for its deliveries. The importance of employees is further emphasised by the perishability and intangible nature of services (c.f. 2.1).
- The services delivered by food and beverage service employees should therefore be seen as the critical dimension of quality (c.f. 2.2.1).
- Successful delivery of service is dependent on people, where the recruitment, management, training and educating of employees play a vital role, while still valuing,

rewarding, supporting, teaching and improving the career development of employees (c.f. 2.3).

- The workplace should therefore create a suitable service climate or culture, such that employees can focus on customer satisfaction, which will influence long-term profits and market value (c.f. 2.1).
- Management is a process approach as it involves the integration of people, work and systems to achieve business objectives. This is done by utilising the four distinct management tasks of planning, organising, leading and control (c.f. 2.3).
- The importance of employee management, as well as the management of employees' working conditions, contributes greatly to an employees' quality of work (c.f. 2.1).
- Management of employees' Quality of Work Life is, nevertheless, not an easy task as the nature of the industry is emphasised in the common work environment challenges faced in the food and beverage sector, including labour, costs, skills, compensation and working conditions. These challenges are discussed and the importance of each is emphasised (c.f. 2.2.2).
- The most pressing challenges in the food and beverage sector include long working hours, high employee turnover, lack of experienced labour force, diminished wages and few opportunities for personal growth (c.f. 2.2.2).
- In South Africa, the main challenges include a shortage of skilled employees and the very low worker productivity, which further supports the contention that low worker productivity directly influences the quality of service delivery (c.f. 2.2.2).
- The management of these challenges is further complicated by the difficulty of controlling quality, the multicultural setting in which services are delivered, and the emotional, aesthetic and labour efforts that are aggravated by unsocial working hours (c.f. 2.2.2).
- Job related aspects such as turnover, job satisfaction, work motivation, job stress and organisational commitment have a major influence on the working environment of employees, as well as affecting the satisfaction that employees experience at their place of work (c.f. 2.3).
- The satisfaction that employees experience contributes to Quality of Work Life, which is influenced by the extent to which employees have control in their work lives (c.f. 2.3).
- The management of the sector and, particularly, of its employees and their working conditions plays a central role in addressing the challenges faced by the sector (c.f.2.1).

5.2.1.2. Conclusions with regard to the literature in Chapter 3: An analysis of Quality of Work Life and perceived service delivery and productivity

- Quality of Work Life reflects the organisations concern for its employees and key aspects in Quality of Work Life include productivity, job satisfaction, participative management style and flexibility of meeting individual needs (c.f. 3.2).
- Job satisfaction is seen as a major output and as motivated employees experience greater levels of job satisfaction, the motivators associated within sectors (salaries and benefits) are vital (c.f. 3.1).
- Meeting and managing the needs of employees is another challenging factor, thus motivating employees should ensure that their needs are met (c.f. 3.1).
- The most efficient way to ensure that employee needs are satisfied is to incorporate employees needs with organisational needs (c.f. 3.1).
- Employee motivation is the deciding factor in work performance and mandates the success and failure of every organisation (c.f. 3.1).
- Ways to motivate employees could include appreciation, recognition, sympathy, job security, good wages, together with promotion and growth opportunities (c.f. 3.1).
- Intrinsic motivation is therefore crucial and influences job satisfaction, which in turn contributes to Quality of Work Life (c.f. 3.1).
- It enables employees to realise their own level of job satisfaction that contributes to improved perceived service delivery and productivity (c.f. 3.1).
- Quality of Work Life started out as a variable expressing the level of employee satisfaction and later developed into an approach and series of programs ultimately designed to increase employees' productivity (c.f. 3.2).
- Quality of Work Life is comprised of various work life domains in accordance with Maslow's needs hierarchy. This states that the satisfaction of one need will spill over to another need; for example, satisfaction with life could spill over to satisfaction at work (c.f. 3.2).
- As satisfaction occurs at different levels of specificity, it follows that the greater the level of satisfaction with domains such as work, the great satisfaction with life will be experienced (c.f. 3.2).
- Work life domains are composed of various work related needs, these needs are characterised by certain attributes and these attributes are used to develop the work life domains (c.f. 3.2).
- Life domains have been grouped into work related attributes that reflect the characteristics associated with work (c.f. 3.2.1). These work life domains and business environment attributes include *job attributes*, *social attributes*, *esteem attributes*,

actualisation attributes, knowledge attributes, creativity and aesthetic attributes and organisational support and employee commitment attributes (c.f. 3.2.1).

- Job attributes influence job satisfaction as increased job satisfaction is likely to result in better performance at work (c.f. 3.2.1).
- Social attributes at work include a functional social network wherein everybody should work together to achieve certain goals (c.f. 3.2.1).
- Esteem attributes are classified into two sets, the first of which is the desire for strength, achievement, adequacy, mastery and competence, confidence, independence and freedom. The second is the desire for reputation or prestige, status, fame, glory dominance, recognition, attention, importance, dignity or appreciation (c.f. 3.2.1).
- Actualisation attributes tend to make people listen to their own inner-voices, they take responsibility, they are honest and they work harder (c.f. 3.2.1).
- Knowledge attributes are vital as the job can get boring, thus it is necessary for employees to feel that they are stimulated cognitively, for example, through training, challenging work tasks and exposure to management/employee decision-making (c.f. 3.2.1).
- Creativity and aesthetic attributes improve the working environment, by making it aesthetically pleasing and industrially functional through layout and design aspects and atmosphere, thus contributing to a more productive employee (c.f. 3.2.1).
- Organisational support and employee commitment attributes create organisational support that influences job satisfaction that, in turn, influences employee commitment. This rational indicates that when employees feel that they are supported by their place of work, for example, by receiving fringe benefits, training opportunities and performance appraisals; that they will be more committed to their establishment, and thus be more productive (c.f. 3.2.1).
- Determining Quality of Work Life in the food and beverage sector is challenging, as there are many occupational stressors associated with the sector (c.f. 3.2.1).
- Job satisfaction is a major contributor to Quality of Work Life (c.f. 3.2.2).
- Job satisfaction is defined as a positive or pleasant emotional state resulting from the appreciation of employees of their own job or experience (c.f. 3.2.2).
- When employees understand why they are performing certain functions and how those functions contribute to the company's objectives, they are more likely to be proficient and productive on the job (c.f. 3.2.2).
- An important way to ensure a desired level of job satisfaction is to ensure that the working environment and conditions are functional and pleasing as these contribute to the satisfaction of needs in the working environment (c.f. 3.3).

- The more positive the perception that employees have towards their jobs, the greater the contribution to high satisfaction that may lead to high performance (c.f. 3.3).
- Quality of Work Life, in collaboration with satisfying working environment needs, will produce employee commitment (c.f. 3.3).
- Service is the performance of the organisation, and its employees, meeting or exceeding the implicit promises made throughout the service encounter (c.f. 3.3.1).
- Perceived service delivery is the way in which employees see their own service delivery and is not the manner in which management or customers perceive the service delivered (c.f. 3.3.1).
- Services are often intangible products, and because of this, customers see employees, who deliver the service, as the tangible facet of service (c.f. 3.3.1).
- The simultaneous production and delivery of services make service employees largely responsible for quality control at the time of the service delivery (c.f. 3.3.1).
- Customers are involved in the production of the service. This creates a special relationship between customers and employees (c.f. 3.3.1).
- There is however, a difference between service and quality service, which is the ultimate goal of any establishment. Determining the quality of services rendered is rather demanding as opinions concerning quality are very subjective (c.f. 3.3.1).
- The investigation into quality service is a result of the effect that it plays on business performance, lower costs, customer satisfaction, customer loyalty and profitability (c.f. 3.3.1).
- Quality and productivity are distinct aspects of performance that parallel the distinction between the physical/cognitive and emotional labour interactions between employees and customers (c.f. 3.3.1).
- The reputation of an establishment is seen as the ability to stay sustainably competitive or, in most cases, the ability to deliver quality services, perforce; including the service employees (c.f. 3.3.1).
- Service is produced and consumed at the same time. For this reason, it is imperative that the service experience is the essential element, as it has the ability to enhance the guest experience (c.f. 3.3.1).
- The most important aspects of the service delivery system are the people who interact with customers or guests as they have the ability to make a difference to how customers feel concerning the value and quality of the experience (c.f. 3.3.1).
- Productivity is mostly driven by physical and human capital, innovation and by the competitive environment (c.f. 3.3.2).
- To deliver great customer service the right culture is needed. This can be facilitated by hiring the right people and then motivating them to perform (c.f. 3.3.2).

- The major factors influencing productivity in the food and beverage sector include staff training, staff recruitment, customer expectations, training of managers and quality service. When these are taken as a whole, it can be concluded that employee management is seen as the primary way to improve productivity (c.f. 3.3.2).
- Employees tend not to perceive any attraction in training where there is a shortage of traditional career opportunities. The human capital investment is nevertheless a key measure to increase productivity, as well trained and managed staff will improve business growth and increase customer satisfaction (c.f. 3.3.2).
- When analysing job satisfaction, quality service and productivity, there is a strong belief that individuals with high job satisfaction will be more productive (c.f. 3.3.2).

5.2.2. Conclusions with regard to the survey

Table 5.1 provides an overview of the demographic profile of the food and beverage employees in Potchefstroom (c.f. 4.3.1).

Table 5.1: Overview of demographic profile

Demographic profile	
Gender	Female (61%); Male (39%)
Average age	31 years
Relationship status	Single (58%); Married and living together (37%)
Level of education	Majority (47%) have Grade 12; High school (21%)
Length of service	Majority (30%) have been working for under one year
Type of Unit employed at	Family restaurant (20%); Bars (19%); Hotel restaurants (17%); Restaurant (16 %); Commercial caterer (15%); Fast food outlet (9%) and Coffee shop (4%)
Added benefits	Received: <ul style="list-style-type: none"> ✓ Staff meals (61%) Do not receive: <ul style="list-style-type: none"> ✗ Stay-in facilities (69%); Medical aid (78%); Pension (73%); Accommodation contribution (74%); Bonus (48%) and Study loans (80%)
Future prospects	25% will have a new job at another type of establishment.

As shown in Table 5.1, the gender profile of the food and beverage service employees indicated that the majority were female (61%) with an average age of 31 years. The majority of the food and beverage service employees were single accounting for 58% of the respondents followed

by the 37% who were married or were living with someone. Many respondents (48%) indicated that their highest level of education (c.f. 4.3.4) was Grade 12, followed by those respondents (21%) who indicated having just high school education. A large percentage (30%) of the employees has not been employed for longer than a year. The majority of the respondents were employed at family restaurants (21%) followed by those employed at bars and clubs (19%). Respondents indicated hotel restaurants (17%) as their place of employment, while 16% are employed at restaurants and 15% indicated that their place of employment is a catering business. The majority (61%) indicated that they receive staff meals as an additional benefit. A quarter (25%) of the employees will have a new job at another type of establishment in the next 5 years.

Table 5.2 gives an overview of work life domains of the food and beverage employees in Potchefstroom. The Table indicates to which extent employees agreed with the work life domains, the mean value of each work life domain is included in the table as obtained from the factor analysis (c.f. 4.11) and shows that esteem attributes obtained the highest mean of all the work life domains (3.68). This indicates that employees agreed with the statements and perceive that esteem is an important attribute.

Table 5.2: Overview of work life domains

Work life domains	
Job attributes Mean value: 2.04	Majority agrees: <ul style="list-style-type: none"> ✓ Reasonable salaries (47%) ✓ Taken care of (52%) ✓ Job allows family time (42%) ✓ Enjoy the F&B industry (47%) ✓ Enjoy serving people (64%) ✓ I am building up experience (62%) Majority disagrees: <ul style="list-style-type: none"> ✗ Working hours are too long (43%) ✗ It is what I studied (65%) ✗ Cannot find a better job (53%) ✗ I have family connections (68%) ✗ I need a job in the area (45%)
Social attributes Mean value : 3.42	Majority agrees: <ul style="list-style-type: none"> ✓ I have good friends at work (62%) ✓ I have flexible hours (44%) ✓ We communicate effectively (60%)

	<ul style="list-style-type: none"> ✓ Employees feel valued (40%) ✓ We have work place unity (50%) ✓ Managers are interested in us (46%)
<p>Esteem attributes</p> <p>Mean value: 3.68</p>	<p>Majority agrees:</p> <ul style="list-style-type: none"> ✓ I am appreciated at work (44%) ✓ My work is acknowledged (55%) ✓ I contribute to our success (69%) ✓ Our uniform looks good (65%) ✓ Guest satisfaction is my goal (79%)
<p>Actualisation attributes</p> <p>Mean value: 3.22</p>	<p>Majority agrees:</p> <ul style="list-style-type: none"> ✓ Job allows my full potential (38%) ✓ Job allows use of my talents (45%) ✓ Job allows great responsibility (55%) ✓ Job allows me to give new and fresh ideas (47%) ✓ Job allows me to lead a meaningful life (45%) ✓ Job allows professional development (50%)
<p>Creativity and aesthetic attributes</p> <p>Mean value: 3.23</p>	<p>Majority agrees:</p> <ul style="list-style-type: none"> ✓ Creativity is encouraged (50%) ✓ I have artistic facilities (33%) ✓ Creativity is appreciated (48%)

In Table 5.3, an overview of the business environment attributes of the food and beverage employees in Potchefstroom is given. The Table indicates to what extent employees agreed with the business environment attributes. The mean value of each business environment attributes, as obtained from the factor analysis (c.f. 4.11), is also included in the Table. Table 5.3 indicates that the majority (77%) of employees will work hard for the establishment's success, but only 48% felt that their current establishment is the best to work for. The majority (80%) indicated that they are productive employees, while 40% disagreed that increasing productivity will decrease quality. Service delivery and productivity obtained the highest mean value (4.00), indicating that respondents agreed the most with the statements of this business environment attribute. This further indicates that employees agreed with the statements, and perceive that service delivery and productivity is an important attribute.

Table 5.3: Overview of business environment attributes

Business environment attributes	
Organisational support and employee commitment Mean value: 3.62	Majority agrees: <ul style="list-style-type: none"> ✓ I will work hard for the establishment's success (77%) ✓ I talk the establishment up to my friends (61%) ✓ My values and the establishments are the same (49%) ✓ The establishment inspires job performance (56%) ✓ I have a good mood during working hours (53%) ✓ The best establishment to work for (48%)
Service and productivity attributes Mean value: 4.00	Majority agrees: <ul style="list-style-type: none"> ✓ I am a productive employee (80%) ✓ I offer individual service for customer needs (61%) ✓ Goals reached through customer satisfaction (77%) ✓ I have good relationships with loyal customers (77%) ✓ I get frustrated when I am not productive (64%) ✓ I am aware of customer complaints (76%) Majority disagrees <ul style="list-style-type: none"> ✗ Increasing productivity will decrease quality (40%)

Table 5.4 indicates the results of the SEM that shows relationship between the work life domains, business environment attributes and perceived service delivery and the influence thereof on productivity (c.f. 4.3.3). The χ^2/df obtained was 2.35 that suggests adequate fit, while other factors (such as creativity and aesthetic-, organisational support and employee commitment- and actualisation attributes) are, according to literature, contributors to perceived service delivery and productivity. The SEM produced the influence between *job-, creativity and aesthetic-, organisational support and employee commitment- and actualisation attributes and perceived service delivery and productivity*.

Table 5.4: Fitted SEM model

SEM fit statistics	
χ^2/df	2.35
Comparative fit index (CFI)	0.87
Root Mean Square Error of Approximation (RMSEA) at a 90% Confidence interval	0.078 [0.070; 0.086]

5.3 Recommendations for managing the perceived service delivery and productivity in the food and beverage sector

Based on the conclusions discussed above, as well as the research results, the following recommendations regarding the results of the research are made:

- **Job attributes**

By improving job attributes that are closely related to job satisfaction, employers in the food and beverage sector can expect higher perceived service delivery and productivity from employees. This will occur once employers take the necessary measures to inspire perceived service delivery and productivity. According to Silva (2006:321), job satisfaction will increase significantly when employees feel that their remuneration, promotion opportunities, fringe benefits, communication and working conditions will improve. Thus, it is necessary that employers investigate what they expect from their employees and what their employees are offered in return. By narrowing the gaps in these calculations, employees will offer higher perceived service delivery and productivity. Employees' perceptions of job satisfaction are particularly relevant in service-based organisations due to its empirical relationship to organisational outcomes such as turnover intention, job performance and customer satisfaction (Susskind *et al.*, 2000:56).

- **Creativity and aesthetic attributes**

Creativity and aesthetic attributes have the ability to influence perceived service delivery and productivity of employees. Managers should try to enhance employees working conditions and thus their ability to perform by ensuring that the working environment is instrumental in addressing those needs required to perform effectively on the job (Vilnai-Yavetz *et al.*, 2002:546). The recommendations can easily be achieved if employers examine the design and layout of the working environment. For example, kitchen layout is an important aspect in all restaurants, seeing that dishes have to leave the kitchen quickly and promptly and still arrive at the customer at an acceptable temperature. It is thus necessary to create optimal work flow for optimal output of service. One example of this is shown as Figure 5.1.

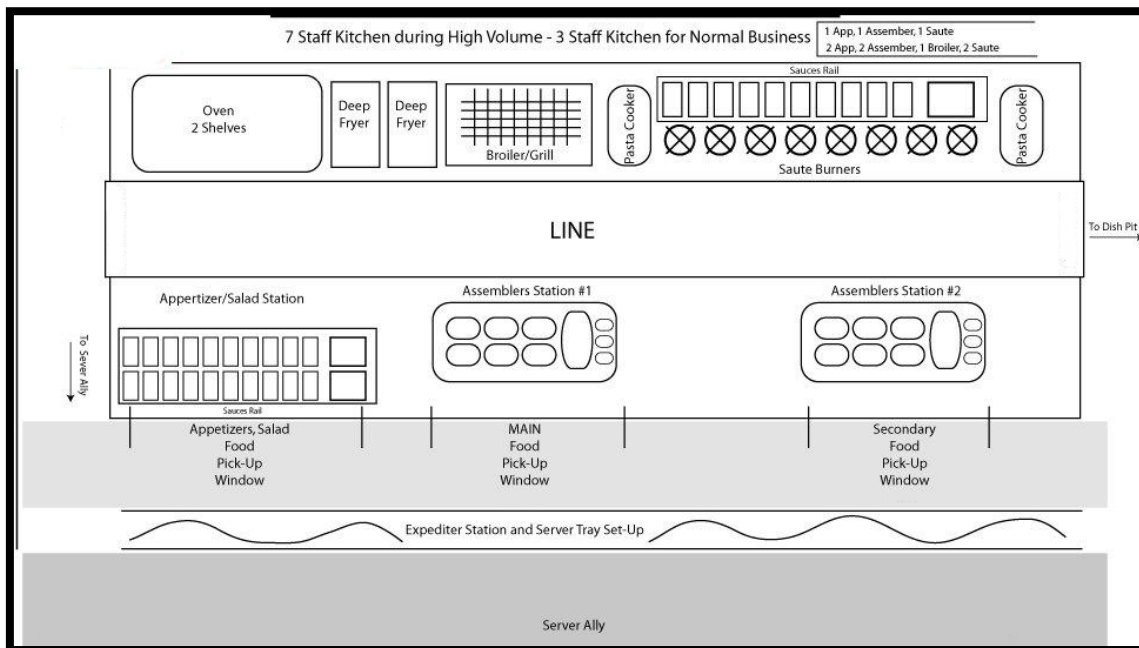


Figure 5.1: Basic commercial kitchen layout

Source: <http://www.linecooking.info/comercial-kitchen-layout.php>

- Organisational support and employee commitment

Susskind *et al.* (2000:56) argue that perceived organisational support influences job satisfaction that itself influences employee commitment. As seen above, job satisfaction plays a vital role in perceived service delivery and productivity of employees. It is conceivable that, when employees perceive their employers as genuinely concerned about them and their needs, the employees would be more committed to the establishment and will be devoted in reaching for success for the establishment.

- Actualisation attributes

According to Margulies & Kleiner (1995:14), when empowering employees and implementing empowered teams, management should treat all employees as one of the team and should spend time getting to know their employees. They must genuinely care about the employee. They should concentrate on the positives, on building the employees' strengths, rather than concentrating on their weaknesses. Investment in people can be shown by creating opportunities for training and development, sharing information on the strategic direction and the performance of the establishment and finally by giving employees some control over decisions affecting them, thus enabling them to be their own authority. This is, however, easier said than done, as employees in the food and beverage sector are mostly uneducated and short of experienced. This is yet another reason why employers should introduce training opportunities and professional development prospects.

5.3.1. Additional recommendations based on employees' perceptions

- Employees indicated that less than half are satisfied with their salaries and that their job does not allow much family time. This is, unfortunately, common in the food and beverage sector as long hours are worked, and poor remuneration, especially wages, are expected for poorly skilled employees. However, less than half of the respondents feel that working hours are too long, but employees seem not to enjoy the food and beverage sector and only work in the sector as the result of proximity, that is, they need a job in the area. It is advised that management seek to uplift the employee morale, which can be done by adding benefits like bonuses for excellence or health related benefits, as literature confirms that a happy employee is a productive employee.
- Employees indicated that they do not have a flexible working hour, which is common for the food and beverage sector, but they also do not feel valued. It is advised that management become involved with their employees and take a genuine interest or offer sincere acknowledgement. One way to show interest is to have an open door policy, so that employees can consult management on a variety of subjects.
- Employees feel unappreciated at work and it is recommended that management implement a programme that acknowledges and encourages productivity and hard work. The esteem of employees is closely related to approval and acknowledgment, which indicates that improving the manner that recognition is given by management, would influence perceived service delivery and productivity. This can be augmented by “employee of the month” types of programme or by recognising an employees' efforts in front of all the co-workers.
- Employees indicated that their full potential and their talents are not utilised at work, nor are they consulted when new ideas are to be given. This adversely influences their ability to lead a meaningful life. Moreover, nearly half feel that creativity is not appreciated and that their work facilities are not artistic. It is recommended that management try to involve employees in creating better service delivery when new ideas are necessary. Furthermore, it is encouraged that management try to unlock the potential of their employees by seeking to discover talents that management might have been unaware of, for by approving the use of these talents and potential, as well as by improving work conditions, employees will experience significance in their lives.
- Employees indicated that they need new skills. Management should also do skill development and on-the-job training. This could be an added benefit or reward, which

will ensure healthy competition between employees and further improved productivity and service delivery.

- Less than half of employees indicated that their values and those of the establishments for which they work are the same, and that they believed the establishment they are now working for is not the best one to work for. It is recommended that management examine the corporate culture of their establishment closely to ensure that everyone feels safe and welcome at work as well as examining operating procedures to ensure compliance with attitudes of respect, honesty and due diligence.
- Employees indicated that increasing productivity would not influence the quality of service delivery. This might be that employees feel that being more productive will ensure better quality service. It is advised that management try to isolate which units in their establishment might feel somewhat bored at work or under stimulated. Cognitive stimulation might be able to improve, or even better, the current quality of service. This can be achieved through development programs and training opportunities.

5.4 Recommendations for future research

Based on this research, the following aspects need further research. This study focused on commercial food and beverage employees in Potchefstroom. It is thus recommended that:

- This research should be expanded into other sectors (such as the accommodation sector) of the hospitality industry or other industries (such as travel industry) of the greater tourism industry. This might offer other sets of results. This will give a more holistic view of hospitality employees' perceived service delivery and productivity.
- This research should be expanded vertically through all the different levels of management, to evaluate their different perspectives. It would be interesting to see what top-, middle- and operational-management perceives as the important contributors to service delivery and productivity.
- This research should be taken to a national level to investigate whether or not city areas, where minimum wages are higher, would indicate similar results.
- Each type of establishment should be researched to evaluate the differences of the perception of the respective groups of employees regarding service delivery and productivity in their establishments. For example, do employee perceptions vary from establishment (restaurants) to establishment (coffee shops)?
- Different service employees' perceptions should be evaluated regarding service delivery and productivity, particularly concerning the type of job that the employee has, for

example looking separately at groups of waiters, bar employees, chefs and even researching the perceptions of managers.