

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**



**FACTORS CONTRIBUTING TO THE ADOPTION OF QUALITY  
MANAGEMENT SYSTEMS IN THE HOTEL INDUSTRY IN  
ZIMBABWE**

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**A THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS  
OF THE BINDURA UNIVERSITY OF SCIENCE EDUCATION FOR  
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## ABSTRACT

This study sought to explore factors contributing to the adoption of quality management systems (QMSs) in the hotel industry in Zimbabwe. The hotel industry lags behind regarding the adoption of QMSs. Consolidative analyses of literature was performed so as to identify the factors affecting the adoption of QMSs in the hotel industry, explore the benefits of adopting business excellence (BE) as a tool for improving quality and to identify external stakeholders influencing the adoption of QMSs. To realise the objectives of this research, the study proposed a conceptual framework as per key concepts observed as recurring during the study's literature review analysis. The conceptual framework was used to guide the research's investigation throughout from objectives formulation, the data collection and analysis stages. The study adopted the interpretivism paradigm and used a combination of qualitative approaches in data collection and analysis with a multiple case-study design. The study's sample comprised of nine hotel managers, four managers from key stakeholders [Zimbabwe Tourism Authority (ZTA), Hospitality Association of Zimbabwe (HAZ), Tourism Business Council of Zimbabwe (TBCZ) and Standards Association of Zimbabwe (SAZ)] and forty-eight staff members purposively selected from hotels in Harare. In-depth interviews and focus group discussions were used to generate data. The data were analysed using directed content analysis approach and NVivo 12 software. NVivo 12 was used in the context of setting a solid data analysis for easy comparison of themes and cross cases data. Questions of data trustworthiness were addressed. Credibility was attained by implementing suitable and recognised research methods while transferability was attained by means of the provision of contextual data to establish the background of the research. Confirmability was attained through triangulation and the provision of in-depth methodological explanation. The study revealed that the adoption of QMS in the hotel industry is affected by seven internal factors - high management turnover, high staff turnover, absence of a specialised quality function within the hotels, poor remuneration of hotel employee, shortage of financial resources, lack of product development, hotel size and seven external factors - high taxes and licensing fees, industry over-regulation, high levels of competition and low levels of cooperation, economic challenges, poor industry supporting infrastructure, corruption by authorities and lack of hotel customers' representation. The investigation further revealed a positive relationship between business excellence and QMSs adoption with some of the hotels participating in local business excellence awards like the Zimbabwe National Chamber of Commerce (ZNCC) and others. The study further exposed that there were relatively a number of external stakeholders influencing the adoption of QMSs within the hotel industry which include local authorities, banks and industry associations and councils. The findings reflected that adoption of QMS in the hotel industry bring a number of benefits that enable the hotels to be competitive internationally and locally. The study recommends that hotels must strategically plan for the adoption of QMSs using a multi-stakeholder approach. The study also recommends that hotels need to come up with standard operating procedures and quality policy documents which can be used for reference by their employees and also need to comprehend physical aspects of service quality. A model for adopting QMSs in the hotel industry was developed to assist policy makers address the adoption of QMSs in the hotel industry and in other industries. While this study adopted a qualitative methodology, for further research, the study recommends the adoption of a quantitative method in data collection and analysis of the results.

**Keywords: Hotel, Hotel industry, Quality, Quality Management Systems, Adoption, Factors**

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## DECLARATION: PUBLICATIONS

The following publications are associated with the research presented in this thesis:

- (1) Basera, V., Mwenje, J., and Ruturi, S. (2019). A snap on quality management in Zimbabwe: A perspectives review. *Annals of Management and Organization Research*, 1(2), 77-94. <https://doi.org/10.35912/amor.v1i2.278>
- (2) Basera, V., and Makandwa, G. (2020). Customers' perceptions, expectations and experiences of service quality for hotels in Mutare, Zimbabwe. *Journal of Gastronomy, Hospitality and Travel (JOGHAT)*, 3(1), 51-63. <https://doi.org/10.33083/joghat.2020.30>
- (3) Basera, V., and Mwenje, J. (2021). Stakeholders' awareness of quality and quality management systems in Zimbabwean Hotels *African Journal of Hospitality, Tourism and Leisure*, 10(1): 682-697. <https://doi.org/10.46222/ajhtl.19770720-126>
- (4) Basera, V., and Mwenje, J., (2021). Factors affecting the adoption of quality management systems (QMS) in Zimbabwean hotels. *African Joournal of Hospitality, tourism and leisure*, 10(1): 682-697. <https://doi.org/10.46222/ajhtl.19770720-132>
- (5) Basera, V. Mwenje, J. (2021). Model of QMS adoption in the hotel industry: A case study of hotels in Zimbabwe, *Journal of Gastronomy Hospitality and Travel*, 4(1), 26-38. <https://doi.org/10.33083/joghat.2021.55>
- (6) Mwenje, J and Basera, V., (2021). Business excellence models and external stakeholders influencing the late adoption of quality management systems in Zimbabwe hotel industry. *African Journal of Hospitality, Tourism and Leisure*. 10(6):1848-1866. DOI: <https://doi.org/10.46222/ajhtl.19770720.196>

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---

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## TABLE OF CONTENTS

ABSTRACT .....	ii
DECLARATION: PLAGIARISM .....	iii
DECLARATION: SUPERVISOR .....	iv
DECLARATION: PUBLICATIONS .....	v
ACKNOWLEDGMENTS .....	vi
DEDICATIONS .....	vii
TABLE OF CONTENTS .....	viii
LIST OF TABLES .....	xviii
LIST OF FIGURES .....	xix
LIST OF APPENDICES .....	xx
ABBREVIATIONS AND ACRONYMS .....	xxi
CHAPTER 1 INTRODUCTION .....	1
<b>1.1 Introduction</b> .....	<b>1</b>
<b>1.2 Background of the problem</b> .....	<b>3</b>
<b>1.3 Statement of the research problem</b> .....	<b>11</b>
<b>1.4 Purpose of the study</b> .....	<b>12</b>
<b>1.5 Objectives of the study</b> .....	<b>12</b>
<b>1.6 Research questions</b> .....	<b>13</b>
<b>1.7 Significance of the study</b> .....	<b>14</b>
1.7.1 The hotel proprietors .....	14
1.7.2 Customers .....	14
1.7.3 Government and authorities .....	15
1.7.4 Academia .....	15
1.7.5 The researcher .....	16
<b>1.8 Assumptions</b> .....	<b>16</b>
<b>1.9 Scope of the research</b> .....	<b>17</b>

1.9.1 Geographical scope.....	17
1.9.2 Conceptual scope.....	18
1.9.3 Population scope.....	18
1.9.4 Methodology scope.....	19
<b>1.10 Limitations of the study .....</b>	<b>19</b>
<b>1.11 Definition of terms.....</b>	<b>20</b>
<b>1.12 Structure of the thesis chapters. ....</b>	<b>21</b>
<b>1.13 Chapter summary .....</b>	<b>22</b>
<b>CHAPTER 2 LITERATURE REVIEW QUALITY AWARENESS .....</b>	<b>24</b>
<b>2.1 Introduction .....</b>	<b>24</b>
<b>2.2 The Hotel industry .....</b>	<b>24</b>
<b>2.3 Theoretical foundations and research gaps .....</b>	<b>27</b>
<b>2.4 Theories of adoption and model construction .....</b>	<b>31</b>
<b>2.4.1 Resource-Based View theory (RBV).....</b>	<b>32</b>
2.4.2 Contingency/Situational Theory.....	33
2.4.3 Chaos theory.....	35
2.4.4 Eisenhardt method of developing theory - Construction of model of QMS adoption .	36
<b>2.5 Level of awareness of quality amongst stakeholder .....</b>	<b>37</b>
2.5.1 Definition of quality .....	37
2.5.2 Dimensions of product quality .....	38
2.5.3 Dimensions of service quality .....	43
2.5.5 Service quality measurement.....	50
2.5.6 Quality gurus and their philosophies .....	52
2.5.7 Quality guru’s overall perspective.....	59
2.5.8 Quality management system.....	60
2.5.9 Benefits of QMS.....	69
2.5.9.1 Customer satisfaction .....	70

2.5.9.10 Increased awareness of quality .....	73
<b>2.6 Chapter Summary.....</b>	<b>75</b>
<b>CHAPTER 3 LITERATURE REVIEW FACTORS AFFECTING THE ADOPTION OF QUALITY MANAGEMENT SYSTEMS.....</b>	<b>77</b>
<b>3.1 Introduction.....</b>	<b>77</b>
<b>3.2 Internal factors affecting the adoption of QMS .....</b>	<b>77</b>
3.2.1 Employees .....	77
3.2.2 Management .....	79
3.2.3 Inadequate finance.....	80
3.2.4 Failure to embrace trend technology .....	81
3.2.5 Uncoordinated quality communication .....	82
3.2.6 Failure to embrace change.....	82
3.2.7 Departmentalisation of functions.....	83
3.2.8 Organisational size .....	84
<b>3.3 External factors affecting the adoption of QMS .....</b>	<b>84</b>
3.3.1 Political interference.....	85
3.3.2 Dynamic competition .....	86
3.3.3 Technology.....	87
3.3.4 Globalisation.....	87
3.3.5 Regulatory factors.....	88
3.3.6 High exchange rate .....	88
3.3.7 Infrastructure .....	89
3.3.8 Crime and corruption.....	89
3.3.9 Customers .....	90
3.3.10 Best practices .....	91
<b>3.4 External stakeholders that influence the adoption of QMS .....</b>	<b>91</b>
3.4.1 Government .....	92

3.4.2 Financial institutions.....	93
3.4.3 Customers .....	94
3.4.4 Authorities and associations .....	95
<b>3.5 Chapter Summary.....</b>	<b>95</b>
<b>CHAPTER 4 LITERATURE REVIEW BUSINESS EXCELLENCE .....</b>	<b>97</b>
<b>4.1 Introduction .....</b>	<b>97</b>
<b>4.2 An overview of business excellence.....</b>	<b>97</b>
4.2.1 Deming Prize Model.....	99
4.2.2 Malcolm Baldrige National Quality Award .....	101
4.2.3 The European Foundation for Quality Management.....	103
<b>4.3 The Deming Prize, Malcolm Baldrige National Quality Award, European Foundation for Quality Management Evaluation Criteria .....</b>	<b>104</b>
4.3.1 Business results.....	105
4.3.2 Leadership and management .....	106
4.3.3 Customer focus .....	107
4.3.4 Employee involvement .....	108
4.3.5 Continuous improvement .....	108
4.3.6 Planning .....	109
4.3.7 Training of employees .....	109
4.3.8 Effective communication.....	110
<b>4.4 Zimbabwe Quality Awards .....</b>	<b>111</b>
<b>4.5 Conceptual framework .....</b>	<b>113</b>
<b>4.6 Chapter Summary .....</b>	<b>116</b>
<b>CHAPTER 5 RESEARCH METHODOLOGY .....</b>	<b>117</b>
<b>5.1 Introduction .....</b>	<b>117</b>
<b>5.2 Research philosophies and paradigms .....</b>	<b>117</b>
5.2.1 Epistemology .....	118
5.2.2 Ontology .....	119

5.2.3 Axiology .....	120
<b>5.3 Research Design.....</b>	<b>120</b>
<b>5.4 Research approaches.....</b>	<b>122</b>
<b>5.5 Research strategies.....</b>	<b>123</b>
5.5.1 Multiple Case study design.....	123
<b>5.6 Time horizon and scope of the study .....</b>	<b>125</b>
<b>5.7 Population and sampling technique .....</b>	<b>125</b>
5.7.1 Population.....	125
5.7.2 Sampling technique .....	127
<b>5.8 Data collection techniques and procedures.....</b>	<b>130</b>
5.8.1 In-depth qualitative interviews .....	131
5.8.2 Focus group discussions .....	133
<b>5.9 The researcher as a research instrument .....</b>	<b>137</b>
<b>5.10 Data presentation, analysis and interpretation. ....</b>	<b>138</b>
<b>5.11 Trustworthiness.....</b>	<b>140</b>
5.11.1 Credibility.....	140
5.11.2 Transferability .....	142
5.11.3 Dependability.....	143
5.11.4 Conformability.....	144
5.11.5 Triangulation .....	144
5.12 Ethical considerations.....	145
5.12.1 Anonymity and confidentiality.....	145
5.12.2 Voluntary participation.....	146
5.12.3 Informed consent .....	146
5.12.4 Deception.....	147
3.12.5 Human rights .....	147
5.12.6 Accuracy.....	147

<b>5.13 Chapter summary .....</b>	<b>147</b>
<b>CHAPTER 6 DATA PRESENTATION, ANALYSIS, DISCUSSION AND INTERPRETATION</b> .....	149
<b>6.1 Introduction .....</b>	<b>149</b>
<b>6.2 Research questions .....</b>	<b>149</b>
<b>6.3 Word cloud and coding charts .....</b>	<b>150</b>
6.3.1 Word cloud .....	150
6.3.2 Focus group coding chart .....	150
6.3.3 Interview coding chart - Managers .....	151
6.3.4 Interview coding chart – Key stakeholders .....	153
<b>6.4 Description of research sites.....</b>	<b>154</b>
6.4.1 Ownership and size.....	155
6.4.2 Organisation structure.....	155
6.4.3 Product Range.....	159
6.4.4 Market Target .....	159
<b>6.5 Research Participants .....</b>	<b>159</b>
<b>6.6 Theme One: The level of stakeholders’ awareness of QMS in Zimbabwe’s hotel industry .....</b>	<b>160</b>
6.6.1 Sub theme one: Quality defined .....	161
6.6.2 Sub theme two: Dimensions of service quality .....	162
6.6.3 Sub theme three: Customer satisfaction .....	163
6.6.4 Sub theme four: Quality Management Systems - Quality philosophy .....	164
6.6.5 Sub theme six: Benefits of QMS .....	165
6.6.6 Summary of the findings .....	166
<b>6.7 Theme two: The internal factors contributing to the adoption of QMS within the Zimbabwe hotel industry .....</b>	<b>166</b>
6.7.1 Sub theme one: Employees.....	167
6.7.2 Sub theme two: Management capability .....	169

6.7.3 Sub theme three: Finance .....	170
6.7.4 Sub theme four: Failure to embrace technology.....	170
6.7.5 Sub theme five: Quality communication .....	172
6.7.6 Sub theme six: Failure to embrace change .....	173
6.7.7 Sub theme seven: Departmentalisation of functions .....	174
6.7.8 Sub theme eight: Organisation size/structure .....	175
6.7.9 Summary of the findings .....	176
<b>6.8 Theme three: The external factors contributing to the adoption of QMS within Zimbabwe’s hotel industry .....</b>	<b>177</b>
6.8.1 Sub theme one: Government regulations and laws .....	177
6.8.2 Sub theme two: Dynamic competition .....	178
6.8.3 Sub theme three: Technology and Globalisation.....	179
6.8.4 Sub theme four: High exchange rate .....	179
6.8.5 Sub theme five: Infrastructure .....	179
6.8.6 Sub theme six: Crime and corruption.....	180
6.8.7 Sub theme seven: Customers.....	180
6.8.8 Sub theme eight: Best practices.....	180
6.8.9 Summary of the findings .....	181
<b>6.9 Theme four: The benefits of adopting Business Excellence as a tool for improving quality in Zimbabwe’s hotel industry.....</b>	<b>182</b>
6.9.1 Sub theme one: Model of Business Excellence.....	183
6.9.2 Sub theme two: Business results .....	183
6.9.3 Sub theme three: Leadership/management.....	184
6.9.4 Sub theme four: Customer focus .....	184
6.9.5 Sub theme five: Human resources focus .....	185
6.9.6 Sub theme six: Process management.....	185

6.9.7 Sub theme seven: Continuous improvement .....	186
6.9.8 Summary of the findings .....	187
<b>6.10 Theme five: The external stakeholders influencing the adoption of QMS within Zimbabwe’s hotel industry .....</b>	<b>187</b>
6.10.1 Sub theme one: Government .....	188
6.10.2 Sub theme two: Financial institutions .....	189
6.10.3 Sub theme three: Customers .....	189
6.10.4 Sub theme four: Authorities and associations .....	190
6.10.5 Summary of the findings .....	191
<b>6.11 Relationships, patterns and testing of cases against full range of data .....</b>	<b>191</b>
6.11.1 Focus groups.....	191
6.11.2 Managers’ responses.....	192
6.11.3 Key stakeholders’ responses.....	193
6.11.4 Themes.....	194
<b>6.12 Discussion of the study results .....</b>	<b>196</b>
6.12.1 Theme One: The level of stakeholders’ awareness of QMS in Zimbabwe’s hotel industry .....	197
6.12.2 Theme two: The internal factors contributing to the adoption of QMS within Zimbabwe’s hotel industry .....	201
6.12.3 Theme three: The external factors contributing to the adoption of QMS within the Zimbabwe hotel industry .....	207
6.12.4 Theme four: The benefits of adopting BE as a tool for improving quality in Zimbabwe’s hotel industry .....	211
6.12.5 Theme five: The external stakeholders influencing the adoption of QMS within Zimbabwe’s hotel industry .....	214
6.12.6 Relationships, patterns and testing of cases against full range of data.....	217
<b>6.13 Theories of adoption .....</b>	<b>219</b>

6.13.1 Resource-Based View theory (RBV) .....	219
6.13.2 Contingency Theory .....	220
<b>6.14 Chapter summary .....</b>	<b>222</b>
<b>CHAPTER 7 SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>224</b>
<b>7.1 Introduction .....</b>	<b>224</b>
<b>7.2 Restating the research objectives and questions .....</b>	<b>225</b>
7.2.1 Research objectives .....	225
7.2.2 Research questions .....	226
<b>7.3 Unique contributions .....</b>	<b>226</b>
7.3.1 Literature contribution .....	226
7.3.2 Methodology contribution .....	227
7.3.3 Practical contribution.....	228
<b>7.4 Summary of the study's findings .....</b>	<b>228</b>
7.4.1 Stakeholders' awareness of QMS in the hotel industry.....	228
7.4.2 Internal factors contributing to the adoption of QMSs by the hotels .....	229
7.4.3 External factors contributing to the adoption of QMSs by hotels .....	230
7.4.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry .....	231
7.4.5 External stakeholders influencing the adoption of QMSs in the hotel industry .....	231
<b>7.5 Conclusions of the study .....</b>	<b>232</b>
7.5.1 Stakeholders' awareness of QMS in the hotel industry.....	232
7.5.2 Internal factors contributing to the adoption of QMS within the hotel industry .....	233
7.5.3 External factors contributing to the adoption of QMSs within the hotel industry .....	233
7.5.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry .....	234
7.5.5 External stakeholders influencing the adoption of QMS within the hotel industry ...	234
<b>7.6 Recommendations .....</b>	<b>234</b>

<b>7.7 Recommendations for further research .....</b>	<b>241</b>
REFERENCES .....	242
APPENDICES .....	274

---

## LIST OF TABLES

Table 1.1: Zimbabwe Hotel Occupancy (2007-2019) .....	4
Table 1.2: Percentage contribution of Tourism to GDP, employment and exports.....	5
Table 2.1: Definition of Quality.....	37
Table 2.2: Dimensions of service quality .....	45
Table 2.3: Universal processes for managing quality .....	54
Table 2.4: Benefits of QMS adoption in tourism and hospitality industry.....	74
Table 4.1: Quality awards evaluation criteria .....	105
Table 5.1: Population distribution of hotels in Zimbabwe .....	126
Table 5.2: Sample dimension and data codes .....	129
Table 5.3: Data collection plan .....	134
Table 5.4: Alignment of research questions to the data collection method .....	137
Table 6.1: Description of hotel research sites.....	154
Table 6.2 The level of stakeholders' awareness of QMS in the Zimbabwe hotel industry .....	160
Table 6.3: The internal factors contributing to the adoption of QMS within Zimbabwe's hotel industry .....	167
Table 6.4: The external factors contributing to the adoption of QMS within Zimbabwe's hotel industry .....	177
Table 6.5: The benefits of adopting Business Excellence as a tool for improving quality in the Zimbabwe hotel industry .....	182
Table 6.6: The external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry .....	187

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## LIST OF FIGURES

Figure 1.1: Cause and effect diagram for hotels poor quality.....	6
Figure 1.2: Contribution of tourism to GDP, employment, exports and room occupancy.....	9
Figure 1.3: Scope of the research.....	17
Figure 1.4: Thesis structure.....	22
Figure 2.1: Organisational Chart of a full-service hotel .....	27
Figure 2.2: Customer satisfaction – Gap Model of service quality .....	50
Figure 3.1: Business Environment.....	92
Figure 4.1: A simplified Deming Prize Model .....	101
Figure 4.2: Conceptual framework .....	115
Figure 5.1: Research Philosophies and paradigms .....	118
Figure 5.2: Research design.....	121
Figure 5.3: Illustration of the methodological triangulation used by the researcher .....	131
Figure 6.1: Word cloud.....	150
Figure 6.2: FG 2 coding charts .....	151
Figure 6.3: M1 coding chart.....	152
Figure 6.4: K2 coding chart.....	153
Figure 6.5: General management structure of independent hotels .....	156
Figure 6.6: General management structure of chain hotels .....	158
Figure 6.7: FG1 and FG 2 comparison .....	192
Figure 6.8: K3 and K4 comparison.....	194
Figure 6.9: Hierarchy chart.....	195
Figure 6.10: Theme codes comparison .....	196
Figure 7.1: The model for adopting quality management systems in the hotel industry .....	237

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## LIST OF APPENDICES

Appendix 1 Hotels in Harare .....	274
Appendix 2 Theoretical foundations and research gaps .....	276
Appendix 3 Sample dimension and sample justification .....	278
Appendix 4 Introduction Letter .....	281
Appendix 5: Consent Form.....	282
Appendix 6 Interview guide for managers.....	283
Appendix 7 Focus group discussion guide for the staff members .....	286
Appendix 8 Interview guide for key external stakeholders .....	287
Appendix 9 Language editor’s certificate.....	288
Appendix 10 Originality Report .....	290
Appendix 11 Personal Journey.....	291

## **ABBREVIATIONS AND ACRONYMS**

ASC	Assured Safe Catering (ASC) and ISO 22000
ASQ	American Society of Quality
BE	Business Excellence
CQI	Continuous Quality Improvement
DMAIC	Define Measure Analyse Improve Control
FSM	Food Safety Management
GDP	Gross Domestic Product
HACCP	Hazardous Analysis Critical Control Point
HAZ	Hospitality Association of Zimbabwe
ISO	International Standards Organisation
MBNQA	Malcom Baldrige National Quality Award
PDCA	Plan Do Check Act
QC	Quality Costs
QMS	Quality Management System
RBV	Resource Based View
RTG	Rainbow Tourism Group
SAZ	Standards Association of Zimbabwe
SMED	Single Minute Exchange Dies
TBCZ	Tourism Business Council of Zimbabwe
TQC	Total Quality Control
TQM	Total Quality Management
UNWTO	United Nations World Tourism Organisation
VRIO	Value Rare Imitable Opportunity
VUCA	Volatile Uncertainty Complex Ambiguous
WTTC	World Travel and Tourism Council
ZTA	Zimbabwe Tourism Authority

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Tourism and hospitality industries have undergone enormous growth globally before the outbreak of COVID-19 pandemic, the industries have contributed 10.3% (US \$8.9 trillion) to gross domestic product (GDP), 6.3% (US\$948 billion) capital investment and supported 330 million jobs (1 in 10 jobs) around the world (World Travel and Tourism Council (WTTC), 2019; United Nations World Tourism Organisation (UNWTO), 2019). Despite the difficulties the industry has been facing as a result of COVID-19, WTTC (2021) projected that travel and tourism is set to grow above 2019 level. Travel and tourism set to create 126 million new jobs and GDP is set to grow on average by 5.8% annually in the next decade between 2022 and 2023 outpacing the growth of the overall economy (2.7% per year). This growth presents the industry with vast opportunities and correspondingly vast challenges; change in tourism and hospitality product demand (Dwyer, Forsyth & Dwyer, 2020), new tourist profiles (Gabriel, 2021), aggressive competition (Ali, Tajeddini & Martin, 2020), use of new technology (Kansakar, Munir & Shabani, 2019) and the emergence of internet traveller communities (Shankar, 2021). The new challenges entail that hotel businesses need to improve their internal efficiency and uphold a sustainable operational advantage.

One of the very prevalent methods of dealing with challenges of this nature includes the establishment of certified quality management systems (QMS) (Drosos & Skordoulis, 2017; Foris, Popescu, & Foris, 2018). QMS bodies have assisted a number of organisations in the world to institute quality management systems that are inspected by autonomous third parties (Foris, Popescu & Foris, 2018; Varotsis, 2019). According to Ballina, Valdes, and Del Valle (2020, p. 14), attaining quality accreditation is a ‘market signal’ that aids an organisation to make a statement about its unseen quality features. Accordingly, a certified organisation might be able to gain competitive advantage versus its non-certified competitors. Over the past twenty years since the turn of the 21<sup>st</sup> century, hotels have discovered quality to be significant to competitive advantage

and market distinction (Oliveras-Villanueva, Llach & Perramon, 2020). QMS such as; the six sigma techniques, total quality management, continuous improvement and lean operations confirm that operations are carried out without fail, that glitches can be detected and fixed, and that the company can always review and better its services and products (Ramphal, 2017; Bhale, Srividhya, Mariappan, Sony & Belokar, 2017; Rastogi, 2020).

Employing a quality management system can bring paybacks to hotel organisations, as it can improve corporate and operational efficiency. There is a vast literature studying reasons, benefits and barriers in relation to implementing QMSs, paying particular attention to, ISO 9001, total quality management, continuous improvement, lean, six sigma, balanced score card, assured safe catering (ASC) and hazard analysis critical control point (HACCP). Nasim (2018) has underscored the existence of external and internal factors affecting the adoption of quality management systems in a systematic literature review aimed at providing a conceptual framework for the development of TQM model for service organisations. QMS can be used as a management instrument that transforms the operations and internal procedures of hotels. Studies specific to the hospitality industry (Rotich, Akunja & Yego, 2012; Lleshi & Syka, 2016; Foris, *et al.*, 2018; Hussain & Khan, 2020; Fayaz, Kumar, Kousar, Sharma & Kumar, 2020) reported motives for the adoption of QMS such as: improving internal control; improving service quality; reduction of service failures and complaints; improvement of efficiency; reduction of costs; improvement in labour productivity; motivation of employees; and affording the initial move towards more advanced quality models. Quality certification improves hotel quality impression and quality distinction; it can be instigated in response to demands from customers, authorities or competitors. Several quality dimensions exist and these include performance, features, reliability, durability, aesthetics, conformance, serviceability and perceived quality that an organisation can leverage on to gain competitive advantage (Hossain, 2019). More specifically, quality dimensions in the hotel services sector such as responsiveness, assurance, empathy and tangibility have proved to be particularly important in the establishment of competitive advantage (Rauch, Collins, Nale & Barr, 2016, Bhuian, 2020).

The contextual background of the problem, statement of the problem, research objectives and questions that guide the research are presented in this chapter. The focus and nature of the study is clarified in the statement of the problem. The key practical and academic contributions are

presented under the significance of the study followed by assumptions of the study, scope of the study, limitations and delimitations of the study.

## **1.2 Background of the problem**

Globally, inferior quality products have been synonymously associated with low to medium rated hotels in the hospitality and tourism industry from countries such as Nigeria, India, Malaysia, Ghana and South Africa (Christie, Fernandes, Messerli & Twining-Ward, 2014; Maarof & Fatimah, 2016; Anuar, Sumarjan & Radzi, 2017; Bhorat, 2018). Research shows that the problem is more apparent in developing countries but findings by Sainidis and Robson (2016) have also indicated that 43.3% of hotels in the United Kingdom (UK) failed to maintain the quality of their services during the recession period in the UK. According to Nain (2018), hotel industry is globally dealing with huge set of key challenges like economy influx, labour shortage and retaining quality personnel, increasing technological demand, maintaining and providing absolute hygiene and cleanliness, providing and maintaining excellent and exceptional guest service standards, providing meaningful and memorable personal experiences, sustainability, increasing competition, lack of sophisticated and latest marketing techniques, difficulties in managing resources and energy, providing impeccable safety and security and providing strong cyber security and data privacy. Today's hotels need to ensure that they exceed expectations at every stage of their guest's stay if they have to ensure long-term profitable growth. To succeed in hotel business, the hotel managers globally need to start working on the above mentioned challenges by formulating effective strategies with immediate effect. Adoption of quality management systems is one of the main strategies that can be used by hotels in dealing with the vast set of challenges in business (Mitreva & Sazdova, 2019; Bruza & Rudancic, 2020; Ballina, Valdes & Del Valle, 2020; Oliveras-Villanueva, Llach & Perramon, 2020). Zimbabwean hotels are without exception.

Zimbabwe is lowly ranked at 114 out of 136 countries, conferring to the 2019 Global Competitiveness Report by World Economic Forum. According to the ZTA annual reports, since 2007; average occupancy rate per annum of hotels in Zimbabwe has never exceeded 53% as shown in Table 1.1 below. In 2017, one of the biggest hotel chains in Zimbabwe, the Rainbow Tourism Group (RTG) recorded an occupancy rate of 57% which is their highest since the year 2000 (Rainbow Tourism Group (RTG), 2017). In 2019 the overall national average bed occupancy

declined by 7 points from 39% in 2018 to 32% in 2019 (Zimbabwe Tourism Authority (ZTA), 2019). Room capacity has been growing slowly from 6 266 rooms in 2007 to 6 676 in 2019 which is a growth of 6.5 %. There was also an unchanged hotel clientele mix of 84 % locals and 16 % foreigners (ZTA, 2019). Also, tourism contribution to GDP, employment and exports in the period 2007 to 2019 remained below 10% with only a record of a 21.8% towards GDP in the years of hyperinflation (Table 1.2), inferring the struggles that hotels are faced with in the hospitality industry. Although various quality management systems exist such as total quality management (TQM), ISO 9001:2015, ISO 14001, Malcom Baldrige National Quality Award, Demming 14 points and six sigma (Foris, *et al.*, 2018; Nanda, 2016) that can be used as quality improvement tools, very little has been done to embrace quality systems by hotels in Zimbabwe so that they become more competitive.

**Table 1.1: Zimbabwe Hotel Occupancy (2007-2019)**

	Room Capacity in 2019	Room occupancy %												
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Harare</b>	2491	36	50	55	53	53	58	52	59	57	57	55	63	49
<b>Bulawayo</b>	785	34	48	48	49	47	51	52	44	42	37	46	51	37
<b>Mutare/Vumba</b>	537	42	46	47	57	57	44	42	40	38	40	41	48	45
<b>Nyanga</b>	244	24	22	22	33	33	35	42	41	37	42	37	45	37
<b>Midlands</b>	314	26	29	37	36	35	62	51	35	29	33	37	37	36
<b>Masvingo</b>	190	30	39	30	49	49	54	45	37	43	32	46	44	35
<b>Kariba</b>	447	29	40	23	40	40	46	43	45	38	49	43	44	33
<b>Hwange</b>	293	14	12	14	24	25	26	27	21	19	22	25	31	19
<b>Victoria Falls</b>	1199	29	28	40	46	50	45	53	49	49	52	55	58	52
<b>Beitbridge</b>	176	49	73	61	63	62	61	42	32	14	23	18	37	27
National	<b>6676</b>	<b>34</b>	<b>41</b>	<b>46</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>48</b>	<b>48</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>53</b>	<b>44</b>

**Source:** Zimbabwe Tourism Authority Annual Reports (2007- 2019)

Zimbabwe is the second largest tourist destination in Southern Africa (UNWTO, 2019). The aggregate contribution of tourism to the country's Gross Domestic Product (GDP) in 2019 was \$USD1.2 billion which contributed 7.3% of the total GDP (Zimbabwe Tourism Authority (ZTA), 2019). In 2019 alone, the tourism sector in Zimbabwe contributed about 5.1% of the jobs in the country with around 159 500 people employed in the industry. Though the industry was second best in Southern Africa, its contribution was significantly very little as compared to USD 24.6 billion to the GDP of South Africa and 9.1% of total employment (World Travel and Tourism Council (WTTC), 2020). Whilst it can be argued that the South African economy is significantly

larger than the Zimbabwean economy, South Africa offers better priced tourism packages and quality products (Du Plessis & Saayman, 2015). Table 1.2 on next page shows the economic impact of tourism to Zimbabwe's economy from 2007 to 2019.

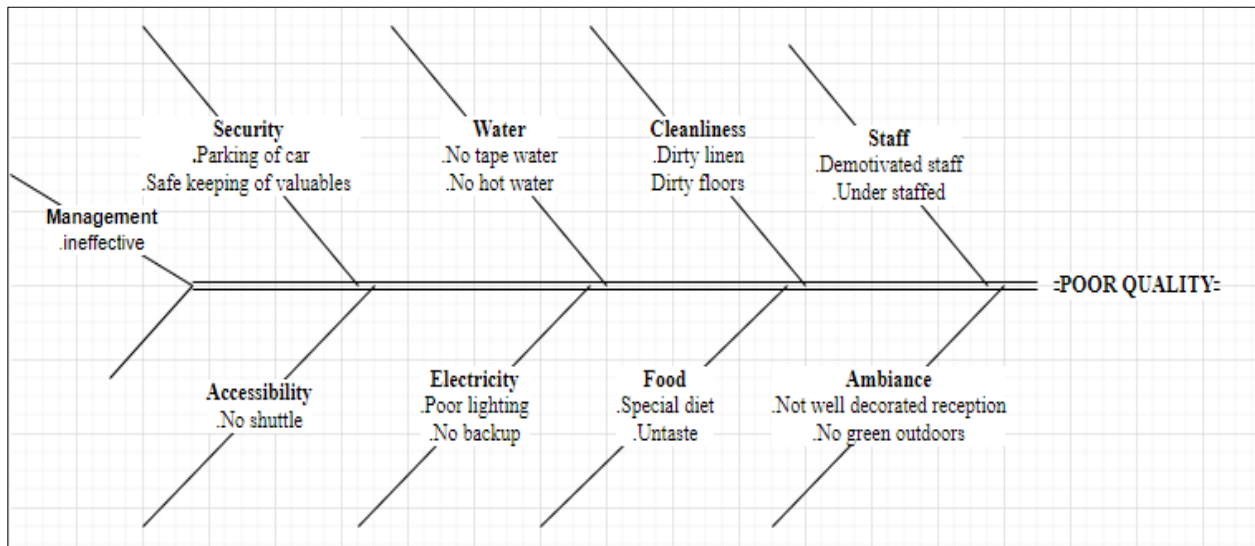
**Table 1.2: Percentage contribution of Tourism to GDP, employment and exports**

<b>Year</b>	<b>GDP Value %</b>	<b>Employment %</b>	<b>Exports %</b>
2019	7.2	5.2	4.7
2018	6.3	3.7	4.7
2017	3.0	1.7	4.7
2016	3.5	2.3	7.3
2015	5.2	3.0	9.0
2014	5.6	3.5	9.5
2013	5.5	3.6	10
2012	5.9	4	10.7
2011	5.7	4.1	8.9
2010	8.8	4.4	10.3
2009	6.5	---	----
2008	21.8	----	----
2007	16.8	-----	----

ZTA Annual Reports (2007-2019)

Zimbabwe has many tourist attractions and has natural wonders and sights that often get massive attention from both international and local tourist (ZTA, 2019). The country has vast business opportunities in tourism, mining, agriculture and manufacturing (African Development Bank, 2019). On the basis of these business opportunities, business in the hotel industry is naturally expected to be high but the opposite is true. Many countries in the Southern African region connect to each other by road through Zimbabwe. There are many hotels in Zimbabwe including world famous hotels such as Holiday Inn Harare, Crown Plaza Monomotapa located in cities and resort areas. The hotels are registered with the ZTA and are star rated. The hotels provide their services to tourists, travellers, business people who hold meetings, conferences and private functions. The hotels are owned by international corporations, local business people and local institutions operating as chain hotels or independent hotels. The hotels are facing quality problems as most of their problems emanate from cleanliness, food quality, customer service, ambience, bedding, lighting, water and security according (Nyangadza, Mazuruse, Muposhi, & Chigora, 2022, TripAdvisor, 2020). The effectiveness of marketing activities depends on the efforts and plans of tourism suppliers and other entities. This posits that marketing is a managerial function that should

be performed in a systematic manner adopting and implementing the appropriate approaches, as well as suitable tools and methods - QMSs (Grant, 2020). Taking a look at quality from a human standpoint, Pareto analysis, check sheets, cause and effect diagram brings out relatively similar problems of quality among the hotels. An Ishikawa diagram which captures the major and ancillary causes of poor quality service in hotels is shown below in Figure 1.1.



**Figure 1.1: Cause and effect diagram for hotels poor quality**

**Source:** Author’s compilation

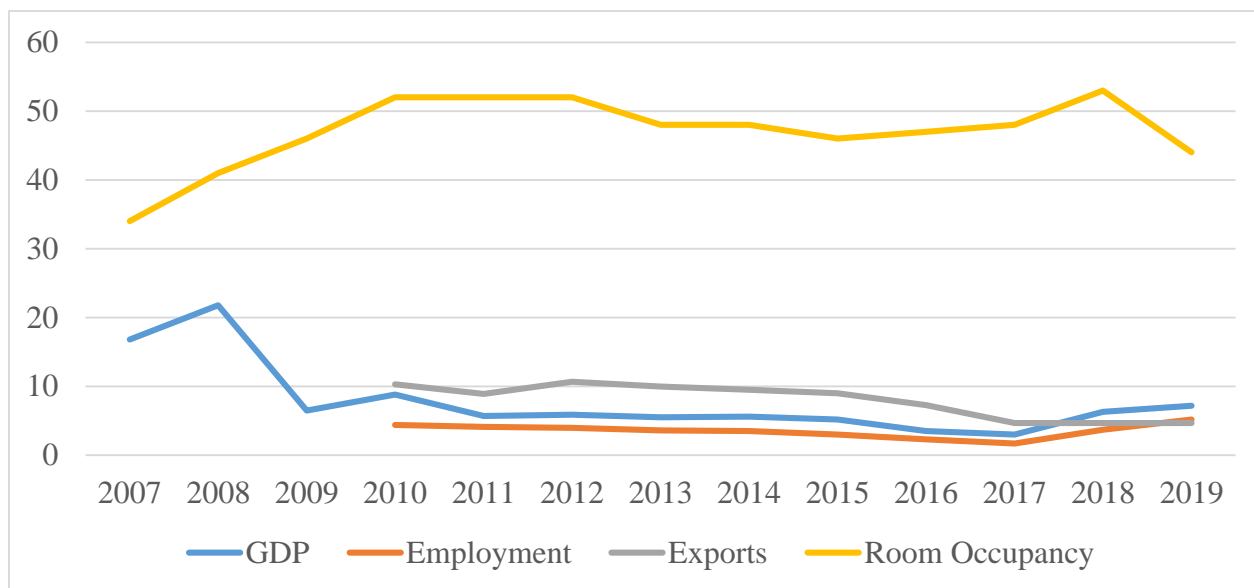
The researcher has been a practitioner in the hospitality industry for eleven years. During these eleven years of experience, the researcher noted relatively similar major and ancillary causes of poor quality in the hotels. The ultimate low hotel occupancy and low development rate of the hotels is attributed also to poor quality of services in hotels besides economic and geo political issues. Adoption of certified quality management systems in the hotel industry is one of the very prevalent methods of dealing with challenges of this nature (Varotsis, 2019; Oliveras-Villanueva, *et al.*, 2020; Ballina, Valdes & Del Valle, 2020). The hotels are lagging behind in the adoption of quality management systems especially low to medium rated hotels (Zengeni, Mapingure, Zengeni, & Marimbe, 2014). There are one hundred and thirty two hotels in Zimbabwe (ZTA, 2019). The hotels are grouped into ten zones that is Harare, Bulawayo, Mutare/Vumba, Nyanga, Midlands, Midlands, Masvingo, Kariba, Hwange, Victoria Falls and Beitbridge (ZTA, 2019). Majority of the hotels are in Harare, where there are thirty five hotels. Appendix 1 shows the hotels in Harare; their grade, ownership, location, level of service and size (number of rooms).

Studies by Zengeni, *et al.*, (2014), Maphosa (2014), Mugondi (2015), Mangwiro, Marimo and Ndlovu, (2015), Chikosha (2016), Chivandi and Maziri (2017) show that local hotels are increasingly facing quality problems. To deal with this challenge, Zimbabwe's hotels need to adopt quality management systems to improve their competitive advantage by reducing costs of services, improving service delivery and improving quality of services. The hotels in Malaysia have failed to adopt quality management systems due to a number of causes such as shortage of finance, lack of support from the owners, resistance to change, cultural and religious beliefs and high cost of finance (Maarof and Fatimah, 2016). However, a plethora of studies have established a connection that exists between adoption of quality management systems (QMS) and performance of the hospitality industry in the tourism sector (Prayag, *et al.*, 2017; Mmutle & Shonhe, 2017; Khumar, 2018; Masrurul, 2019; Mitreva & Sazdova, 2019; Goetsch, 2021; Chili & Matsiliza, 2021). Most of these studies have concluded that the adoption of quality management systems by hotels is an indispensable antecedence of customer satisfaction (Kotler, 2018) and an influence to tourists' destination choice behaviour (Kim, 2019). Satisfied customers derive their judgement of quality from service delivery and brand equity (Khumar, 2018) and thus providing evidence to the view that high quality management systems have the capacity to satisfy customers and to meet customer needs beyond expectations. However, other researchers have argued that quality management systems are associated with slippery dimensions that are often difficult and challenging to define because customer tastes are fluid (Kotler, 2018; Grant, 2020) suggesting gaps in quality management studies. The fluidity of customer tastes and the slippery dimensions associated with quality management systems suggests gaps for continuous research in the field of quality management studies (Grant, 2020), and this motivated the researcher to carry out a study on factors that contributes to adoption of quality management systems by hotels in Zimbabwe.

Apparently, the Standards Association of Zimbabwe highlights that only seven out of one hundred and thirty-two registered hotels in the country are ISO certified (SAZ, 2021), implying the statistical result that 94.6 percent of Hotels in Zimbabwe were struggling to meet international quality management standards and a mere 5.4 percent are certified. The low rate in adoption of certified QMS of hotels in the country suggest a huge gap in quality standards of hotels in Zimbabwe but the question on why hotels are struggling to get registered for certified QMSs remained open ended. In the context of this study, the nexus between quality certification of hotels

and customer satisfaction unlocked gaps for the researcher to venture into an academic study to answer the question of factors contributing to the adoption of QMS in the hotel industry in Zimbabwe.

Using econometric analysis of hotel industry performance variables which include predictable hotel occupancy, GDP, employment and exports it can be determined that there is low adoption of QMS in the hotel industry in Zimbabwe. Based on the economic data, over a period of thirteen years from 2007 to 2019 there is expectation of sustainable growth in the hotel industry through adoption of different QMS. Recent efforts by the Standards Association of Zimbabwe (SAZ), Hospitality Association of Zimbabwe (HAZ) and the Zimbabwe Tourism Authority (ZTA) to engage hotels to standardise their products and services have not yielded much anticipated results as most of them fail to acquire credit or working capital to standardise their products (Maphosa, 2014). Research shows that failure to standardise products and services results in variation of product quality, poor service and wastage of service and ultimately results in a reduction in customer base which affects hotel revenues (Mmutle & Shonhe, 2017; Woyo & Slabbert, 2021). Adoption of quality management systems is one of the main strategies that can be used by hotels in dealing with the vast set of challenges in business. Although various quality management systems exist that can be used as quality improvement tools, very little has been done to embrace quality management systems by hotels in Zimbabwe so that they become more competitive. Figure 1.2 on the next page shows the low percentage contribution of tourism to GDP, employment, exports and room occupancy rate over a period of 13 years from 2007 to 2019.



**Figure 1.2: Contribution of tourism to GDP, employment, exports and room occupancy**

**Source:** Author's formulation

The quality of tourism products and services is affected by high labour turnover which has led to a gradual decrease in both product and service consistency. According to Vincenzo (2020), the direct impact of high labour turnover in the tourism and hospitality industry has led to high training costs. It also affects competitiveness and operating profit especially when key personnel leave which result in poor service delivery. Application of QMS in the tourism and hospitality leads to labour retention, improved competitiveness and better service delivery even in small organisations (Lleshi & Syka, 2016; Magodi, Daniyan & Mpofu, 2020). Of late, the current economic environment has been very difficult for hotel proprietors in the hospitality and tourism industry. In Zimbabwe, all hotels operate below 53% capacity (ZTA, 2019).

Measuring success of quality management systems amongst hotels is particularly difficult in the sense that most facilities have poor record keeping procedures (Mitreva & Sazdova, 2019). Studies carried out in Zimbabwe show that literature is scant and only seemed to focus on TQM of large organisations in the manufacturing and construction industry at the expense of the hospitality and tourism industry (Ngwenya, Sibanda & Matunzeni, 2016; Nhemachena, 2020). Other researchers

in the field have investigated on the need to improve service quality so as to maximise guest satisfaction in hospitality industry (Mugondi, 2015). Nyangadza, *et al.*, (2022) examines the influence of service quality, satisfaction, trust, value, and commitment on hotel customers' attitudinal and behavioural loyalty and have found a significant positive effect. Ndhlovu and Maphosa (2018) observed that there is a relationship between innovative measures implemented by hotels and innovativeness of the hotels. Adoption of QMS is one management tool that guide strategically and address in a more integrated and systematic way for hotels to remain competitive in a dynamic and competitive environment. Mangwiro, *et al.*, (2015) studied guests perceptions of service quality and loyalty in hotel restaurants in Harare and concluded that hotels need to motivate and empower customer contact employees so that smooth service is delivered to the guests. The study explored the factors contributing to the adoption of quality management systems in the hotel industry in Zimbabwe for the hotel industry sustainable competitiveness. Through an appreciation of the factors affecting the adoption of quality management systems in hotels, holistic measures can be employed to improve adoption of QMS in hotels and improve the operations of the hotels.

Zimbabwe had implemented five different economic development strategies (Economic Blueprints) since 2007 which are Zimbabwe Economic Development Strategy -ZEDS (2007-2011), Short Term Emergency Recover Programme I -STERP (2009) and Short-Term Emergency Recovery Programme II -STERP (2010-2012), Medium Term Plan – MTP (2011-2015), Zimbabwe Agenda for Sustainable Socio-Economic Transformation – ZIMASSET (2013-2018) and The Transitional Stabilisation Programme -TSP (2019). Despite the economic blueprints recognising tourism and hospitality industry as one of the pillars in the development of the economy, no significant growth was recorded in the industry which can be attributed to quality issues. The government of Zimbabwe has set Vision 2030 “Towards a Prosperous and Empowered Upper Middle-Income Society” and its realisation is anchored on the Zimbabwe’s National Development Strategy 1 (NDS) 2021-2025 (Government of Zimbabwe, 2021). The implementation of economic development strategy demands a model of quality management system (QMS) adoption in the hotel industry and other industries for realisation of positive economic results. Past economic blueprints failed to produce expected results since their implementation was not supported with empirical QMS adoption models. This research led to the development of a model of quality management system (QMS) adoption in the hotel industry

grounded on a multiple case study of hotels in Zimbabwe. Sustainable operations of hotels lead to growth of the hotel industry thus more jobs will be created and retained, profitable utilisation of hotel resources, increased GDP, tourist exports and direct investments. The realisation of upper middle income economy will be a reality if QMS are adopted in the hotel industry.

### **1.3 Statement of the research problem**

Hotels in Zimbabwe are faced with the challenge of depressed business despite the phenomenal growth of the tourism industry (ZTA, 2019). From 2007 to 2019 (Table 1.1) hotel occupancy has never surpassed an average occupancy rate of 53 % at national level (ZTA, 2019). Also, tourism contribution to GDP, employment and exports in the period 2007 to 2019 remained below 10% with only a record of a 21.8% towards GDP in the years of hyperinflation (Table 1.2), inferring the struggles that hotels are faced with in the hospitality industry. The Covid-19 slump in 2020 to 2021 exacerbated the nature of hotel occupancy to less than 10 percent in 2020 during the period of lock down and reached a maximum of 47 percent in the post Covid-19 occupancy rate (ZTA, 2022). This means the hotel occupancy rate has remained depressed despite the improved business in the tourism industry. However, a plethora of studies have established a connection that exists between adoption of quality management systems (QMS) and performance of the hospitality industry that is market distinction, increasing customers, competitive advantage and creating employment (Oliveras-Villanueva, et al., 2020; Abdou, Hassan, & Dief, 2020; Khumar, 2018; Prayag, et al., 2017). From undertaking a documentary review and descriptive data analysis to explain the phenomenon of performance in the tourism sector in Zimbabwe, Sanderson and Mudzonga (2016) noted the issue of quality to be integral.

However, other researchers have argued that quality management systems are associated with slippery dimensions that are often difficult and challenging to define because customer tastes are fluid (Kotler, 2018; Grant, 2020) suggesting gaps in quality management studies. The fluidity of customer tastes and the slippery dimensions associated with quality management systems suggests gaps for continuous research in the field of quality management studies (Grant, 2020), and this motivated the researcher to carry out a study on factors that contributes to adoption of quality management systems by hotels in Zimbabwe.

In addition, the Standards Association of Zimbabwe highlights that only seven out of one hundred and thirty-two registered hotels in the country are ISO certified (SAZ,2021), implying the statistical result that 94.6 percent of Hotels in Zimbabwe were struggling to meet international quality management standards, and a mere 5.4 percent are certified. The low rate in quality certification of Hotels in the country suggest a huge gap in quality standards of hotels in Zimbabwe but the question on why hotels are struggling to get registered for quality certification remained open ended. In the context of this study, the nexus between quality certification of hotels and customer satisfaction unlocked gaps for the researcher to venture into an academic study to answer the question of factors contributing to the adoption of QMS in the hotel industry in Zimbabwe. The econometrics of hotel industry (ZTA, 2019), the dynamics associated with customer satisfaction tastes in quality management judgement (Kotler,2018) and the argument associated with the definition of quality dimensions in the service industry (Grant, 2020) created gaps and unanswered questions that provoked this study to be carried out. The main study question was to investigate factors that contributes to adoption of quality management systems in the hotel industry in Zimbabwe. Comprehensive understanding of factors contributing to adoption of QMS in the hotel industry led to development of QMS adoption model in the hotel industry for hotels sustainable operations.

#### **1.4 Purpose of the study**

The purpose of the study was to investigate the factors contributing to the adoption of quality management systems in hotels in Zimbabwe for their sustainable competitiveness. Through an appreciation of the factors affecting the adoption of quality management systems in hotels, holistic measures can be employed to improve adoption of QMS in hotels and improve the operations of the hotels.

#### **1.5 Objectives of the study**

The main objective of this work was to investigate the factors contributing to the adoption of QMS within the Zimbabwe hotel industry. An understanding of the factors affecting the adoption of

quality management systems in hotels will lead to development of holistic measures that can be implemented to improve adoption of QMS in hotels for their sustainable operations. To meet this main objective, the following sub-objectives were identified:

- 1.5.1 To investigate the level of stakeholders' awareness of QMS in the Zimbabwe hotel industry;
- 1.5.2 To critically examine the factors contributing to the adoption of QMS within the Zimbabwe hotel industry;
- 1.5.3 To examine the benefits of adopting business excellence (BE) as a tool for improving quality in Zimbabwe hotel industry;
- 1.5.4 To classify external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe; and
- 1.5.5 To propose a model of QMS adoption within the hotel industry in Zimbabwe.

## **1.6 Research questions**

The study sought to address the following major research question: What are the factors contributing to the adoption of QMSs within the hotel industry in Zimbabwe. To answer this main question comprehensively, the following questions were identified:

- 1.6.1 What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?
- 1.6.2 What are the factors contributing to the adoption of QMS in Zimbabwe's hotel industry?
- 1.6.3 What are the benefits of embracing Business Excellence as a tool for improving quality in Zimbabwe's hotel industry?
- 1.6.4 What are the external stakeholders influencing the adoption of QMS in Zimbabwe's hotel industry?
- 1.6.5 What QMS adoption model can be proposed to enhance the adoption of QMSs in the hotel sector in Zimbabwe?

## **1.7 Significance of the study**

The study has a significant impact on a number of stakeholder constituencies which include the hotel owners, customers, government, academia and the researcher.

### **1.7.1 The hotel proprietors**

The study have an impact in the hospitality industry as proprietors have access to information relating to how they can improve the quality of their products. The hotels are able to retain workers and create more jobs as they would grow their businesses. The study assist hotels to make informed decisions to employ formalised quality management systems in their organisations following the proposed model of QMS adoption. Most hotels consider formal QMS as time consuming and unachievable exercise (Anuar, Sumarjan & Radzi, 2017). The research sought to remove such perceptions and highlight that there is need for formal QMSs in the hotel industry. According to Woyo and Slabbert (2021), locally produced products and services are facing stiff competition from external competitors, hence the need for strategies aimed at improving the competitiveness of the hotel industry which is paramount for growth of the sector. If the strategies proposed in the research are adopted, a significant growth and improved performance of hotels would be realised. From a strategic point of view, today's hotels must see themselves as large organisations in future and this does not come on its own but requires careful planning and strategic organisation. Sustainable operations of hotels lead to more shareholder returns in form of high dividends and expansion of hotel business.

### **1.7.2 Customers**

Adopting QMS helps an organisation to have more emphasis on the customer and enhances consistence in the quality of the service or product (Nanda, 2016). This results in satisfied customers, which in turn bears more repeated business and results in the growth of the business. The study serve to highlight customer concerns in the hospitality industry with a view to see an improvement in the quality of services and products offered. Customers get quality services and products in the hotels if they adopt QMS. Customers enjoy quality services and receive high value from their purchases. Dissonance in service provision is minimised through adoption of QMS in hotel operations.

### **1.7.3 Government and authorities**

This study help government as the policy maker to implement informed policies. The study showed a heightened need to bring out the factors that have been undermining the growth of the hospitality industry by bringing to the fore areas that need to be adjusted. When there is improved performance in the hospitality industry, the government benefit in terms of more taxes being paid (The Organization for Economic Cooperation and Development (OECD), 2020). Improved performance of hotels also help the government in alleviating problems of unemployment. Implementation of QMS by hotels also help authorities and regulators in that it reduces cases of violation of statutory and regulatory requirements. This reduce the burden of monitoring by regulators who are already not able to cover all the areas in the tourism and hospitality industry.

Improvement of QMS systems in the tourism industry improve the impact of tourism in the economy by increasing GDP, exports and creation of more jobs as the organisations grow. Government is able to better the development of its infrastructure and social services from the increase in its revenue collections as businesses grow. Quality management systems adoption model developed from the study enable the effective implementation of the National Development Strategy I – NDS I (2021-2025) to realise the country’s Vision 2030 “Towards a Prosperous and Empowered Upper Middle-Income Society”. Precisely a model of QMS adoption developed will aid organisation to enhance their operational sustainability which will ultimately lead to increased employment, GDP, exports and investments that will enable the nation to prosper.

### **1.7.4 Academia**

The research created a new body of knowledge to the already existing works that have been undertaken in the area of quality management in the tourism and hospitality industry in Zimbabwe. The study also helps those in academia and research practitioners to get a greater understanding and appreciation of how the adoption of QMS can improve organisations’ performance. The study provoke fellow researchers into further research on quality management systems implementation particularly in the hotel industry and in other service industries in general.

The study filled in literature gaps in adoption of QMS in the hotel industry. The study critically examine factors affecting the adoption of QMS in the hotel industry in Zimbabwe since there are no other studies that have investigated this concept with focus on hotels. Appreciation of quality awareness and impact of external stakeholders in the hotel industry is brought afore. The data was collected from case studies of specific hotels which strengthens the value of the QMS adoption model constructed. No studies have developed a QMS adoption model in the service industry particularly the hotel industry in Zimbabwe. This study is of significance to the academia since it analysed literature on different types of quality management systems including macro and micro QMS without narrowing certain type of QMS which closed gaps in literature on specific types of QMS. This enhance deep understanding of different types of QMS and what affect their implementation in hotel operations and in general.

#### **1.7.5 The researcher**

The successful completion of the research study assisted the researcher to acquire more knowledge and career progression in the field of quality management especially in the hospitality and tourism sector. It also enabled the researcher fulfil the requirements to attain a doctor of philosophy degree. The researcher amassed knowledge on qualitative data methodologies (data collection, analysis and presentation) in the process of carrying out the research and professional writing skills in coming up with the thesis.

#### **1.8 Assumptions**

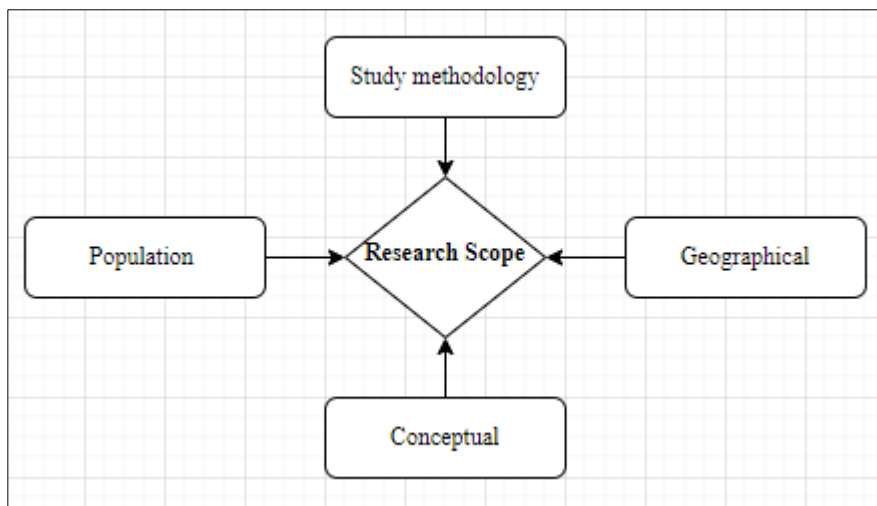
The study made the following assumptions:

- Hotel owners and managers know the benefits of an early adoption of QMS in improving performance of their organisations;
- The adoption of QMS introduces systems and processes that improve quality of hotels products and services;
- Hotels with QMS perform better than those without QMS;
- Respondents would give truthful and honest responses about QMS in the respective hotels they own or manage and

- Findings from the study would reflect a national view with regards to the QMS in the tourism and hospitality industry.

### 1.9 Scope of the research

These were research specific parameter and boundaries which the researcher considered in the study and these included the following: the conceptual, the geographical, study population and the study methodology scope. The scope of the research is shown in Figure 1.3 on next page expressing what the study covered and focused on.



**Figure 1.3: Scope of the research**

**Source:** Researchers formulation

#### 1.9.1 Geographical scope

The research focused on hotels operating in Harare. Harare is the capital city of Zimbabwe and many hotels are headquartered in the capital city and have similar units in other regions of the country. Chain hotels operations standards are the same despite location. The research covered hotels affiliated to the Hospitality Association of Zimbabwe (HAZ) and registered with the Zimbabwe Tourism Authority (ZTA).

### **1.9.2 Conceptual scope**

The study focused on factors affecting the adoption of quality management systems mainly because quality management systems are generally considered a core value creation capacity and one of the most important competitiveness weapons (Oliveras-Villanueva, Llach & Perramon, 2020; Ballina, Valdes & Del Valle, 2020). The study investigated the level of stakeholders' awareness of QMS in the Zimbabwe hotel industry and examined the benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe hotel industry. The study further went on to identify external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe and proposed a model of QMS adoption within the hotel industry. The research focused on information obtained from 2007 to 2019 with regards to the hotels' occupancy rate, tourism GDP and tourism exports contributions over the period promulgated the need for the study.

### **1.9.3 Population scope**

The study investigated the adoption of QMS in three-star hotels, two-star hotels and one-star hotels. Start-up hotels that have been operating for less than three years and ungraded hotels were excluded from the study. Ungraded hotel is a term that refers to hotels which do not meet minimum requirements for them to be regarded as hotels and the start-up hotels are those that have not yet reviewed their strategic plans to consider effectiveness of their QMS (Fredrick, 2019). Five-star and four-star hotels were also excluded from the survey on the assumption that they are ahead in adoption of QMS. The study targeted different levels of employees in an effort to triangulate the information sources. The study's sample population comprised of nine hotel managers, four managers from key stakeholders and forty-eight staff purposively selected from the hotels in Harare. Nine hotels were used as case studies out of sixteen hotels in Harare registered with ZTA. The respondents were chosen based on their knowledge cohort from which the researcher could have the ready responses to the study questions. The findings can be inferred in the tourism industry, in other service industry and even manufacturing industry.

#### **1.9.4 Methodology scope**

The study adopted an interpretivism philosophy in pursuit of the study as it was suitable in investigating and understanding how quality management systems in hotels are adopted from the perception of the hotel staff, managers and key stakeholders. Interpretivism philosophy allows the researcher to gather information through interactions and deliberations with the study population as they share their lived life world experiences. This philosophy syncs well with qualitative research design and a multiple case study approach was adopted as well. Interview and focus group discussions were used as research tools and the study sample was purposively chosen.

The individual thoughts and feelings with regard to the adoption of QMS were captured, described and interpreted in terms of the perspective of research on QMS. The weight was on understanding the individual and shared meaning of quality rather than only explaining and identifying causal factors resulting in the adoption of quality management systems. Effort was made to establish an understanding between the participants and the researcher on the subject of quality management. Qualitative data was generated from interviews and focus group discussions. The study was inductive rather than deductive as themes were developed after the data generated and inferences drawn from the findings. The studies by Maphosa (2014); Nyuke and Gasva (2015); Chikuta (2015); Ndhlovu (2015) and Aletaiby (2018) implemented this research design and definite objectives were adequately attained.

#### **1.10 Limitations of the study**

In spite of all the available information about the topic, the researcher had to manage with some limitations. The researcher conducted interviews with respondents during business hours and this might influence responses given. Some respondents were not available to grant interviews due to their work time schedules. In order to accommodate them, the researcher had to notify them of the impending interviews at least two weeks in advance. Some respondents were unwilling to give in-depth information due to fear and confidential nature of some of the information they had to give. However, respondents were assured that their information and responses would be considered as confidential and private information. The study was confined to hotels in the capital city Harare so as to minimise costs of travelling and reduce time spent on data collection. There are thirty five registered hotels in Harare, sixteen hotels are rated 1- star to 3- star.

The study followed purely qualitative research methodology and data was collected from limited number of case hotels which gives rise to some methodological limitations. The study was conducted in one industry and is subject to disparagement for being too narrow and problematic to generalise the results and theory creation. Nevertheless, the study gives better control over differences in characteristics of industries and challenges that are explicit to the industry. Single industry studies can be replicated in other industries and relating the results to cross sectional and longitudinal studies over time. Also results obtained in this qualitative research can be compared to results obtained following a quantitative research methodology over the same subject testing trustworthiness of the research.

The study only focused on critically examining the factors contributing to adoption of QMS in the Zimbabwe hotel industry premised on only four key concepts that are; stakeholders' awareness of QMS, factors contributing to adoption of QMS, business excellence as a tool for improving quality and the influence of external stakeholders in the adoption of QMS. The research questions were constructed based on the study conceptual framework to attain the study objectives. The study focus was limited to these concepts and a deeper review of the key concepts was performed in order to come up a satisfactory base for drawing conclusions on the topic.

### **1.11 Definition of terms**

**Hotel:** In this study a hotel is a classified accommodation facility which offers rooms, food and beverages and other services to visitors. A hotel is a commercial establishment providing lodgings, meals, and other guest services (Law, 2016).

**Hospitality industry:** Hospitality industry is composed of the companies that provide accommodation, food and drink to people who are away from home with kindness and goodwill (Zaridis, Soldatou & Soldatou, 2019).

**Quality:** In this study, quality is freshness, integrity, vibrancy, consistency and synergies in offering good service to guests. Quality means how well delivery of services in hotels meets customer's expectations and add service value. Goetsch and Davis (2021) defined quality as a dynamic state related with product, services, processes, people and environment that matches or surpasses expectations and helps produce exceptional value.

**Quality Management System:** Quality management system (QMS) is a formalised system that documents procedures, processes and responsibilities for attaining quality objectives and policies. A QMS helps direct and coordinate an organisation's activities to meet customer requirements, regulatory requirements and better its operational effectiveness and efficiency on a continuous basis (American Society of Quality (ASQ), 2021).

**Adoption:** Is the act of beginning to use something new. In this study adoption means the act of beginning to use new quality management systems in the hotel organisation.

**Factors:** In this study, factors mean determinants of quality management systems in the hotels. The determinants can be found internally within the hotel and or externally in the hotel industry. The factors can have a positive or a negative effect to quality management system adoption.

### **1.12 Structure of the thesis chapters.**

This thesis is organised as follows:

**Chapter one;** contains background of the problem, statement of the problem, research questions and objectives, significance of the study, assumptions, limitations, delimitations, and definition of terms or concepts.

**Chapter two;** reviews and identifies gaps relating the theoretical framework, conceptual framework, overview of quality management systems, quality gurus' philosophies, principles and methods, and adoption of quality management systems by hotels.

**Chapter three;** reviews internal and external factors that affect implementation and adoption of quality management systems in the hospitality industry.

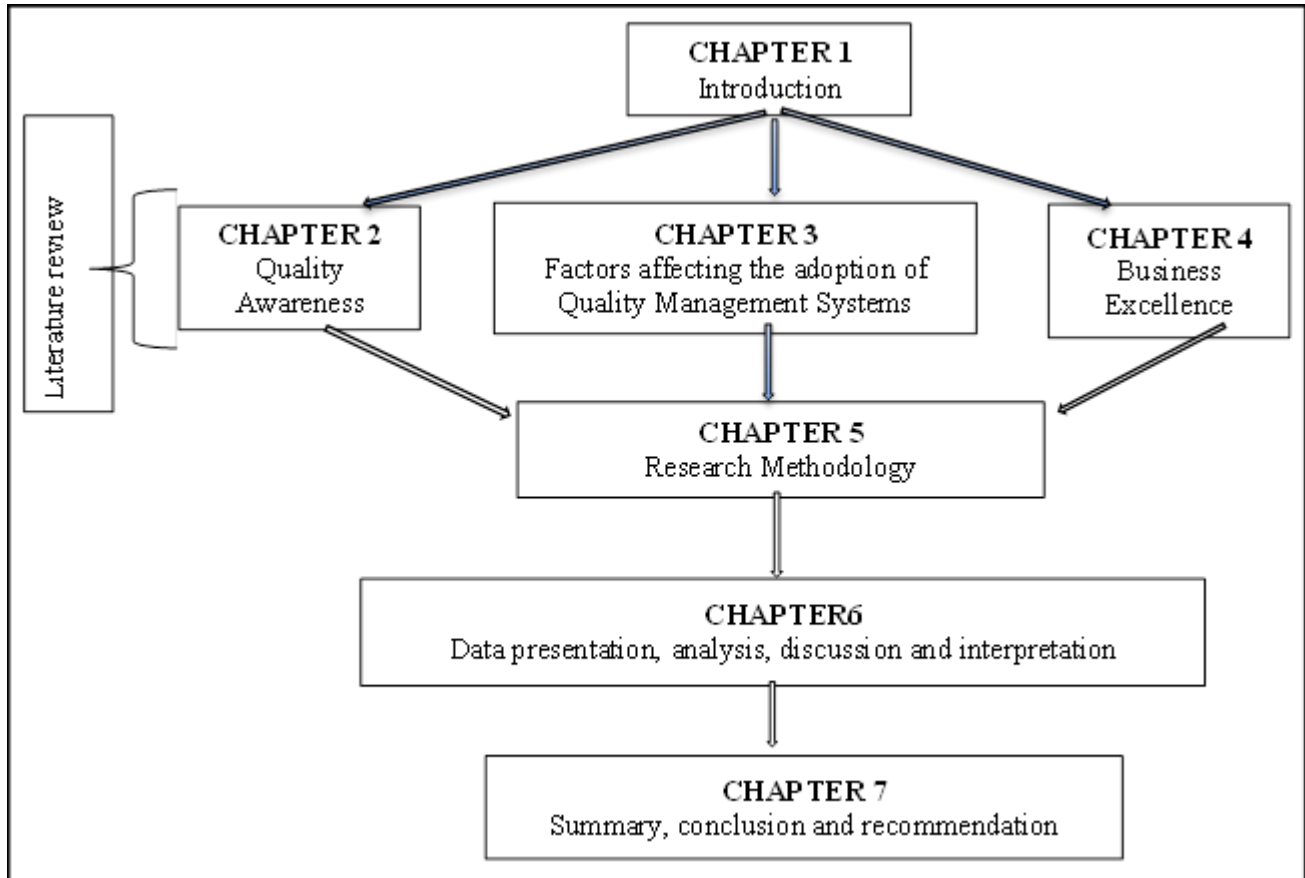
**Chapter four;** reviews Business Excellence and external stakeholders influencing the adoption of QMS by hotels.

**Chapter five;** presents the discourse of the research method used in the study.

**Chapter six;** contains data presentation, analysis and discussion of findings.

**Chapter seven;** submits the new contributions to literature, conclusions, recommendations and hints for further study.

The structure of the thesis is diagrammatically shown in Figure 1.4 below.



**Figure 1.4: Thesis structure**

### **1.13 Chapter summary**

This chapter introduced the problem on the factors contributing to the adoption of QMS in the hotel industry. The background to the study was highlighted giving the theoretical development of the adoption of QMS in the hospitality industry. The chapter presented the statement of the problem of the study which is the primary reason why this study was conducted as it sought to address the problem identified. A comprehensive set of objectives accompanied with research questions which are to be answered by this study were given. The justification for conducting the

study was presented as the basis for conducting this study. Finally, delimitations and limitations of the study were presented.

The next chapter, Chapter 2, reviews literature on quality.

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## **CHAPTER 2**

### **LITERATURE REVIEW**

### **QUALITY AWARENESS**

#### **2.1 Introduction**

This chapter provides hotel and hospitality industry attributes in Section 2.2. It also tackles the theoretical foundations underpinning the study in Section 2.3 and explains theories of quality management systems adoption and model construction in Section 2.4. An analysis of empirical evidence highlighting research gaps is also outlined. Quality is defined in Section 2.5 and different types of quality management systems (QMS) and benefits of adopting QMS are explained.

#### **2.2 The Hotel industry**

As defined in Chapter 1, a hotel is a classified accommodation facility which offers rooms, food and beverages and other services to visitors. A hotel is a commercial establishment providing lodgings, meals, and other guest services (Law, 2016). A hotel is a segment of the hospitality industry and also belongs to the travel and tourism industry. With a comparable grouping of similar establishments terms like motel, inn, and lodge bring in urgings in explaining a hotel especially in uncontrolled settings. The hospitality industry is composed of the companies that provide accommodation, food and drink to people who are away from home with kindness and goodwill (Zaridis, Soldatou & Soldatou, 2019). According to Skripak (2020), the hospitality industry comprises of accommodation, food services, travel agents, tour operators and quite a number of ancillary service providers also offering other services.

Hotels developed from inns during the ancient and medieval period and they gained popularity in Europe, precisely in England after 1760 (James, 2017). Hotels offer primary and secondary services; primary services of lodging facilities, food and beverage services and secondary services of room service, concierge, uniformed service, laundry and use of fixtures. The largest revenue of

the hotel industry is generated from room sales followed by food and beverages (Konstantin, 2018).

Hotels are classified in many ways. Generally, hotels are classified according to location, size, target market, service level, grade or stars, ownership and affiliation (World Tourism Organisation, 2015). A hotel might fit into all or some of the classes mentioned above (Sufi & Singh, 2018; Skripak, 2020). Hotels can adopt quality management systems based on classification. The location of a hotel influences guests' choice, and organisation marketing focus. Skripak (2020) noted five categories of locations; suburban, down-town, motels, floatels, and resorts. Hotel size is a variable that can be reflected in the inclination to the adoption of QMS. Sufi and Singh (2018) posit that hotel size is a meaning of quantity of rooms at a facility. Hotels are classified as small, medium and large. Small hotels have less than 50 rooms, medium hotels can have 50 to 300 rooms, and large hotels are those with over 300 rooms.

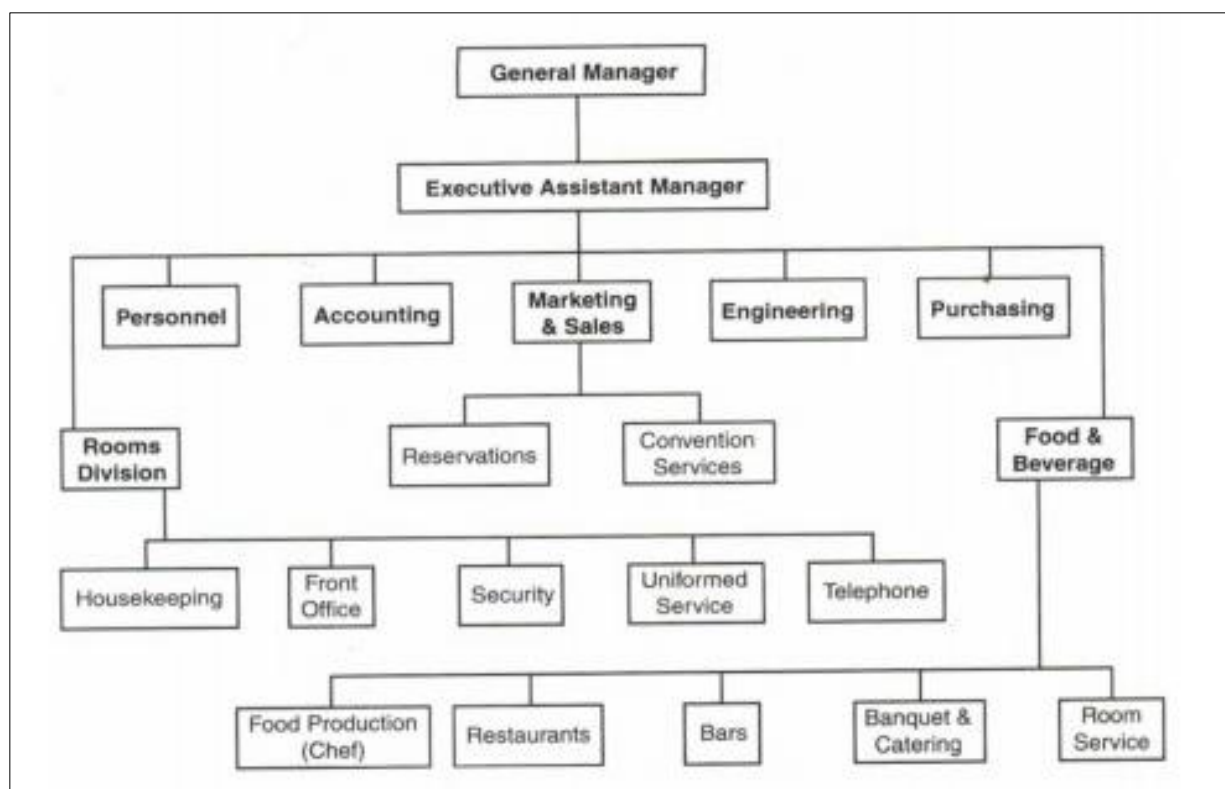
Hotels can be classified according to their target market. The types of markets include airport, commercial, bed and breakfast, convention and conference centre hotels (Skripak, 2020). Level of service is also used to classify hotels, which is the amount of the benefits given to the guest. Service levels differ according to hotel size. Level of services can be described as world class, standard and economy class. The determinant of quality in the classes is also pegged against prices (Konstantin, 2018). QMS in different classes of hotels also differ depending on the level of service and amenities offered.

The common and formal method of classifying hotels in most countries is by grade or class. The United Nations World Tourism Organisation (UNWTO) acknowledges two groupings used for hotel grading; the official classification and independent ratings. The Zimbabwe Tourism Authority (ZTA) which is the official grading agent of hotels in Zimbabwe follows the UNWTO official classification of hotels. In countries like the USA, UK and Norway they use independent ratings from the American Automobile Association, Michelin Travel Guides, and the Royal Automobile Club (Sufi & Singh, 2018). Grading is not only used as a way of classifying the hotels, but the grading is used to set and signal quality standards. In Zimbabwe, the classification of hotels is based on a star grading system stipulated in the Statutory Instrument number 128 of 2005 (Tourism Regulations, 2005). Grades are distinctively different; there are minimum requirements

and specific conditions in the grading of hotels in Zimbabwe conditional on star level. The increase in star ratings depicts the higher services offered and the adoption of quality management systems.

Apart from the above considerations, ownership is an alternative method used to classify hotels and is an important factor of QMS adoption. There are independent hotels and chain or group hotels. Independent hotels have no relationship with other properties and are owned by individuals (Skripak, 2020). Independent hotels have autonomy in their operations and they adapt to changes swiftly with no bureaucracy. The chain or group hotels are hotels that operate with set quality standards in relationship with other hotels. According to Konstantin (2018), chain hotels have different arrangements; franchise, management contract and multinational corporations. The common examples of chain hotels in Zimbabwe are the Rainbow Tourism Group, Holiday Inn, Africa Sun Hotels and Cresta Hospitality. Chikosha (2016) and Sufi and Singh (2018) observed advanced levels of propensity to adoption of quality management systems in chain hotels, as they perceive quality and customer satisfaction.

Hotel organisational structure affects the adoption of quality management systems since hotels are not similar. An organogram of a large hotel certainly contrast from that of a small hotel. A small hotel usually has a flat structure while a large hotel have a tall structure with many departments and many managers with titles (Rotich, Akunja & Yego, 2012). Figure 2.1 on next page, shows a full service hotel organisational structure with extensive operations. According to classification by size, one finds that small hotels with less than 50 rooms in Zimbabwe have such organograms that are lean and opposite the one shown on the next page in Figure 2.1.



**Figure 2.5: Organisational Chart of a full-service hotel**

**Source:** Rutherford (2002)

### **2.3 Theoretical foundations and research gaps**

The philosophy of quality management, factors affecting QMS in the hospitality industry and the benefits of BE is principally credited to a number of quality gurus, and strategic management experts such as Deming (2018a), Juran (1992) and Oakland (2003). Deming (2018a, 2018b) popularised the Control chart, Plan-Do-Study- Act (PDSA) cycle and the 14 principles of quality. Juran (1992, 2016) developed the Juran Trilogy: quality planning, quality improvement, quality control, cost of quality. Oakland (2003, 2014, 2011) proposed the total quality management framework and 4ps (people, planning, performance and processes) and 3Cs (communication, culture and commitment) of quality. The gurus distinctively illustrate quality management with different emphasis. It is evident that they all embrace different but complementing principles and practices. Their propositions are the rudiments of understanding quality management systems and strategic business management. Appendix 2 shows the theoretical foundations and research gaps

giving key concepts (school of thought), authors and other concepts of QMS, internal factors, external factors and business excellence (BE) which made up the foundation of literature on the key concepts.

Quality management systems have been researched especially in the manufacturing industry by many authors since 1950's (Juran, 1992; Crosby, 1996; Ishikawa, 1991; Oakland, 2003; Deming, 2018a). Later on, around the 1980's research focused on quality in the service industry (Parasuraman, Zeithmal & Berry, 1990). The hospitality industry is also part of the service industry as it comprises of accommodation, food services, travel agents, tour operators and quite a number of ancillary service providers. Various studies on quality in the hospitality and travel industry have been conducted by Watiki, (2014); Isabiry and Pelsler (2017); Mangwiro, *et al.*, (2015); Farrington, *et al.*, (2018); Bouranta, Psomas, Suarez-Barraza and Jaca, (2019); Biswakarma (2017); Bimpong (2021); Somorin and Uko-Aviomoh (2015) and many others regionally and internationally. In Zimbabwe research specific to QMS implementation was conducted by a few researchers in the manufacturing, textile industry and education sectors by such scholars as Ngwenya, *et al.*, (2016); Nyuke and Gasva, (2015); Madanhire and Mbohwa, (2016); and Nhemachena (2020). Maphosa (2014), Chivandi and Maziri (2017), Chikosha (2016), and Zengeni, *et al.*, (2014) are some of the few researchers with published works on QMS in the hospitality industry in Zimbabwe. Specifically, little attention was paid to factors that affect implementation of QMS in the hospitality industry in respect to hotels.

Maphosa (2014) investigated the reasons of non-adherence to established quality standards in Zimbabwe's lodges. Data was collected from lodge managers in Zimbabwe using questionnaires and interviews were done with two key stakeholders; concerned representatives from the Zimbabwe Tourism Authority and the Hospitality Association of Zimbabwe. The results of the study revealed the reasons why lodges are failing to adhere to set quality standards mainly among them as shortage of capacity and resources, deficiency of skills and expertise, and non-existence of quality management systems in some of the lodges. The study recommended that lodge owners needed to establish formal quality management systems that have been found to work internationally.

Zengeni, *et al.*, (2014) explored hoteliers' perception on ISO certification in Zimbabwe after realising that out of 110 registered hotels in the country only 8 were ISO certified. Their study sought to establish explanations for the low uptake of ISO certification and to craft strategies for enhanced uptake of ISO. The study used a qualitative research design and a judgemental sample of 54 respondents including hotel marketing managers. The findings of their study suggested high applicability and functionality of ISO certification in the hotel industry in Zimbabwe. The hotelier's perceptions are shaped by the paybacks of ISO certification in other industries of the economy. The study recommended that hoteliers needed to fully implement ISO certification with thorough analysis of the service industry business environment.

Chivandi and Maziri (2017) investigated awareness and implementation of ISO 22000 food safety standards among customers, employees and management in branded fast-food outlets in Zimbabwe. ISO 22000 is one of the quality management systems that can be adopted in hotels to improve the quality of services they provide. Chivandi and Maziri (2017) investigation was conducted in selected cities in the country interviewing customers, employees and managers from fast-food outlets. The results of the study indicated that customers were not aware of the ISO 22000's food safety standards and they visited the outlets pushed by other factors (price, convenience, word of mouth, meal quantity) besides quality. While management viewed ISO 22000 as important in marketing, improving operational efficiency and meeting customer's expectations, they noted it did not impact positively on food safety. Employees' responses suggested that they were trained in ISO 22000 standards but nothing from the training had led to improved food safety at work. However, the study did not investigate the factors which affected implementation of ISO standards in the hospitality industry.

Studies carried out in Serbia and Malaysia hotel sector looked at challenges faced in implementing Total Quality Management (TQM) and measured customers satisfaction from implementation of QMS respectively. Anuar, Sumarjan and Radzi (2017) investigated challenges faced by hotel managers in implementing total quality management practices in Malaysian hotels. The study exposed that the challenges faced from the hotel managers comprises of employees' involvement, top management commitment, employees training, service and product designs and quality systems. From hotels in Serbia Miroslav, Slobodan, Vladimir and Tijana (2017) measured the expectations and satisfaction of the guests regarding the quality attribute of the hotel product.

Obtained results were compared analysing the reviews of hotels which have employed TQM and have the ISO 9001 accreditation with reviews from hotels which have not employed TQM and do not have the ISO 9001 accreditation. The conducted analysis included hotels belonging to the 4 and 5-star classifications and the guest. The results show that largely guests who have stayed in the hotels that have employed TQM are more satisfied. The biggest difference concerning the guest satisfaction with the quality of service in the observed hotels is noticeable in relation to the employees and the value for money. Bruza and Rudancic (2020) advocated for total quality management in hotel systems within the framework of globalisation after considering that tourism makes up ten percent of global domestic product and global growth trends in tourism are noticeable. This study failed to investigate the factors affecting adoption of QMS in the hotel industry for them to fit within the framework of globalisation. Bruza and Rudancic (2020) study looked at TQM in the context of global than other studies that looked at in within nations (Miroslav, Slobodan, Vladimir & Tijana, 2017; Anuar, Sumarjan & Radzi, 2017; Fayaz, *et al.*, 2020).

In another study, Bouranta, *et al.*, (2019), focused on empirically identifying the key TQM factors in service companies and their effect on customer behaviour across countries in Mexico, Spain and Greece. A sample of service businesses from the three nations responded to questions and factors were analysed. Employee management, top management commitment, customer focus, process management, and employee education and knowledge were common factors affecting TQM implementation among the countries. The different factors affecting TQM implementation may be used to benchmark the service organisations' operations and address issues of service culture. Little attempt has been made to critically examine factors affecting implementation of quality management systems in the service industry particularly in hotel industry.

Watiki (2014), also attempted to determine factors affecting service quality, customer satisfaction and relationship among hotels in Nairobi. The study investigated the outcomes of QMS implementation in hotels using a questionnaire developed from SERVPERF model. The results showed a definite relationship between quality and customer satisfaction. However, the survey was built on a poor ground without a clear understanding of the implementation of QMS. This is similar to Mangwiro, *et al.*, (2015), and Isabiry and Pelsler (2017). It is prudent to appreciate the

implementation principles of QMS and the types of QMS being implemented in the hotels and understand its effect on customer satisfaction.

On the basis of the studies reviewed, it is evident that a research gap exists as the studies seem to have failed to articulate the factors that affect the implementation of QMS in the hotels particularly in developing countries. A similar deficit also exists when one considers researches carried out in Zimbabwe which mainly focus on ISO implementation yet ISO is just but one of the many ways of QMS. This study investigated factors contributing to the adoption of QMS in the hotel industry from an overview perspective investigating both internal and external factors. This investigation explored the formal quality management systems implemented in the hotels to categorically bring out the external and internal factors affecting the adoption of QMS in the hotels. By investigating the external and internal factors affecting the implementation of QMS in the hotels; the researcher analysed the business environment of hotels by eliciting views from key internal and external hotel business stakeholders. Using a purely qualitative research design, questioning three levels of respondents that is hotel staff, managers and key stakeholders were surveyed, the results give a true reflection of the phenomenon under study. Literature review looked at the five thematic areas of internal and external factors affecting implementation of QMS in the hospitality industry in Zimbabwe. The thematic areas emanate from research objectives that are sequentially arranged beginning with levels of stakeholder awareness of QMS, followed by internal and external factors then BE and ends with interventions that are essential to achieve quality improvement. A conceptual framework is built from each theme which gives rise to the overall research conceptual framework which also guided the formulation of the research questions. But before critical review of available literature theories of adoption are discussed in order to understand the probable adoption sequence of QMS in general.

#### **2.4 Theories of adoption and model construction**

Theories are used to clarify, account or explain the phenomena of QMS adoption in the hotel industry. Resource-based view theory, Contingency/Situational theory and Chaos theory provided foundation for inquiries, guided the research and helped in interpreting results in relation to adoption of QMS. Eisenhardt's Model of developing theory from case studies was used to construct the QMS adoption model in the hospitality industry A theory is a reasoned statement or

groups of statements, which are supported by evidence meant to explain phenomena (Saunders, Thornhill & Bristow, 2019). The use of theory in any research is very important, it gives the logical base on which the study takes place and forms the relationship between the theoretical side and practical components of the study taken on and has inferences for every conclusion made in the research process (Saunders, *et al.*, 2019). Dean and Suddaby (2017), and Cohen and Pate (2019) concur that the theory is employed to hypothesise, comprehend, or give sense to the relationships between the variables that affect, impact, or predict the outcomes or events you postulate. The theory develops out of the research aim, directs the plan of individual surveys, and organises research presentations from a philosophy - general set of assumptions about the nature of phenomena. Theories are used to clarify, account or explain the phenomena of QMS adoption and the development of QMS in the hotel industry. Resource-Based View theory, Contingency/Situational theory, Chaos theory and Eisenhardt's Models of adoption and theory development from case studies are discussed in the following sections.

#### **2.4.1 Resource-Based View theory (RBV)**

The Resource Based View (RBV) theory emphasises the conversion of valuable resources by organisations to attain their business goals (Rothaermel, 2017). The theory is the ground on the adoption of QMS because organisations depend on their intangible and tangible resources to change immediate advantages into the long-term competitive advantages. It is what the organisation owns that gives them a competitive advantage over others and requires that the organisation should possess inimitable resources that are incompatible and un-transferable (Mweru & Muya, 2016). RBV theory explains that the firm should be able to deliver sustainable competitive advantages by managing resources in such a way that competitors cannot imitate their outcomes hence creating a competitive barrier. The theory explains the Value, Rare, Inimitable, Opportunity (VRIO) approach; that for a firm to attain sustainable competitive advantage by adopting QMS, it should have unique resources which are Valuable (gives the firms more value over rivals), Rare (which cannot be easily accessed), Inimitable (resources should not be easily imitated but give long term advantage) and Opportunity/Organisation (the resource should give the firm an opportunity to succeed and the company must be organised to exploit the resource that it should be firm-specific (Rothaermel, 2017).

According to Gupta and Malhotra (2013), it requires both firm resources and capability in order for a firm to innovate and develop a new product. RBV theory highlights that being innovative and providing superior customer value is the key determinant to obtain sustainable competitive advantage. Not all firm resources give the firm sustainable competitive advantage and the differences in performance of organisations are attributable to the heterogeneity of assets. The RBV theory focuses on those factors that cause the differences to prevail. For hotels to be competitive and achieve long term sustainable success, they should possess these resources that give value, that are rare, inimitable and organised to grab the opportunities in business. Possession of these resources gives them sustainable competitive advantages over their rivals. It is also crucial that hotels possess the capabilities to deal with the external and internal factors to boost performance and survive (Fatoki, 2021). From a strategic management perspective of tourism facilities in Uruguay, Alonso (2017) applied the RBV theory in developing a management strategy and realised that if government and private tourism business put together their resources the country's tourism will be very competitive as it possess high resources. RBV theory can be used to evaluate the abilities desired by the supplier to attain the anticipated results using sound strategic planning. There is a positive relation between sales and apprehension of RBV theory, this was proved to be true by in sales of small to medium enterprises products by Yuga and Widjaja (2020). The researcher believed that adoption of QMSs in the hotel industry is influenced by resources in possession of the organisation. RTG hotels are an example of hotels that apply RBV theory in developing management strategy, the hotels brand capability is unique, rare and imitable. Small hotels are likely to have challenges in applying RBV theory due to small resource base but they can use it focusing on nitche capabilities.

#### **2.4.2 Contingency/Situational Theory**

The Contingency/Situational theory takes into consideration the effects of external business environment on the organisation and it says that the actions or strategies taken by a firm to gain competitive advantage depend on the prevailing situation (Fernandez-Robin, Celemin-Pedroche, Santander-Astorga & Alonso-Almeida, 2019). The contingency theory is concerned about the aptitude of the organisation to act in response to the business environment (external factors) as the main determinant of an organisation's performance (Shala, Prebreza & Ramosaj, 2021). Therefore,

the tractability of the organisation to establish structure is imperative to deal with environmental instability which forces firms to think of new ways and new behaviour for them to survive. A situation which is under control to the business is favourable, a contingency measure can manage but if the situation is out of control the contingency measure does not work. The business size, organisation structure, resources and management all determine the effectiveness of contingency measures (Reed, 2020). This theory attest that there is no strategy or structure that is considered best because a certain structure or strategy is not be equally effective if applied in a different environmental condition. Therefore, it is a matter of fit between the environment, the strategy and structure that determines performance. The capability for a firm to deal with the current business environment requires knowledge of customer management systems in which organisations need to do consumer intelligence. Undertaking consumer intelligence offers information that the firm can transform its plan in order to overcome numerous environmental turbulences (Wollmann & Steiner, 2017). This theory considers that organisations should assess the business environment to gain knowledge and set a strategy that is appropriate for each environmental turbulence level (Fernández-Robin, Celemín-Pedroche, Santander-Astorga & Alonso-Almeida, 2019; Shala, Prebreza & Ramosaj, 2021).

Contingency effect can also be referred to as environmental instability which is then defined as business environment hostility which can go into many stages of uncertainty (Wollmann & Steiner, 2017). Environmental turbulence may take the form of competition, technology, market turbulence, pandemics, disasters and regulatory turbulence. It is therefore important that hotels find ways to deal with customer needs in turbulent environments. However, many hotels fail to anticipate turbulence because of poor environmental scanning leading to business failure. Scanning of the environment provides hotels with relevant and accurate information which helps them to adopt QMS and provide products that meet customer needs, that are technologically advanced and that are competitive in the market. A contingency trained manager will therefore be able to determine the most appropriate QMS to be adopted for the prevailing situation after taking into account all the variables. Outbreak of pandemics like Covid-19 posed turbulences in the tourism and hospitality sector which led to development of certain health and safety protocols to promote safe, seamless travel and to restore. These unforeseen turbulences cannot be prepared for

but contingency prepared organisations can gain competitive advantages. Hotels strategic organisation were investigated to determine their approach to QMS adoption.

### **2.4.3 Chaos theory**

By hearing the word chaos many people equate it to something that is messed up and confusing. Scientists define chaos as a situation that is complex, unpredictable and full of disorder and the disorder behaviour patterns develop in an irregular but similar form (Dauphine, 2017). Raisio and Lundström (2015), state that chaos includes two parameters which are unpredictability and hidden patterns. In this chaotic environment, even the smallest change can bring about tremendous effects since the system is highly sensitive to changes. Organisations that are used to planning and control operations and strategies face greater challenges in this environment because there is no link between cause and effect (Mbengue, Ondracek, Saeed & Bertsch, 2018). The chaotic situation can also be called the VUCA environment which is associated with volatility, uncertainty, complexity and ambiguity. In this environment, it is almost impossible to predict the long-term outcomes of any action or strategy but only short-term outcomes can be predicted because the environment is changing rapidly to the extent that the business strategy that is working today may not be working tomorrow. In this environment, the future is not even foreseeable and organisations face a high rate of uncertainty.

In the VUCA environment, organisations both large and small face constant change which borders on chaos and the environment presents opportunities and threats to firms and this requires that they capitalise on the opportunities and minimise the effects of threats. This situation is also known as the “white water rapids” where industries like those in the technology sector, women’s fashion and food industry presents white water rapids situation to organisations, changes are going too fast that managers need to be on their toes always so that they do not lose opportunities or affected by the threats (Raisio & Lundström, 2015). Customer demands are changing, technology advancing and competition intensifying and only first movers will take the advantages.

In the VUCA environment some organisations may quickly enter the decline stage or a niche deteriorates because the competition intensity makes the environment poorer and hence threatens those organisations with no effective growth strategies. Managers may fail to change business

strategies to secure resources leading to the decline stage. This situation requires organisations to be proactive rather than reactive, develop distinctive competencies and adopt QMS to gain sustainable competitive advantages. Hotels should be creative and innovative so that they continue to operate sustainably in this ever-changing business environment and gain competitive advantage over other hotels (Giacomo, Ilenia & Anestis, 2021). It is difficult for hotels to get a handle of what is actually happening so they are required to act on the incomplete and insufficient information. Unregulated business operating environment and disasters such as drought, disease outbreaks and wars are some of the elements that bring in chaos and uncertainty in the business environment (Raisio & Lundstrom, 2015).

#### **2.4.4 Eisenhardt method of developing theory - Construction of model of QMS adoption**

Eisenhardt method proposed a model for developing theory using multiple case studies following theoretical logic from specifying research questions to reaching conclusion (Eisenhardt, 2021). At conclusion of this study a model of QMS adoption in the hotel industry was constructed using Eisenhardt method. Eisenhardt method of developing theory has 8 steps: getting started, selecting cases, crafting instruments and protocols, entering the field, analysing data, shaping hypothesis, unfolding literature and realising closure. Eisenhardt method was employed in constructing the QMS adoption model following an iterative back and forward between steps as outlined in Section 1.12 (Structure of thesis chapters). Only shaping of hypothesis was not done since the research followed a purely qualitative approach.

Advantages of building theory from case studies include generation of novel theory that can arise from the juxtaposition of paradoxical or contradictory evidence and the theory is testable with concepts that can be measured (Eisenhardt, 2021). However, building theory from case studies can lead to generation of complex theory due to data overload when using qualitative approach - they may not be able to assess important factors across multiple case studies which can be done with quantitative measures like regression. Model construction from case study research have important strengths like novelty, testability, and empirical validity which arise from the intimate linkage with empirical evidence.

## 2.5 Level of awareness of quality amongst stakeholder

The ensuing section deals with definition of quality in general in respect to products and services giving quality gurus insights of quality. Customer satisfaction and types of quality management systems are discussed so as to understand the level of quality awareness among stakeholders in the hospitality industry in world view.

### 2.5.1 Definition of quality

If you ask ten individuals to define quality, you possibly get ten different definitions. Quality has been defined in different ways. This is so because quality in the hospitality industry means different things for different stakeholders because of the unique nature of hospitality products which are perishable, intangible, diverse, and the simultaneous nature of consumption and production. Therefore, quality is defined differently by quality gurus, standard associations and organisations. Different definitions of quality and the authority that came up with the definitions are presented in Table 2.1 below.

**Table 2.3: Definition of Quality**

<b>Authority</b>	<b>Definition</b>
American Society for Quality (1978)	Quality is a totality of characteristics and features of a service or product that take on its capability to fulfil given needs.
Feigenbaum (1991)	Quality is the total composite product and service characteristics of marketing, manufacturing, engineering and maintenance by which the product or service in use meet the expectations of the customer
Juran (1992)	Quality is fitness for use.
Crosby (1996)	Quality is conformance to specifications or requirements.
Law (2016)	Quality is a valuation of how well an offered service matches the expectations of the customer.
Kotler and Armstrong (2017)	Product quality is the ability to demonstrate a product in its function; it includes the overall durability, reliability, accuracy, reparability and ease of operation of the product.
Deming (2018a)	Quality is multidimensional to produce a product or service that matches the customers' expectations to ensure customer is satisfied
Goetsch (2021)	Quality is a dynamic state linked with services, products, people, environment and processes that exceeds or meets expectations and assists produce superior value.

From Garrigos, Kaosiri and Narangajavana (2019) bibliometric synthesis of literature on definition of quality in tourism indicated that Garvin in 1988 noted that most definitions of quality were transcendent, user-based, product based, manufacturing based and value based. Transcendental quality is something that is instinctively understood but almost impossible to converse, such as love or beauty. Product based quality is noticed in the attributes and components of a product. User based quality is when the customer is satisfied with a product; when the quality of the product is good. Manufacturing based quality is if the product matches to design specifications, the quality of the product is good. Value based quality is when the product is perceived as offering good value for the price, the quality of the product is good. Divergences on definition of quality are likely among and within different organisations and people as a result of focusing on different dimensions of quality (Kumar, Raju & Kumar, 2016).

The definition of quality are interesting (Juran 1974; Deming 2018b; Crosby 1996; Feigenbaum 1991). The definitions can be contrasted on conformance, specifications, fitness and meeting the requirements of the customer. Goetsch (2021) definition of quality creates a holistic definition drawing together the themes of a number of definitions. The striking of the definition is dynamism; quality is not static but varies with customer's expectations and understanding of the world. Services and products have unique dimensions that make it possible to define their quality differently. It is evident in literature that most of national quality institutions use definitions of quality as given by the American Society for Quality (ASQ) and International Standards Organisation (ISO) (ASQ, 2021; ISO, 2021). The definitions of quality from literature expose a need for the development of a common definition of quality that is applicable to either products or services and different kinds of organisations in different locations. The given definitions of quality do not embrace the effect of culture, technology, industry, general, regional, state meanings of quality and dimension of product quality. In this study, quality is freshness, integrity, vibrancy, consistency and synergies in offering good service to guests.

### **2.5.2 Dimensions of product quality**

Dimensions or features of product quality are also referred to as dimensions of customer satisfaction. They includes durability, reliability accuracy, reparability, features, performance, aesthetics and ease of operation of the product (Hoe, 2018). The dimensions of product quality are

also embedded in the definition of product quality; which is the ability to demonstrate a product in its function; it includes the overall durability, reliability, accuracy, reparability and ease of operation of the product (Uzir & Jerin, 2020).

Grounded on the given definitions of product quality it can be summarised that product quality include features that have a capability to meet consumer wants or needs and create customer satisfaction by changing products making them free from deficiencies and defects. Garvin (1988) is one of the early scholars of product quality dimensions. In 1984, he put forward eight key dimensions that can be used as an outline for approaching the rudimentary features of product quality; perceived quality, serviceability, aesthetics, durability, reliability, conformance, features, and performance. Each of these dimensions is different and distinct for a product and in different industries. A product's quality can be graded low on one dimension even though being high on another, corresponding improvement in one dimension may be attained only at the expense of another dimension. The management of dimension of product quality have an effect on customer satisfaction. According to Hoe (2018), in the Malaysian engineering industry, perceived quality has the uppermost effect on customer satisfaction preceding loyalty and that performance, reliability and features have an impact on customer satisfaction. Hotel products include products and services. For better understanding of quality in hotels it is prudent to review literature on both product quality dimensions and service quality dimension at a wider scope. Dimensions of product quality are briefly explained below.

#### **2.5.2.1 Performance dimension**

The performance dimension of a product has to satisfy practical and functional benefits expected by the customer (Chowdhury, 2017; Hoe, 2018). Performance denotes the proficiency and effectiveness with which a product performs its expected purpose. This could be the benefit on a mutual account investment, an automobile's fuel efficiency or the sound range of sound system speakers. Performance is a product's main operating features and links elements of the product and user-based approaches. Performance dimension of quality includes measurable features because products can generally be graded impartially on individual features of performance. Performance is the first dimension of product quality on Garvin's (1988) dimensions of product quality. Normally, improved performance is tantamount with improved quality. For hotels and

lodges, performance would mean capability of rooms and beds to give good sleep for visitors leaving a memorable experience of stay. This dimension is very difficult to measure in hotel since expectations of customers vary.

### **2.5.2.2 Features of a product**

A product's basic performance is supplemented by its features (Chowdhury, 2017). Features are "bells and whistles" of a product. They are components of the physical product and enhances the basic functioning of the product. They cannot be altered without also altering the physical product. Product performance, include objective and determinate attributes, their transformation into quality differentiations is likewise influenced by individual choices (Hoe, 2018). In hotels, Sungha, Liu, Kang and Yang (2018) argue from a consumer perspective that hospitality items, attributes and or features mainly include; room quality, attributes outside hotels and supplementary services. Hotel staff are the main service performers and are a very vital attribute in hotel industry. Other attributes with affirmative effect to customer satisfaction are space/room size, quietness and view which are all linked to rooms. Conditions related to cleanliness, functioning bath tabs, beds, internet/Wi-Fi are also important to the customers. In the USA, hotels guest satisfaction index survey showed that guest satisfaction in hotel cleanliness rose for the fifth consecutive year in 2020 (Power, 2020).

### **2.5.2.3 Reliability dimension**

In the Jordanian banking sector, reliability dimension was defined by Pakurar, Haddad, Nagy, Popp and Olah (2019) as the competence of employees to carry out the promised service accurately and timely. While in the Vietnam hotel industry; Nguyen, Nguyen and Matsui (2015) noted that reliability consists of items such as performing services on time and accurately, keeping records confidentially and solving problems genuinely. From Zeithaml, Parasuraman and Berry, (1990) as well as Garvin's (1988) perspective, reliability correspondingly means competence which signifies confident and knowledgeable staff that is adept to handle requests and questions accurately.

Reliability management is a subfield that began in quality management grounded on the use of probability theory to quality. A product with a very low chance that it will fail during its designed

life is deemed reliable. For illustration, given a mobile handset with expected useful life of 3 years has a 2% chance of failure, we say the handset is 98% reliable. However, the probability theory to quality is difficult to apply in hospitality products as they are difficult to measure. Thus calls for redefinition and rethinking of reliability of a service (intangible good). The development of instruments like SERVQUAL (Yeong, Knox & Prabhakar, 2021) among others were developed to measure this dimensions of services as discussed in section 2.5.5. (Service quality measurement).

#### **2.5.2.4 Conformance dimension**

Conformance is the general traditional meaning of quality embodied in Juran (1992) definition of quality. Certain numeric facets for the product's performance will be confirmed when a product is designed, such as capacity, size, speed, durability and others. The numeric product features are denoted to as specifications as given in Juran's Trilogy (Juran, 2016). Specifications are accepted to differ with an insignificant amount termed as tolerance. A product conforms if a specific dimension of a product is within the acceptable range of tolerance of the specifications. It is advantageous and easy to define product quality based on conformance because it is quantified. Yet, it is challenging for a service to confirm to numeric specifications. In the hotels and lodges conformance can mean how well the facilities meet the design specification and construction features of standard ratings like star ratings (Nguyen, *et al.*, 2015). Use of standard operating procedures (SOP) in hotels is meant to ensure that service provision conforms to standards.

#### **2.5.2.5 Durability dimension**

Durability is the extent to which a product stands trauma or stress without fault during the life expectancy of a product (Hoe, 2018). The durability dimension of quality is mostly discussed in tangible products by authors like Garvin (1988) and in his later publications contended that reliability is very alike to durability. Nevertheless, it is not exactly the same. In the hospitality industry, this dimension of quality is not that applicable due to the unique characteristics of the products. The hospitality products cannot be owned by users. The customers can only take temporary ownership of the products during their stay at a hotel. From another perspective of

durability dimension in hospitality, service failure rate can relate to durability dimension. During that period of temporary ownership, the service is expected to flow without failures.

#### **2.5.2.6 Serviceability of a product**

Serviceability is the easiness of repair for a product (Hoe, 2018). A product is exceptionally serviceable if it can be repaired cheaply and easily. Many products need to be serviced by specialists, such as the technician who repairs electrical gadgets like computers, phones and radios. Chowdhury (2017), observed that customers are disturbed not only by a product failing to perform but also by the period the product takes to be fixed, the type of the dealings with service people and the incidences with which product repair fail to put right unresolved problems. If service is courteous, rapid, competent and easy to acquire then the product is usually serviceable asserts (Pakurar, *et al.*, 2019). In customer purchase decision, customers often ask themselves questions on product serviceability. Serviceability of a product is now more important in product selection criteria. Service recovery here is direct equivalent of serviceability which is post service or on service action than pre service action as Pakurar, *et al.*, (2019) suggest.

#### **2.5.2.7 Aesthetics of a product**

Aesthetics are personal sensory characteristics such as feel, taste, sound, smell and look (Chowdhury, 2017). The measure of aesthetics is the degree to which products features match consumer preferences. In terms of aesthetics, quality is measured as the degree to which consumer preferences match product attributes. Aesthetics influence customer purchase intentions mainly on products faults or defects that alter, reduce or diminish its aesthetics like smart phones as observed by Chowdhury (2017).

Aesthetics is a core design principle that defines a design's pleasing qualities. In visual terms, aesthetics includes factors such as balance, colour, movement, pattern, scale, shape and visual weight. Designers use aesthetics to complement their designs' usability and so enhance functionality with attractive layouts (Mumcu & Kimzan, 2020). One of the most operative ways of differentiating is using aesthetics. Visual aesthetics of products forms value for consumers. Visual aesthetics create significant value for product and makes it more special (Chowdhury, 2017). Mumcu and Kimzan (2020) investigated the relationship between visual aesthetics of

products and consumers price sensitivity and noted that level of price sensitivity of consumer decreases when the product is more unique and prestigious. In hotel products aesthetics is formed in the decoration of rooms, facility grounds, painting and even furniture and fixtures design. Standardised operating procedures in service industry have potent to prescribe the aesthetic value attached to a facility (Garrigos, Kaosiri & Narangajavana, 2019).

#### **2.5.2.8 Perceived quality**

All other dimension of product quality hinge on perception, how the product is viewed by the public. Perceived quality is an important predictor to customer satisfaction. A negative perception can destroy the product even if it is of high quality (Nguyen, *et al.*, 2015; Sungha, Liu, Kang & Yang, 2018) from customers, managers and employee's perspective. Perceived quality attributes include performance, comparative standards, different customer situations and it is found in the use of the product (Chowdhury, 2017; Uzir & Jerin, 2020). Customer opinion is the basis of perceived quality. Customers rate services and products with their appreciation of their goodness.

Service quality in hotels differs with the product class, founded on that customers tend to have different expectations and perceptions (Mugondi, 2015). Sungha, *et al.*, (2018) and Li, *et al.*, (2020) noted factors such as room size, hotel building physical appearance, general cleanliness and room assistance all shape customers perceptions. Perception of quality can ensue as personal as evaluations of aesthetics. Reputation is the powerful and primary thing of perceived quality. The customers accept as true that the quality of products yesterday is similar to quality of products today, so if a product is perceived positively, it is poised to grow through word of mouth.

#### **2.5.3 Dimensions of service quality**

The notion of service quality is founded upon the principles of customer satisfaction propositioned in America and Europe (Garvin, 1988; Parasuraman, Zeithaml & Berry, 1990). Pakurar, *et al.*, (2019) mentioned that service quality is an expansion of the consumer's assessment of a service or an object received. A provisional reaction of the consumer to that specific service or object on the other hand is satisfaction. Parasuraman, *et al.*, (1990) pointed out that service quality would be the level of added excellence after meeting the customers' requirements. Service quality does not

outcome in changes to ownership even after the service has been delivered, it is basically intangible. Masrurul (2019) defined service quality as a cognitive and realistic difference between experiences and performances regarding service benefits. In the hotel industry a quality service is exhibited in safety, cleanliness, considerate attitude of staff and maintenance of rooms (Li, *et al.*, 2020).

Customer satisfaction is also a pointer of service quality, which is the end product produced by the service. Parasuraman, *et al.*, (1990) views service quality as an outcome of contrasts between the consumers' expectations and consumers' experiences of the services. The concept of service quality (perceived services – expected services) was used to offer additional definitions of service quality. Service quality evaluations included the results of the services and also the means by which the service was delivered. Goetsch (2021), defined quality as the excellence of a service or product as determined by the customer. Quality evaluations therefore include positive connotations.

Service quality is considered the life blood of any business and the core of service management (Li, *et al.*, 2020). Generally, hotels have comparable amenities in the current competitive environment; the sustainable continued existence of hotels hinge on the provision of quality service leading to customer satisfaction (Masrurul, 2019). Mutle and Shonhe, (2017) notes that there are three foremost kinds of service quality in hotels; service experience, physical product and quality of beverages and food. Service quality is correlated with customer satisfaction (Masrurul, 2019) and customers revisit intention is associated with customer satisfaction (Li, *et al.*, 2020). If a good image is shown to customers, it build a sustainable competitive advantage for the hotel (Tessera, 2016).

It has been noted that service quality is the greatest differentiator between service providers (Garrigos, *et al.*, 2019) but there has been no clear-cut definition of service quality. Preceding research in the hospitality industry has acknowledged that customers evaluate the service experience by comparing what they want or expect to what was received (Tefera & Govender, 2017). Service quality is affected by employee motivation, perishability, tangible dimensions of the hotel and materials associated with the service (Masrurul, 2019). Services are usually discussed according to their unique characteristics of intangibility, perishability, heterogeneity and inseparability (Karavaeva, 2017; Uzir & Jerin, 2020).

Service quality dimensions are very challenging to describe than product quality dimensions. Goods and services share a number of attributes, services have additional diverse quality attributes more than products and they are evident in different given definitions of service quality. The wide variation in service quality dimension from product quality dimension is also created by high customer involvement in services. Customers employ several physical aspects to assess quality of products; style, hardness, colour, package, label, and feel when purchasing goods than services. When purchasing services, there less tangible aspects are available to help assessing quality. Customers rely on other aspects to evaluate service quality. Service quality dimensions are the characteristics or aspects which customers make use of to assess service quality. Ten dimensions that effect customer’s perceptions of service quality are reliability, tangibility, responsiveness, communication, credibility, competence, security, understanding, courtesy and access (Parasuraman, *et al.*, 1990). Pakurar, *et al.*, (2019) identified five dimensions (characteristics) of service quality which are tangibles, responsiveness, reliability, empathy and assurance which are more of a compressed ten dimensions given by Parasuraman, *et al.*; (1990). Table 2.2 below gives a brief description of the ten dimensions of service quality according to Parasuraman, Zeithmal and Berry (1990).

**Table 2.4: Dimensions of service quality**

<b>Dimension</b>	<b>Description</b>
Tangibility	Physical evidence of service (facilities, equipment, tools)
Responsiveness	Readiness or willingness to provide service timeliness
Reliability	Honoring promises, getting it right first time, dependability.
Communication	Keeping customers informed in a language that they can understand
Credibility	Honest, trustworthiness, having customer’s best interest at heart
Security	Physical and financial; confidentiality
Competence	Possession of the knowledge and skills required to perform the service
Courtesy	Politeness, friendliness, respect, neat and clean appearance.
Understanding	Knowing the customer needs and requirements
Access	Ease of approach and contact

**Source:** Parasuraman, *et al.*, (1990)

### 2.5.3.1 Tangibility of a service

Tangibility of a service refers to the outlook of the physical facilities and surroundings, personnel, equipment and the way of communication (Ramya, Kowsalya & Dharanipriya, 2019). For

instance, how the room is set in a hotel gives the tangible aspect in a service. A unique first-time impression would make customers have the tendency to visit again in the future. In the hotel industry, tangibility can be generalised (Ali, Hussain, Konar & Jeon, 2017). Managers must pay extra attention to the tangible features of the service quality as customers provided lowest possible ranking of quality associated to expectations in the tangible dimension (Mmutle & Shonhe, 2017). Hotels depend heavily on tangibles as clients usually predict quality of services on the quality of physical facilities and surroundings.

### **2.5.3.2 Reliability of service**

Reliability is how the company performs and completes the guaranteed service dependably and accurately within the agreed set of conditions between the customer and the company (Ramya, Kowsalya & Dharanipriya, 2019). Nguyen, *et al.*, (2015) pitched reliability to mean getting it right first time, honouring promises and dependability of the service supplier. The reliability dimension of service quality as in the product quality dimension concern several attributes and it is difficult to explain it independently. Having a room prepared upon reception and meals ready during service times are examples of the reliability dimension. An organisation's capability to deliver service is the important factor in delivering service quality.

### **2.5.3.3 Responsiveness to customers**

According to Ramya, *et al.*, (2019); responsiveness to customers in service quality denotes the preparedness of the organisation to assist its customers by providing them with good quality, and fast service. When customers receive the best possible quality in the service they feel highly valued. Masrurul, (2019) posits that excellent service embrace responsiveness, employees showing passion for service and for their work and ability to deal with emergencies. Customers measure a company's responsiveness by judging the amount of time it takes and attention given in response to their questions, requests, problems and complaints. Reacting quickly to complaints or requests leads to a higher ranking on this dimension. Hospitality managers ought to train their personnel to offer respectful, polite and welcoming service (Ali, *et al.*, 2017). It is evident that responsiveness to customers is affected by managers and staff making, implementation of standard operating procedures can shape an organisation's responsiveness.

#### **2.5.3.4 Assurance**

Assurance service quality concerns to employ skilled employees who are able to get the confidence and trust of the customers (Ramya, Kowsalya & Dharanipriya, 2019). If customers are uncomfortable with the employees, there is likelihood that they will not visit the company again. Employee's knowledge, politeness and trustworthiness assure customers of good quality service (Mmutle & Shonhe, 2017). Assurance in hotels can be improved by putting in place mechanisms that accommodate interests of customers and through training employees in handling customer demands. This dimension is very significant in services that give high levels of credibility to quality like in medical services and in motor vehicle industries. Assurance increases in relation with the service risk and the greater the incapability for a customer to assess the service, greater is the importance of assurance dimension. The servicescape and tangibles can also be used to assure guests at the hotel.

#### **2.5.3.5 Service empathy**

Empathy refers to how an organisation cares and gives individualised service to their customers so that the customers feel special and valued (Ramya, Kowsalya & Dharanipriya, 2019). In the hotels, empathy is capability and willingness to respond to individual customer requirements (Sungha, Liu, Kang & Yang, 2018) like preparing the bed with linen covers of a specific colour as demanded by the customer improves level of customer perception. This dimension is a combination of reliability, responsiveness and assurance. Repeat business is obtained if customers believe that they receive individualised and quality care.

A number of authors tested service quality dimensions comprehensiveness using management perception of service quality and others using customers' perception and expectations of service quality. The researcher has adopted service quality dimensions as given by Ramya, *et al.*, (2019) (tangibles, responsiveness, reliability, empathy and assurance) in understanding the internal and external factors leading to adoption of QMS amongst hotels. These five service quality dimensions were founded by Parasuraman, *et al.*, (1990) and are the most applied and acknowledged in the service industry. However, of late, others scholars have added some dimensions. Gronroos (1993) added a sixth dimension of service quality – service recovery. New dimensions of product quality

have been noticed from literature reviewed by Panizzut, Rafi-ul-Shan, Amar, Sher, Mazhar and Klemes (2021) from well developed countries. These dimensions include environmental friendliness of products and consumer health impacts of products. These are progressive and transformational quality dimensions introduced as viable solutions to issues of consumerism.

#### **2.5.4 Customer Satisfaction**

According to Juneja (2018), customer satisfaction is a function of a customer's experience that reveals a service providers' behaviour in respect to a customer's expectations of quality on how service is provided and managed professionally. Customer satisfaction implies providing services and goods that create certain levels of perceived value for the customer so that the customer keeps on engaged positively with the organisation (Kasiri, Teoh, Sambasivan & Sidin, 2017). Customer satisfaction is both an emotion-based and an evaluative response to a service encounter. This means that satisfaction is measured based on emotions and evaluative measures such as interest, enjoyment, anger and surprise among others. Service quality is a forecaster of customer satisfaction (Masrurul, 2019; Li, *et al.*, 2020).

Service quality influences customer level of satisfaction (Kasiri, *et al.*, 2017). Customer satisfaction is a business philosophy which tends to be the creation of value for customers, anticipating and managing their expectations and demonstrating ability and responsibility to satisfy their needs. Service quality and customer satisfaction are critical factors for success of any hotel business (Tefera & Govender, 2017). The key to achieve sustainable advantage lies in delivering high quality service that result in satisfied customers. Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention.

Customer satisfaction is the outcome of customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors (Ali, *et al.*, 2017). In order to achieve customer satisfaction, it is important to recognise and to anticipate customers' needs and to be able to satisfy them. Organisations which are able to rapidly understand and satisfy customer needs, make greater profits than those which fail to understand and satisfy customers (Juneja, 2018).

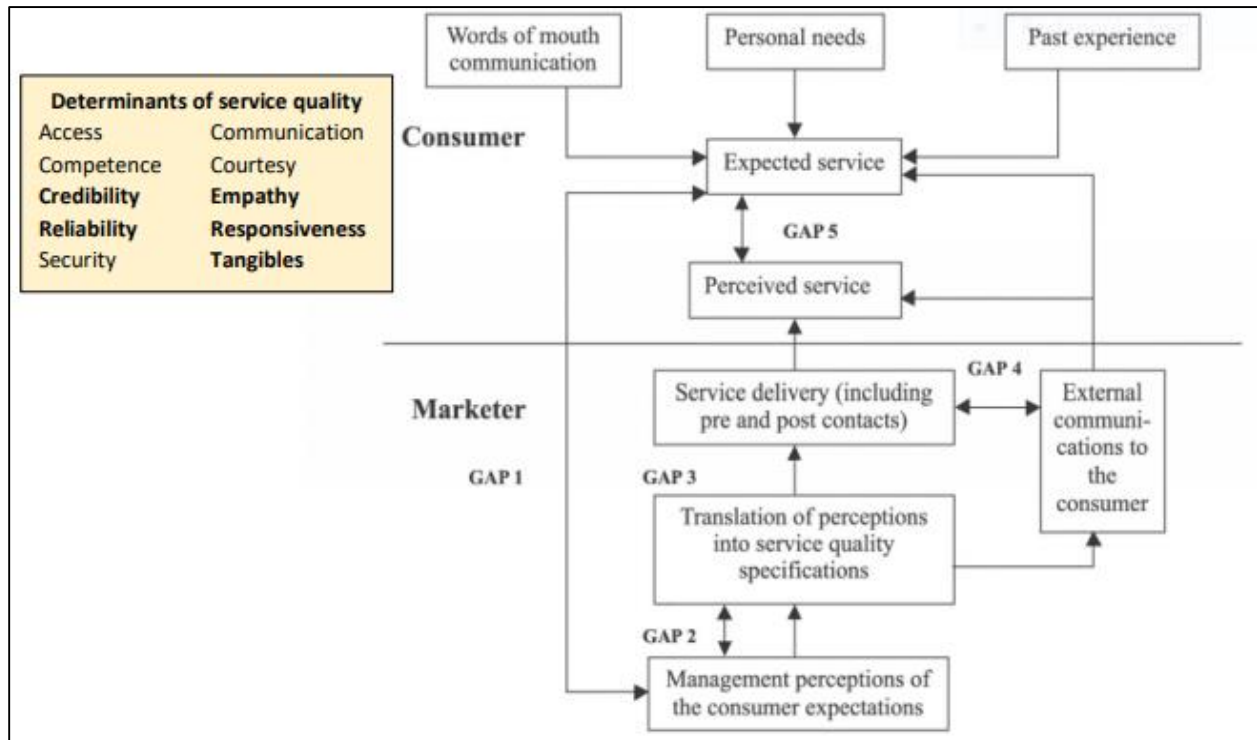
Many researchers including Tessler (2016), Garrigos, Kaosiri, and Narangajavana (2019), Nain, (2018) and Masrurul (2019) conceptualise customer satisfaction as an individual's feeling of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectations. The reasons for measuring customer's satisfaction are to know if there are happy customers and unhappy customers. Measuring customer satisfaction makes it possible for an organisation to interact and communicate with customers on a regular basis learning and determining their needs so as to respond accordingly (Juneja, 2018). By measuring customer satisfaction, an organisation know how likely in future if a customer will return using metrics that can analyse the current situation and improve the quality of service provided. Providing customers with higher quality service enables an organisation to charge high prices.

Measuring customer satisfaction enables identification of customer information which is critical in running the business smoothly since customers are the most important stakeholder for any organisation (Juneja, 2018). Getting customer feedback helps organisations make improvements but customer satisfaction is affected by a number of factors which need to be taken into cognisance. The factors which affect customer satisfaction as highlighted by Juneja, (2018) include:

- Quality and type of response given by the supplier;
- Customer service provided by the supplier;
- Complaint management;
- Cost, performance, efficiency and quality of the product;
- The supplier's personal facets such as friendliness and etiquette;
- The supplier's aptitude to manage a whole customer life cycle; and
- Hustle-free, compatible operations and functions.

Customer satisfaction can best be understood using the Gap Model of service quality also known as the 5 Gap model. The model was postulated by Parasuraman, *et al.*, (1990). It shows four major satisfaction gaps that organisations must manage in order to meet customer satisfaction which is the fifth gap. Customer satisfaction is mainly a function of perception as shown in the Gap Model. If the customer perceives that the service meets their expectations then they will be satisfied, if not they will be dissatisfied. If customers are dissatisfied it will be as a result of any one of the five customer service gaps shown in the Figure 2.2 below. The Gap Model is not the best to explain

customer satisfaction. It is one of the models which can be used to explain the gaps in service quality for any service organisation. Other models were developed later building upon the Gap Model include Technical and Functional Model of Service Quality and the Expectancy Disconfirmation Model which can also be used to explain service quality (Nguyen, *et al.*, 2015). The models may explain issues to do with customer satisfaction or dissatisfaction better than the Gap Model.



**Figure 2.6: Customer satisfaction – Gap Model of service quality**

**Source:** Alsaffar (2020), adapted from Parasuraman, *et al.*, (1990)

### 2.5.5 Service quality measurement

Service quality measurement is a very imperative part of the quality enhancement process as it gives responses in relation to service offered and level it meets customer's requirements (Jankalova, 2016). SERVQUAL is one of the most used and well acknowledged instrument, used by researchers in service quality measurement in hotels of all sizes (Ahmad, S., Ahmad, N. & Papastathopoulos, 2019; Yeong, *et al.*, 2021). The SERVQUAL instrument was first intended to measure the variance between perceived quality and expected quality service through focus on five

service quality dimensions which are tangibles, responsiveness, reliability, assurance and empathy (Yeong, *et al.*, 2021). Through acknowledgement of SERVQUAL by many researchers it was later used in a number of hotel studies to measure service quality (Rauch *et al.*, 2016; Mugondi, 2015; Ali, *et al.*, 2017; Masrurul, 2019; Ahmad, *et al.*, 2019). The SERVQUAL model is particularly important in classifying service quality parameters/dimensions. However, several researchers have raised interrogations about indistinctness and scope of dimensions in measuring service quality. Al-Ababneh (2016), and Amin and Pazir (2016), also pointed out the limitations of the SERVQUAL instrument, arguing that the instrument fails to adequately measure all aspects of service performance. Amin and Pazir (2016), further contended that the model essentially emphasises on the single dimensional concept only confounds satisfaction and attitude despite the fact that service quality changes due to factors like rate in the number of contacts, business environment competition, the usage rate and time.

Accordingly, some modifications of the SERVQUAL instrument were done to cater for the instrument's shortfalls in measuring the 5 dimensions of service. The LODGEQUAL, DINESERV, DIVERPER, HISTOLQUAL and HOLSERV instruments were produced but are more specific to hotel and dining experiences (Tefera & Govender, 2017; Adeinat, 2019). These modifications looked like amendments of SERVQUAL instrument to match the size of the hotel. Nevertheless, they were still unable to service the requirements of the hotel and tourism industry. Their major weakness has been that they were mainly developed for process outcomes as opposed to the service outcomes they were intended to measure (Al-Ababneh, 2017). The different types of service quality measurement instruments are peculiar instruments empirically tested on service quality concepts of interaction, environment and outcome service quality. Interaction quality has been denoted as a measure of the method by which a service is delivered to a customer, environmental quality is recognised with the immediate surroundings of the customer and the measures comprise room quality, atmosphere, design and location. The last service dimension is outcome quality which is defined as what customers remain with subsequently after their service consumption. The strength of the instruments lies in the simplification of the SERVQUAL instrument and provides more conceptually sound instruments. The instruments suit user needs for easy application and analysis in the hotel industry but they also have their specific weaknesses.

### **2.5.6 Quality gurus and their philosophies**

The adoption of QMS demands investing in time to apply new ideas, time to train, time for people to recognise the advantages and change into new or different organisational cultures (Fonseca, 2019). In the hospitality industry there have been many recent developments in QMS and models against which organisations can measure themselves or may be assessed. According to Neyestani (2017) and Yusof and Aspinwall (2019), most quality frameworks can be put into three broad categories namely, consultants or experts based, awards or formal assessment based and academic or empirical based. Works of Deming (2018b), Crosby (1996), Juran (1992), Ishikawa (1991) and Feigenbaum (1991) are revisited in the ensuing section. The propositions of these gurus are the rudiments of quality management in many organisations today. The main philosophies, practices of quality management as proposed by each of the gurus are presented and critically reviewed.

#### **2.5.6.1 Deming approach to quality**

Deming (2018) supposed that quality must be the fundamental philosophy of any business rather than merely a part of the strategic plan. The theoretic core of the Deming approach to quality apprehends the formation of an organisational structure that promotes learning and teamwork aimed at enabling the operation of process management practices. Teamwork leads to continuous enhancement of services, products and processes as well as employee satisfaction, equally important to satisfaction of customers and eventually organisational survival. Deming (2018) emphasised that it is the duty of the top management to spearhead the change of processes and systems in organisations. In quality management, leadership is also responsible for forming and communicating a vision to move an organisation towards continuous improvement.

Deming (2018) developed a quantitative and systematic approach to detect and solve problems. He came up with the Plan, Do, Check and Act (PDCA) approach which is appropriate for improvement of products and services. According to Popescu, Mandru and Gogoncea (2017), PDCA uses improvement circles enfolding resource management, management responsibilities, process management, measurement and analysis in continuous improvement process. According to Deming (2018b), most quality problems emanate from top management as they are the ones responsible for employees setting out standards for work and providing work methods. These work methods comprise a proper working environment free of fault finding, fear or blame. Deming

(1986) further emphasised the substance of knowing and meeting of customers' requirements, formation of partnerships with suppliers, use of quality circles to identify and solve quality problems, training of employees, employees' empowerment and a quest for continuous improvement.

Fourteen (14) points' principles of TQM were proposed by Deming. Deming maintains that his 14 points apply to all institutions regardless of their size and to both service and manufacturing industries. Deming's fourteen points' principles are premised on creation of objectives towards improvement of products which follows adoption of new philosophy, building quality at first, long term relationships with stakeholders, continuous improvement, on the job training and leadership institution that is open to employees without exhortations. Interdepartmental workflow without barriers, employee's education and involvement of everyone towards quality transformation are the capping principles of Deming's fourteen points.

#### **2.5.6.2 Juran's approach to quality**

Juran (2016) defined quality as fitness for use and noted that achievement of quality involves activities in all functions of a firm. Juran (2016) supposed that key quality problems are due to management more than workers in the reflection of "quality trilogy". Juran considered quality improvement as a function of quality management along with quality planning and control. Quality planning and control considers firm-wide assessment of quality, quality information system, supplier quality management, competitive benchmarking and use of statistical methods are essential to quality improvement. Juran's quality approach stresses team work - quality circles, project team and self-managing teams which can encourage quality improvement, improve communication among employees and management and develop coordination between employees.

The components of Juran's Trilogy include planning, control and improvement. From the trilogy, Juran developed an eight-step quality planning map which emphasises that quality is planned, it does not occur by accident (Ruturi, 2018). The control part is intended to help meet the product, process and service requirements. Quality improvement aims at achieving levels of performance that are meaningfully higher than current levels. Table 2.3 on the next page shows quality management's three basic processes (Juran Trilogy).

**Table 2.5: Universal processes for managing quality**

Quality planning	Quality Control	Quality Improvement
1) Determine who are the customers	1) Evaluate actual operating performance.	1) Reduce wastage.
2) Determine the needs of the customers		2) Improve deficient processes.
3) Develop product features which respond to the customer's needs	2) Compare actual performance to goals.	3) Improve deficient planning processes
4) Develop processes that are able to produce those features.	3) Act on the difference.	
5) Transfer the resulting plans to the operating forces.		
6) Evaluate actual operating performance.		

**Source:** Juran (2016)

Juran's (2016) approach to quality management consisted of the sporadic problem management and chronic problem management. Sporadic problems are identified and worked upon by the quality control process while the chronic problems are identified by quality control process; they are worked upon by quality improvement. The causes of chronic quality problems are perceptible to poor quality planning process. Juran (2016) came up with four comprehensive groups of quality costs used to assess the organisation's costs linked to quality. The four quality costs are:

- Internal failure costs: costs related with defects found before transfer of the product to the customer which include rejects, scrap, failure analysis and rework;
- External failure costs: costs related with defects found after product is transferred to the customer which include complaint adjustment, warranty charges, returned material and allowances;
- Appraisal costs: costs associated with incoming, in-process, quality audits, testing and final inspection of product quality, calibration of testing equipment and costs of verifying the degree of conformance to set quality standards; and
- Prevention costs: costs associated with quality planning, quality audits, new product review, training, supplier quality assessment and costs of keeping at minimum failure and appraisal costs.

The external failure costs are not relevant in the hotel sector since the ownership of the product is not transferrable. The external costs yes can arise but not in warranty charges, returned materials and allowances but in terms of image or brand damage. To correct brand image can be expensive

and costs getting new customers and return customers. Juran (2016) approach to quality in the hotel sector can be applied in part and in adjusted versions bring in new interpretation to the four quality costs.

### **2.5.6.3. Crosby's approach to quality**

Crosby (1996) recognised a number of imperative practices and principles for successful implementation of quality improvement programmes, which comprise management accountability for quality, management involvement, employee recognition, training and education, lessening of the cost of quality (appraisal costs, prevention costs, internal and external failure costs), doing things precise the first time, zero defects and emphasis on prevention rather than after the event review. Lack of knowledge and lack of attention are the two reasons that cause mistakes. Training and education can get rid of lack of knowledge, lack of attention to detail and lack of personal obligation to excellence. For successful quality improvement, Crosby also emphasised the importance of good management style. The objective of quality improvement is to transform the values of top managers to get them not to agree to take defects and mistakes, as this would in turn reduce work standards and expectations in their jobs.

The quality management maturity grid with five stages was presented by Crosby (1996) for use by firms to evaluate their quality management maturity. The five stages of the quality management maturity grid are uncertainty, awakening, enlightenment, wisdom and certainty. The stages can be used to review progress in a number of measurement categories such as management attitude and understanding, problem handling, quality organisation status, synopsis of firm quality position and cost of quality as percentage of sales. The cost of quality measures and quality management maturity grid are the most useful tools for managers to assess their quality status. Crosby (1996) proposed a fourteen (14) step programme that can guide organisations in implementing quality improvement. These steps are as follows:

- Management commitment;
- Quality improvement team;
- Quality measurement;
- Cost of quality;

- Quality awareness;
- Corrective action;
- Zero defects planning;
- Supervisor training;
- Zero defects day;
- Goal setting;
- Error causal removal;
- Recognition;
- Quality councils; and
- Do it over again.

Popescu, *et al.*, (2017) summed up Crosby's essential ideology as; the meaning of quality is conformance to requirements, prevention is the system of quality, zero defects is the performance standard and measurement of quality is the cost to non conformity. Concurring with Crosby (1996) quality correspond to conformance to requirements and he asserts that it is essential to change requirements into measurable service or product characteristics.

#### **2.5.6.4 Feigenbaum's approach to quality**

Feigenbaum (1991) introduced Total Quality Control (TQC) and Quality Costs (QC) concepts. Feigenbaum (1991) defined TQC as an operational system for integrating the quality; development, maintenance and improvement works of a number of groups in an organisation so as to allow marketing, production, engineering and service at the most economical levels which agree to maximum customer satisfaction. Feigenbaum (1991) proposed that good quality management is comprised of four key steps as follows:

- Setting quality standards;
- Appraising conformance to these standards;
- Acting when standards are not met; and
- Planning for improvement in these standards.

Feigenbaum (1991), contended that quality steps begin with the recognition of all customers' requirements and ends only when the service or product supplied to the customer, who is satisfied.

Accordingly, all organisational functions (marketing, purchasing, design, production, logistics, inspection, service, and sales) are included in and impact the achievement of quality. Feigenbaum (1991) emphasised that effort ought to be made with regard to the avoidance of poor quality more than noticing it after the event. He maintained that quality is an important element of the everyday job of the operators and floor line staff in an organisation. Product quality is affected by technological factors (machines, processes and materials) and human factors (foremen, operators and other organisation staff) (Ruturi, 2018). Of technological factors and human factors, the human factors are of more significance by far in quality management. Feigenbaum (1991) considered employee participation, top management commitment, supplier quality management, evaluation, information system, communication, and use of statistical technology and use of quality costs to be an important component of quality management (Popescu, *et al.*, 2017). Feigenbaum (1991) posits that quality is every person's job and employees should be paid for their quality improvement propositions. Successful employee education and training must centre on the quality; knowledge, attitudes and skills.

#### **2.5.6.5. Ishikawa's approach to quality**

Ishikawa (2012) as cited in Fonseca, (2019) states that quality management extend further than the product or service and includes after sale service, the quality of staff, the quality of management and the organisation itself. Ishikawa (2012) developed ideas from the theories of Feigenbaum (1991), Juran (2016) and Deming (2018). Ishikawa (2012) stated that a firm's success is very well dependent on regarding quality improvement as an endless quest. A dedication to continuous improvement confirms that people will at no time stop learning in an organisation. He promoted employee involvement as the key in the effective adoption of quality management and introduced quality circles. Like all other quality experts, Ishikawa emphasised the significance of education and training, asserting that quality starts and ends with the two. Ishikawa (2012) was involved with the advancement and advocacy of comprehensive education in the seven quality control tools (Pareto chart, stratification chart, cause and effect diagram [Ishikawa diagram], scatter diagram, check- sheet, histogram, and control chat).

Ishikawa (2012) proposed that the evaluation of customer requirements encourages cross functional cooperation; choosing suppliers must be grounded on quality more than on price; cross

functional teams are efficient ways for solving and identifying quality challenges. Ishikawa's notion of total quality control management comprises the following six important principles:

- Quality first, not short-term profits first;
- Customer orientation, not producer orientation;
- Consumers represent the ensuing step without organisational barriers;
- Decisions are based on data and facts;
- Respect for humanity as a management philosophy, full participatory management; and
- Cross functional management.

#### **2.5.6.6 Shingo's approach to quality**

Shingo Shigeo approach to quality can be grouped into three concepts of Single Minute Exchange Dies (SMED), Quick Changeover, Zero Quality Control and Just In Time (JIT): poka yoke (Ruturi, 2018). These concepts are contained within ISO 9001 and they are extensively used in both service and manufacturing operations (ISO, 2021). Quick change over systems reduces machine set-up time, thus reducing size of production runs and eliminating waste while mistake proofing systems avert mistakes from becoming defects (Shingo, 1985). In Shingo's (1985) approach to quality, the SMED basic elements are to lessen the set-up time of dies which result in small batch sizes for parts; small batch size translates to lower costs. Zero quality control makes use of inspection done at the source instead of sampling inspection. However, Shingo's (1985) approach to quality in real world companies is not clear and lacks underlying theory on how the systems work to improve quality.

#### **2.5.6.7 Oakland's approach to quality**

For Oakland (2014), quality management is a management concept that can help firms to manage business excellence. Oakland developed TQM framework for managing quality with 4ps (people, planning, performance and processes) and 3Cs (communication, culture and commitment). Oakland (2014) views TQM as a move towards advancing the competitiveness of an organisation by involving everyone at all stages in planning, organizing and controlling organisational activities. Oakland (2014) asserts that quality is user-driven and has to do with moving from the

emphasis on control coming from customer - outside individual to inside the organisation in a bid to ensure accountability and commitment. Oakland's (2014) approach to TQM as cited by Fonseca (2019) is in tandem with Bounds, *et al.*, (1994) who asserts that TQM is culture motivated, concerned with training and development of staff so that the values of the organisation turn out to be those geared towards averting failure and doing the right things first time, every time.

### **2.5.7 Quality guru's overall perspective**

After reviewing the seven quality gurus' approaches to quality, it is evident that each one has his own distinct approach. However, the practices and principles of quality management developed by the quality gurus afforded the researcher an improved comprehension of the concepts of quality management. Their intuitions offered a strong basis for undertaking this study in understanding the level of awareness of quality amongst stakeholders in the hospitality industry.

Even though their approaches to quality management are not absolutely the same, they do reveal some mutual points which can be summarised as:

- Management is responsible for providing and showing commitment to quality, empowerment, leadership, encouragement, and the appropriate support to technical and human processes. Management must determine a favourable environment and framework of operation, foster participation of every employee and develop quality culture;
- Management policy, strategy and firm wide assessment activities are emphasised in quality management;
- Employee education and training is regarded important as it changes employees' beliefs behaviour, attitude and abilities in carrying out work;
- Employees are supposed to be rewarded and recognised for their quality enhancement efforts;
- The importance of quality management is not on review after the event, it is on prevention of product defects.
- Quality management transcend the whole organisation, starting from suppliers to customers. All departments in an organisation should be concerned with quality enhancement efforts.

Quality gurus' approaches were developed from manufacturing industry perspectives (Deming, 2018; Crosby, 1996; Juran, 1992; Ishikawa, 1991; & Feigenbaum, 1991) there applicability to

service industry was done with redefinition of key constructs for adaptability (Popescu, *et al.*, 2017). Oakland (2014) quality management concept which embraces business excellence transcending the whole organisation and also recognising the impact of suppliers and customers is relatively applicable to service organisations without challenges.

### **2.5.8 Quality management system**

Quality management system is a set of established coordinated activities to lead and control operations of an organisation in terms of quality (International Organisation of Standards (ISO), (2021). After a synthesis of literature in internationalisation of quality management standards, Tarí, Molina-Azorín, Pereira-Moliner and Lopez-Gamero (2019) observed that a number of authors defined QMS as that part of management system which focused on leading and controlling an organisation in relation to quality. There are macro quality management systems which are applicable in any organisation and there are micro quality management systems which are industry specific. Macro QMS include total quality management (TQM), ISO 9001, six sigma, continuous improvement, lean production, benchmarking and business excellence. Micro QMS specific to the hotel industry include Hazardous Analysis Critical Control Point (HACCP), Assured Safe Catering (ASC) and ISO 22000 Food Safety Management (FSM). These QMSs are reviewed in the following sections.

#### **2.5.8.1 Total Quality Management (TQM)**

Biswakarma (2017), defined Total Quality Management (TQM) as a way used by management to enhance competitiveness, flexibility and efficiency of a business as a whole. In an effort to understand TQM key success factors in literature, Hussain and Khan (2020) asserts that TQM seeks to improve organisational performance and customer satisfaction by offering good quality products through collaboration and participation of all stakeholders, customer orientation, teamwork and continuous improvement by using the tools and techniques of quality management. From the definition given, TQM involves everyone in enhancing the means tasks are performed in an organisation accordingly, establishing a quality culture and reducing wastage of resources. For TQM to be effective there must be fundamental drivers (top management commitment, quality policy, continuous improvement, employee involvement, quality improvement, and training and

education) in place as highlighted by Hussain and Khan (2020) from a critical analysis of literature selected from service and manufacturing industries.

In the hospitality industry, Biswakarma (2017) notes that TQM is an inclusive process that inspires all members of staff to work in order to establish guest service expectations and decide the best way to fulfil or surpass these expectations. A booming hospitality facility engage leader managers who can build an encouraging work environment in which employees and guests become part of the mission by contributing in setting goals and objectives. The application of TQM in the hospitality industry is anticipated to motivate human resources and producing a competitive advantage for the facility and benefit the entire industry (Wen, Dai, Chen & Fu, 2017; Elnagara, Abdelkawi & Salama, 2018).

TQM is an idea of management resulting from the work of quality gurus (Biswakarma, 2017). Some studies on the implementation of TQM have testified an improvement in production from 20-30% (Elnagara, *et al.*, 2018). TQM positively affects customer satisfaction and retention observed Bimpong (2021) in an analysis of its effect on customer utility and retention in the hospitality industry from evidence from Ghana a developing economy. TQM is synonymous to QMS and at times the terms are interchanged by authors. TQM emphasises quality in every function of the organisation and business. Biswakarma (2017) states that TQM is grounded on three vital principles which are customer orientation (to satisfy customer requirements and expectations), process orientation (input-process-output) and continuous improvement. The implementation of TQM is multifaceted, extensive, tough, involving and requires serious determination from the organisation. To attain the implementation of TQM, it is essential to be aware that management must be tangled in the improvement of quality, organisation culture must change, develop quality strategy, staff must be trained and determine quality costs (Bimpong, 2021; Wen, *et al.*, 2017; Elnagara, *et al.*, 2018).

#### **2.5.8.2 ISO standards**

International Standards Organisation's (ISO) quality standards entail standardisation of processes (ISO, 2019). There are three sets of standards that are of interest for this study and which can be implemented in the hotel industry from ISO's standards. These are ISO 9001, ISO 14001 and ISO

22483. The ISO 9001 series deals with various features of quality management and comprises some of the ISO's well-known standards (Luan, *et al.*, 2020). The ISO standards present direction and tools for organisations who want to produce products that constantly meet customer's requirements, and of improved quality. ISO 9001:2015 is the newer version of the ISO 9001 standard which sets out the criteria for standardisation and is the only standard in the family that can be certified to, though it is not mandatory. It is founded on the same quality values of ISO 9001: 2008 but add up latest requirements of knowledge management and risk-based approach (Anttila & Jussila, 2017).

ISO 9001: 2015 is applicable to any organisation despite size (Croft, Fonseca & Domingues, 2016). There are more than one million organisations from more than one hundred and seventy countries all over the world that are ISO 9001 certified (ISO, 2021). This standard is founded on a number of quality management principles comprising the involvement and commitment of top management, a strong customer focus, continual improvement and the process approach. Currently this practice is being adopted by several organisations for the reason that it is internationally recognised (Anttila & Jussila, 2017). The series of standards ISO 9001: 2015 define, establish and maintain a quality assurance system for both service and manufacturing industries.

ISO 14001 quality standard was introduced later than ISO 9001. It establishes a standard international environmental language for global environmental progress (Varotsis, 2019). ISO 14001 provides better environmental care, more consistent compliance with laws and regulations and better performance from their systems and operations. The usefulness of ISO 14001 is premised on four reasons (Varotsis, 2019). The implementation of ISO 14001 builds a worldwide consensus that there is a necessity for environmental management and certification to environmental systems. ISO 14001 improves environmental performance. ISO 14001 facilitates trade and removes trade barriers. ISO 14001 satisfies the need of the market for conformance to environmental protection. ISO 22483: 2020 document of standards has been developed which is specific to tourism and related services -Accommodation: Hotels service requirements (ISO, 2021). The document institutes quality requirements and recommendations for hotels, regardless of their size and classification, about staff, service, events, entertainment activities, security and safety, maintenance, cleanliness, supply activities and customer satisfaction. ISO 22483: 2020 outlines hotel services as mandatory services and non mandatory services, mandatory services

are the ones specified in its requirements. Non mandatory hotel services include dinner or lunch, lobby service and room service.

The ISO standard includes all aspects of an organisation's activities from identifying key processes, defining objectives, responsibilities, roles, its policies and documentation requirements. It includes the significance of meeting customer requirements, communication, resource requirements, training, purchasing, production, product and process planning, design processes, internal audit, management review, customer satisfaction and improvement processes (International Organisation of Standards (ISO), 2020). For successful implementation, it is imperative that employees have information of the changes that will be employed as they are sensitive of changes brought by ISO certification (Anttila & Jussila, 2017). Antilla and Jussilla (2017) and Luan, *et al.*, (2020) noted that if the implementation of ISO standards is not properly executed it may cause unsought effects such as unanticipated costs, bureaucracy, deterrence of creative and critical thinking and insufficient attention to development.

### **2.5.8.3 Lean production**

Lean production originated in the Toyota Corporation as the yard stick of Lean Thinking which many service companies have implemented as a quality management system (Heizer & Render, 2018). Its main principle is to eliminate unnecessary or wasteful steps in a process and focus on detecting and improving steps in processes that the customer considers valuable. Lean production is premised on the execution of processes management, and the magnitude of dirt free and well organised work areas. The lean method to define value is whether or not a customer will pay for that stage in the process (Rauch, *et al.*, 2016). Just-in-Time (JIT) is engrossed on quick through put and inventory reduction to deliver improvements on operations. According to Reed (2020), JIT affords lean operations that receive or supply only the materials wanted, just at the time they are wanted.

Lean quality management is based on five principles which are specify value, map the value flow, generate flow, react to customer pull and practice perfection (Barclays, *et al.*, 2021). Lean management in the hospitality industry has been successfully implemented at Yukai Resort in Japan, Apex Hotels in UK (Apex Hotels, 2018), Town Place Suites and Starwood Hotels by

Marriot hotels in UK (Rauch, *et al.*, 2016). Effort and costs of implementation, time for visibility, impact on key performance indicators, sustainability of outcome and application are the most suitable elements for validating the most appropriate lean methods for hospitality field (Barclays, *et al.*, 2021). Lean management can help in dealing with economic and financial crises and holds additional potential for the future of tourism and hospitality industry. Lean methods can be adapted to the special requirements of the hotel sector though there is little research to validate this assertion (Manaf, 2016; Pankotay & Kolszar, 2019).

#### **2.5.8.4 Six Sigma**

Six Sigma is a controlled, data-based approach and method for eliminating flaws in any process from transactional to manufacturing and from service to product (Heizer & Render, 2018). Six Sigma was developed and put into practice at Motorola Company in the 1980s as a technique to improve and measure high volume production processes. It was used to measure production levels and reduce waste by trying to attain near faultless results. Six Sigma as a QMS has five (5) steps which are define, measure, analyse, improve and control also known as DMAIC (Ramphal, 2017). Defining the process and identifying the customers is the first step followed by measuring the process by categorising key characteristics of the process, measurement systems are verified and data collected. The collected data is analysed and the process is improved after identifying the fundamental causes of the defects. Lastly, the process is put under control if performing at a desired and predictable level.

Every person in an organisation must support, be involved and be trained on six sigma implementations so that good results are obtained from the five steps of DMAIC (Pai-Bhale, Srividhya, Mariappan, Sony & Belokar, 2017). Six Sigma is increasingly becoming popular and now replacing TQM as it is found to be an effective systematic quality approach which increases the triple bottom line (social, environmental and financial) of hotel guests in order to accomplish and sustain competitive edge. One of largest hotels, Starwood Hotels and Resorts has adopted six sigma. Starwood adopted the method to develop innovative, customer-focused solutions and to transfer these solutions throughout the global organization (Tan & Chakraborty, 2019). Applying six sigma methodology as a QMS in the service sector is mainly limited by the basic intangibility

of output of nearly all the process in the service industry. There are many reasons for this, chiefly is that mainstream of the practises imply a huge amount of human interface between the service providers and the customer. Though intangibility can be managed through taking care of the behaviour of service producers in terms of time management.

#### **2.5.8.5 Benchmarking**

Benchmarking is the constant examination and measurement of business practices and performance compared to the organisations which are regarded as best competitors (Holt & Eccles, 2015). Through benchmarking, organisations measure up themselves with the finest and regularly appraise their practices, processes and methods to ensure the potency of their competitive standing comparative to their competitors. Hemmington, Kim and Wang (2018) noted that benchmarking encourages organisations to learn and transform in order to attain higher customer satisfaction. Magnini, *et al.*, (2020) contended that service benchmarking is very difficult than manufacturing benchmarking since the quality of service is challenging to stipulate and difficult to measure. In spite of this, there are good examples where benchmarking has revealed to be an operational technique to discover, transfer and build standards in service quality with certainty (Hemmington, *et al.*, 2018). Benchmarking is an important procedure for hotels to pursue continuous enhancement in their service quality in the competitive environment in times of normal business operations and in turbulent times during disasters and post disasters to recover (Magnini, *et al.*, 2020).

According to Hemmington, *et al.*, (2018), there are four stages of benchmarking in the service industry. The stages are prioritising and identifying service features associated with customers' assessment of service quality, creating a tool to measure the quality of service features, finding the best operational service organisation as a benchmark, measure up the company's performance with that of the benchmark by means of performance gap analysis and lastly developing a strategic action plan for continuous service enhancement. One of the instruments for benchmarking is the Importance Performance Analysis (IPA) developed by Martilla and James in 1997. According to Wen, *et al.*, (2017), IPA is effective in identifying key areas to be improved and to prioritise resources for business efficiency. IPA was modified to Importance Performance Benchmark

Vectors (IPBV) with eight vectors applicable for benchmarking hotel service quality (Hemmington, *et al.*, 2018). The eight benchmarking vectors identified in the hotel service were identified as sustainable advantage, potential strength, outstanding advantage or false advantage, cease fire competition, on hand disadvantage or false disadvantage, potential weakness, dangerous warning and head on competition.

#### **2.5.8.7 Continuous quality improvement**

From a systematic literature review in the hospitality and tourism industry, continuous quality improvement (CQI) is as a philosophy that emphasizes on improving systems to enable organisations give their customers what they need the first time, every time subject to improvement (Farrington, Antony & O'Gorman, 2018). Literature synthesis indicates that CQI leads to customer centred approach in undertaking business resulting in improved delight and satisfaction for both organisation's employees and customers. CQI as a quality management system came into practice initially in the manufacturing industry as an alternate improved method to TQM in an effort to improve products, services or processes (Sanchez-Ruiz, Marin-Garcia & Blanco, 2018). CQI efforts are aimed at incremental or breakthrough improvements over time. Corporate culture creation is not core in CQI but at core is the process of quality improvement. The CQI studies focused on getting better internal process more than the service encounter which is very important in the tourism and hospitality industry.

#### **2.5.8.8 Business excellence models**

Business Excellence (BE) models are used as QMS tools in several nations to assist organisations to improve on their operations (Ioannis & Dimitrios, 2017; Huseyin, 2012; Kanji, 2012; Toma & Marinescu, 2018; Dinu, 2017). According to Ioannis and Dimitrios (2017), Business excellence models give guiding principles for good quality management and might be applied as self-evaluation models. TQM is the basis of all business excellence models just like in continuous quality improvement because the fundamental philosophies are the same; participation of top management, stakeholder involvement and holistic approach (Toma & Marinescu, 2018). The most distinguished BE models applied the world over are the Deming Prize, European Foundation

for Quality Management (EFQM), Malcolm Baldrige National Quality Award (MBNQA) model, Canadian Quality Award and Australian Quality Award (AQA). Chapter 4 is dedicated to reviewing these BE models. Business excellence models specific to the hotel industry have been developed from the international business excellence models for application in countries like Greece and Iran (Hyesin, 2012; Liu & Ko, 2017), the character and relationship between the models have been reviewed (Jankalova & Jankal, 2020).

#### **2.5.8.9 Statistical processes control**

Statistical processes control (SPC) is use of statistical means to manage a process to confirm that it functions at its full potential to produce a product which meets requirements (Madanhirea & Mbohwa, 2016). When using SPC a process is predictable, producing confirming products and minimising waste as much as possible. Control charts, graphs, scatter diagrams, cause and effect diagrams, pareto charts, check sheets and histograms are the seven tools in SPC (Lim, Antony, Arshed & Albliwi, 2019). Problems are not passed on to the customers as they are detected and corrected in the process, with this SPC has discrete advantage over other quality methods like inspection that uses resources to detecting and revising problems later when they have happened (Rauch, *et al.*, 2016). An alert is raised as soon as a process is measured out of control so that managers can detect sources of disparity and try to remove them.

Applicability of SPC is easy in the manufacturing industry where the product quality dimensions are easy to measure than in the service sector where the service quality dimensions are not easy to measure. Lately, in an effort to make SPC applicable in the service industry Lim and Antony(2019), developed a guide for practitioners and managers of SPC for the food industry. SPC involves defined processes and a discipline following them was introduced in restaurants and proved to be efficient in the food service industry (Zare, 2016) following its successful implementation in emergency management. It needs a climate in which personnel are not chastised when problems are detected (Lim, *et al.*, 2019).

#### **2.5.8.10 Hazard analysis critical control point**

Hazard analysis critical control point (HACCP) is a globally accepted system for food safety management (Ibrahim, 2020) and its use is advocated in the hospitality industry since it is an internationally approved approach to food safety management (Pal, Gebregabiher & Singh, 2016). HACCP is based on science systems and its main objective is to stop contamination of food. It was put into practice by the European Union Commission on 14 July 2000 to fuse, standardise and make simpler the very wide, complicated and multifaceted hygiene requirements in the food production industry. HACCP is employed to ascertain and evaluate chemical, microbiological and physical hazards in food industry (Fayaz, *et al*, 2020). The HACCP concept can control allergic reactions that can be triggered by proteins in foods and it try to supress the toxic condition, which can happen by eating poisonous food. Food handlers and all those who oversee food production are required to be adequately trained in HACCP (Caccamo, Zaida, Taylor & Bulatovic-Schumer, 2018). It was initiated because of inefficiency of QMS that were used in the food industry, that were founded on the examination of samples of end product.

HACCP is a system based on preventing hazards; it is very intricate with lot of paper work and involves specialised expertise and a considerable number of resources to execute (Masengu & Mangwenda, 2017; Ibrahim, 2020). Caccamo, *et al.*, (2018) argued that HACCP implementation has failed in the hospitality industry, in their investigations they found out that many chefs consider it as too complex and nothing above bureaucratic sledge hammer. There was no association between sales of liquid milk and HACCP certification in the dairy business in Zimbabwe Manicaland province, as found by Masengu and Mangwenda (2017) in their study seeking to find if there is relationship between milk sales and HACCP certification. Hotel management literature shows that, for realisation of paybacks from using HACCP as a QMS in any hotel it takes full commitment of both management and workers (Vujacic, Susic & Solarov, 2017; Kushwah & Kumar, 2017; Singh, Kumar & Sigh, 2018).

#### **2.5.8.11 Assured safe catering**

As food processers and producers faced numerous challenges with HACCP, this paved way for the introduction of Assured Safe Catering (ASC) which is a simplified food quality management system (Somorin & Uko-Aviomoh, 2015). ASC is a system developed for and with caterers and

food producers to control food safety problems based upon HACCP principles (Derbyshire County Council, 2019; Food Standard Agency, 2019). ASC prevents safety problems by planning in easy steps emphasising the importance of safety precautions in the preparation, handling and temperature control of food. Catering staff need to be trained on ASC for it to work effectively. Training on record keeping is also important for catering staff (Food Standard Agency, 2019). The ASC has nine continuous principles that are easy to manage. These principles are purchase, receipt of food, storage, preparation, cooking, hot holding, reheating, chilled storage and serving. ASC compliments HACCP since it mainly concentrate on the internal processes as compared to HACCP which starts with the supply chain, internal processes and systems as well as the end value chain of food service. So they complement each with HACCP being the best because it's holistic. ASC is less scientific than HACCP and its implementation and monitoring is easy as its adoption is even implementable in food organisations of any size.

### **2.5.9 Benefits of QMS**

The adoption of QMS such as ISO 9001 by organisations has shown significant improvement in quality of their products (Ngwenya, *et al.*, 2016; Isabiry & Pelsler, 2017; Chivandi & Maziri, 2017). Watiki (2014) studied hotels in Kenya to understand factors prompting customers' satisfaction and the association between customer satisfaction and service quality. Watiki (2014) results suggest that service quality supports 74.2% of customer satisfaction. This suggests that QMS impact 74.2% of customer satisfaction whereas the other issues impact 25.8%. Masrurul (2019) showed that Bangladesh tourism organisations using quality management systems were performing well with good and effective relations with customers and employees. Masrurul (2019) surveyed hotel companies and results pointed at more companies being certain of their reputation, services and products improvement after adopting QMS.

According to research conducted at Delta Zimbabwe, the adoption of QMS led to expert design of product, processes and good supplier relationships (Madanhire & Mbohwa, 2016). The benefits and improvements brought by QMS are also internal improvement, greater quality awareness and improved appreciation of challenges within the organisation's functions. Product development processes based on QMS have improved (Biswakarma, 2017; Chili & Matsiliza, 2021; Goetsch, 2021; Anuar, *et al.*, 2017; Mitreva & Sazdova, 2019; Tefera & Govender, 2017; Mugondi, 2015;

Mmutle & Shonhe, 2017). Due to such realization, the most competitive businesses, keeps on regularly improving their quality standards. Successful hotels like Marriott hotel international, Africa Sun hotels and RTG hotels have a quality management system that understands the likely effect of offering quality services to the customers and are fit examples of hotels that have enjoyed varied benefits of adopting QMS (Rainbow Tourism Group (RTG), 2017; Marriot Hotel International, 2019). Broad benefits of QMS implementation are briefly reviewed below.

#### **2.5.9.1 Customer satisfaction**

Hotels strive to implement QMSs because they support what customers demand and expect (Masrurul, 2019; Shankar, 2021). QMSs improve customer satisfaction by concentrating on customers looking for their requirements and to incorporate them into products or services (Masrurul, 2019). Management should relay these requirements to internal customers and also provide means to take in hand customer satisfaction. Satisfying both external and internal customers is one of the key benefits brought by adopting QMSs like ISO 9000 series. Ali, *et al.*, (2017) found out that organisations that employ a good QMS provide assurance to customers that their products unswervingly match up to their definite requirements. Quality plays a vital role in customer satisfaction focusing on service quality dimensions of tangibility, responsiveness, reliability, empathy and assurance. This results in increased customer loyalty and profits.

#### **2.5.9.2 Continual improvement**

Implementation of QMS is the first phase of quality management and a second phase of excellence with a benefit of product service continuous improvement (Ali, *et al.*, 2017). Continuous improvement of functional quality and technical quality gives rise to customer satisfaction. Hoteliers arrange scheduled training programmes as a prerequisite for developing skills of their staff so that they can be more confident to serve and help customers with efficiency (Masrurul, 2019). Improvement to be achieved after adoption of QMS include good paper movement system, everyone in the organisation plainly knows processes, responsibilities and tasks, builds corporate culture and an efficient documentation method. QMS improves; internal procedures and reduces paper work and in the long run achieves improved service delivery, customer focus, attitudinal change, recognition of internal and external customers, simplifies procedures and systems.

### **2.5.9.3 Improve reputation and image**

The adoption of QMS also improves the organisation's image and reputation in the eyes of the customers (Bouranta, *et al.*, 2019; Stanton, 2020). Quality accreditation gives a sign of reverence for hotels and it works as a sign to customers and markets that signifies security and conformity (Apex Hotels, 2018). QMS lessens information variances regarding service quality and when customers are selecting hotels with matching prices, they use quality certification as a decision-making tool. QMS generate competitive advantage with improved image, customer satisfaction tends to improve brand which creates an economic circle which makes it possible to outsell in competition and crisis.

### **2.5.9.4 Effective relation with customers and suppliers**

According to Watiki (2014) and Biswakarma (2017), organisations using QMS perform well, ensuring effective relations with employees and customers. Watiki (2014) conducted a research among hotels in Nairobi, Kenya using survey data taken from 358 respondents from star rated hotels. From the study, a greater percentage of hotels believe that their services, products and reputation improved for the good with adoption of QMS. Biswakarma (2017), in his research of effectiveness of TQM in Nepal hotels showed that the benefits of TQM are noteworthy relative to internal improvements, enhanced product quality, better quality awareness and improved awareness of challenges within work. Similarly in Ghana, Bimpong (2021) observed the same and reiterated that TQM positively affects customer satisfaction and customer retention in the hospitality industry. QMS adds trustworthiness to the suppliers and reduces the assessment procedures of raw materials. The customers are internal stakeholders and suppliers are external stakeholders; in essence the adoption of QMS improves relations with all stakeholders either internal or external.

### **2.5.9.5 Competitiveness in the market**

The implementation of QMS increases an organisation's capability to get new markets, to maintain and increase market share (Mugondi, 2015; Magodi, *et al.*, 2020; Chili & Matsiliza, 2021). QMS

are frequently used as a marketing tool; with ISO 9000 certified organisations better placed to get meaningful business contracts (ISO, 2021). This is noted even in rural accommodation facilities which are certified in Spain being and are able to get meaningful business regardless of their location (Garcia & Rama, 2016). Organisation use QMS as a promotional weapon to fight competition. A company with certified products gets international recognition and competes on the global market. More competitor respect and trustworthiness are obtained by organisations with the certification (International Standards Organisation, ISO, 2021).

#### **2.5.9.6 Improve the product quality, organisational effectiveness and efficiency**

Improved organisational effectiveness and productivity is another benefit of QMS as resources will be allocated and used optimally (Garcia & Rama, 2016). Organisations with QMS produce products with advanced grade of quality which reduces customer complaints and makes them competitive in the market place. QMS leads to reduction of wastage, efficient methods of production and motivated staff which in turn gives rise to production (Fonseca, Domingues, Machado & Calderon, 2017). The resources will be applied efficiently using the best of resources from suppliers.

#### **2.5.9.7 Employee's satisfaction**

Quality practices lead to improvement in employee occupational health, working conditions, training, promotion and job satisfaction (Al-Ababneh, 2016; Fonseca, Domingues, Machado & Calderon, 2017). In hotels, service involves strong customer contact of which improvements are principal. Employees become more independent in their work using working procedures and routines (Magnini, *et al.*, 2020). Research in the hospitality industry had proved that QMS can increase work satisfaction and change workforce assertiveness (Bhuiyan, 2020). Culture is easy to transform and develop with enhanced working environment enabled with QMS. According to Masrurul (2019) and Afthanorhan, Awang, Rashid, Foziah, and Ghazali (2019) the gains of certification are greater motivation and involvement within company workforce. QMS improves personal job satisfaction and morale.

#### **2.5.9.8 Improved communication**

QMS improves communication inside and outside the organisation, thus increasing quality awareness (Stanton, 2020). Also, Zengeni, *et al.*, (2014) asserted that quality certification of hotels leads to enhanced internal communication. Effective communication within the organisation can lead to efficient use of resources as objectives, visions, mission are understood by every employee in the organisation.

#### **2.5.9.9 Reduced operating Costs**

According to Heizer and Render (2018), quality improvement cuts on wastes and upsurges productivity. As a result, costs diminish and profits increase. Implementation of QMS, reduce operating costs by 10% in the lodging accommodation business (Isabiry & Pelsler, 2017). According to Chivandi and Maziri (2017), in respect of branded fast-food outlets, the benefits that could be realised by the organisation when they implement QMS are a decrease in production expenses because of less wastage and fewer rejects. In a study of operations improvements in by Magodi, *et al.*, (2020), observed improvements brought by adopting QMS in operational processes that shift into bigger production, increased operational reliability and improved error reduction and waste reduction in small to medium enterprises in manufacturing and service industry. Biswakarma (2017) found evidence of operational benefits in the hotel industry which is similar to Chili and Matsiliza (2021) impacts of QMS in SMEs.

#### **2.5.9.10 Increased awareness of quality**

According to Masrurul (2019), increased awareness of quality is also a benefit attained by organisations with QMS. Also, Stanton (2020) asserted that adopting QMS improved awareness of corrective and preventive actions ensuring quality is maintained. Awareness of quality issues is increased through QMS in an organisation at each level (input-processes-output). The employees are trained on the QMS and standard operating procedures with manuals put in place to work as reminders on the work best practices.

The benefits of implementing QMS in different tourism and hospitality sectors are shown in Table 2.4 on the next page. This makes it easier to draw conclusions from the literature regarding quality management.

**Table 2.6: Benefits of QMS adoption in tourism and hospitality industry**

<b>Author(s)</b>	<b>Benefits of QMS</b>	<b>Industry sector</b>
Watiki (2014)	Customer satisfaction	Hotels
Isabiry and Pelser (2017)	Positive impact on overall customer experience	Lodge
Chivandi and Maziri (2017)	Meeting customer's expectations, improving operational efficiency and usefulness as a marketing tool.	Restaurants
Masrurul (2019)	Driver for higher customer satisfaction level in hotel service	Hotels
Zengeni, <i>et al.</i> , (2014)	Tapping into the international markets and improving the service delivery process	Hotels
Lleshi and Syka (2016)	To enter a new market or to improve the image, making it probable to decrease costs, upsurge productivity, becoming competitive in international and domestic market.	Tourism
Bouranta, <i>et al.</i> , (2019)	Higher job satisfaction and customer satisfaction	Service sector
Garcia and Rama (2016)	Promote efficiency, increased quality awareness, better understanding of customers	Rural tourists' accommodation
Rauch, <i>et al.</i> , (2016)	Cost reduction and in-house optimisation	Hotels
Mmutle and Shonhe (2017)	Positive financial results and stakeholders' relations, meeting exceeding customer satisfaction	Hotels

On the basis of the benefits of QMSs above, it is clear that most of the benefits explained were from hotels and restaurants split into internal and external benefits. Most of the organisations implemented QMSs for external reasons but most benefits are internal, such as improvement of quality awareness, solutions to internal problems and improvements of service quality (Zengeni, Mapingure, Zengeni & Marimbe, 2014; Rauch, et al., 2016; Lleshi & Syka, 2016; Mmutle & Shonhe, 2017; Cwiklicki, Pilch & Zabinski, 2020, Mitreva & Sazdova, 2019).

## **2.6 Chapter Summary**

This chapter reviewed existing literature in line with quality management systems through an exploration of the different types of QMSs that have been used before in the hospitality and tourism industry and service industry in general. The nature of the hotel industry was briefly scanned from a historical perspective to the current state of the hotel industry for a clearer understanding of adoption of QMS in the industry. The chapter captured the theoretical foundations of quality management, factors affecting QMSs in the hospitality industry and the benefits of business excellence from a number of quality gurus as their propositions are the rudiments of understanding quality management systems and strategic business management. After a review of previous studies in QMS adoption, a clear research gap was highlighted in the subject of QMS implementation in developing countries' tourism and hospitality industry which prompted the need to examine the factors affecting QMS adoption in the hotels. The adoption theory of Resource-Based View Theory, Contingency Theory and Chaos Theory outlined the focus, the design and structure of the research.

The chapter dealt with multiple definitions of quality in respect to products and services from the insights presented by different authors. The researcher finds more appropriate the definition of quality as given by Goetsch (2021), which says "Quality is a dynamic state associated with product, services, people, processes and environment that meets or exceeds expectations and helps produce superior value" which draws together subjects of different definitions and produced a sounder definition. For a better understanding of quality, service quality dimensions and product quality dimensions were looked at in a clear comparative approach. The product quality dimensions (perceived quality, durability, aesthetics, serviceability, reliability, conformance, features, and performance) proposed by Garvin (1988) can be used as a basis for theory regarding

the fundamental elements of product quality. Five dimensions of service quality (tangibles, responsiveness, reliability, assurance and empathy) which are more of compressed dimensions of service quality were analysed.

Customer satisfaction, measurement of customer satisfaction and different types of formal QMS were reviewed so as to appreciate the stakeholder's awareness of quality theoretically. The reasons for measuring customer satisfaction are to know if there are happy customers and unhappy customers, the most popular customer measurement. SERVQUAL is one of the most used and well acknowledged instrument used by researchers in measuring service quality in hotels of all sizes. The works of scholars such as Deming (2018a), Crosby (1996), Juran (1992), Feigenbaum (1991) and Ishikawa (1991) were revisited since their propositions are the rudiments of quality management in many organisations today. ISO 9001, continuous improvement, six sigma, lean production, benchmarking, Business Excellence, Hazardous Analysis Critical Control Point (HACCP), Assured Safe Catering (ASC) and ISO 22000 Food Safety Management (FSM) from the review showed that their principles are premised on the works of the quality gurus.

Lastly, the chapter reviewed literature on the benefits of implementing QMS by organisations. Improvement in quality of products overarched customer satisfaction, continual improvement, improvement of the reputation and image of the organisation, good suppliers and customer relations, and market competitiveness among a number of other benefits. Based on the benefits of QMS, most of the benefits studied were from hotels and restaurants, split into internal and external benefits.

The subsequent chapter presents a review of literature on the factors affecting the adoption of QMS in the hotel industry.

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**CHAPTER 3**  
**LITERATURE REVIEW**  
**FACTORS AFFECTING THE ADOPTION OF QUALITY**  
**MANAGEMENT SYSTEMS**

**3.1 Introduction**

The adoption of quality management systems (QMSs) in the hospitality industry is affected by internal and external factors. This chapter reviews literature on factors affecting the adoption of QMS in the hotel industry. The internal factors are reviewed first in Section 3.2, and then external factors in Section 3.3. Literature on impact of stakeholders on the adoption of QMS in the hospitality industry is also explored in Section 3.4.

**3.2 Internal factors affecting the adoption of QMS**

The internal business environment comprises of factors within the organisation's environment which impact the approach and success of operations that are mainly controllable by the business (Ayandibu & Houghton, 2017). The internal factors impacting the adoption of QMS in any organisation arise from within the business and are generated by business operations. The various internal factors impacting the adoption of QMSs in the hospitality industry include technology, capital, physical and human factors - expertise, experience, skills, education (Kasongo & Moono, 2010; Otieno, 2015) and these factors are not very different from factors observed in other industries like construction and manufacturing (Ahmed, 2020). The internal environmental factors are discussed in the ensuing sections revealing their general impact on the adoption of QMS.

**3.2.1 Employees**

The employment of QMS entails that organisation develop employees' competences by way of training, ignite teamwork, empowerment to encourage creativeness, novelty and involvement in continuous improvement initiatives (Oakland, 2014). Liu and Ko (2017), in their improved

European Foundation for Quality Management (EFQM) business excellence model for the hotel industry evaluation noted that, outstanding organisations value their employees and form a philosophy that enables the positive attainment of both organisational and employee goals. Quite a lot of contributions have confirmed that training, reward and incentive schemes show an affirmative effect on the association between customer approval and quality management in addition to employees' performance (Biswakarma, 2017; Al-Ababneh, 2021). In hotels where assurance to quality management is more than the average, they have improved and inspired employees and they realise higher competitive performance and stakeholder satisfaction.

Employees are assets of an organisation and they are key to the successful implementation of QMS (Oakland, 2014; Subburaj, 2018). There must be obligation and a system to ensure training of employees with acknowledgement that they are important assets which gains value with time. According to Patrick, Andries and Nalin (2016), appreciation of workers' accomplishments is one of the central factors to motivate workers so that they work well and support QMS. Reward structure affects workers motivation, fulfilling work expectation, novelty and attachment to organisation. Training and sustaining working relations with workers and their representatives uphold quality programmes efficiently. The only way to implement QMS is through teamwork (Oakland, 2014).

Grimm (2017) posits that employee matters are mostly supposed by organisations to be important when considering performance, as failure to attend the matters will typically lead to failure of any management system. Employees are supposed be considered in improving quality standards by training them. This gives employees more responsibility for service and product quality and also more satisfaction for doing their part to attain quality. It is important that management and employees collaborate and that both take an equally strong commitment to attain quality (Subburaj, 2018). Employees' direct involvement in management improves employee approval and moral thus reducing job turnover, absenteeism and increases productivity (Han, 2020). Employees reward system, teamwork, empowerment, training, recognition, and management requires correct configuration and structure for effective implementation of QMS (Subburaj, 2018). In his study of factors influencing the adoption of quality management, Otieno (2015) rated employees involvement, training and empowerment as the second critical factor in the adoption of ISO

certification. Employees are a critical resources in implementation of QMS valued with their experience, skills and capabilities.

### **3.2.2 Management**

Leadership is obliged to build up an operative quality management system (Nanda, 2016). How the employees see the leadership/management impacts quite a lot on imperative outcomes including performance and attitude. Pragmatic research validates that managers who show a high personal dedication to quality have a straight impact on employees' job clarity (Jazira & Salleh, 2017). Hotel managers can exert this significant impact by performing their duties as role models and giving rewards established on merits (Candido & Esgarrancho, 2017) which have the additional benefit of increasing employee commitment and job satisfaction to service quality. Several studies that analysed management commitment to quality also noticed a positive influence of management on other stakeholders such as customers (Otieno, 2015; Bouranta, *et al.*, 2019).

Top management's commitment is an imperative factor impacting the realisation of a QMS in an organisation (Juran, 1992; Crosby, 1996; Deming, 2018b; Ahmed, 2020; Al-Ababneh, 2021). Subordinates are mentored by management in quality improvement; management providing commitment, leadership and the technical support in QMS implementation as observed in the manufacturing industry by Maina and Awuor (2020). If management's backing lacks in QMS, it is difficult to change the behaviour of the personnel in the organisation (Maina & Awuor, 2020). Top management's commitment ought to be grounded on their knowledge, understanding and belief that QMS is of substantial importance for the organisation.

Other scholars agree that the commitment of top management is very important and number one factor in the adoption of QMS (Maphosa, 2014; Ngwenya, *et al.*, 2016; Otieno, 2015; Jazira, *et al.*, 2017; Hussain and Khan, 2020). According to Metaxas, *et al.*, (2017), top management's involvement and commitment is one of the significant factors in all the studies impacting TQM and business excellence adoption. In a study of organisation performance and quality management systems implementation in Kenya's public sector, Muiruri (2016) found out that management support is the main factor in realising a successful transformation to quality practice. Quality management systems flop when they give the impression of being extra load of work for managers

instead of being an innovative system of doing work. Managerial competences have a definite effect on performance of any organisation (Muiruri, 2016; Bimpong, 2021). The adoption of QMS requires competency and skills from managers that are shared with every person in the organisation for it to be positive. It is essential for top management to have a clear quality policy and clearly communicated objectives in addition to conducting strategic reviews of appropriateness and effectiveness of the QMS (ISO 9001: 2015).

Management turnover (hiring and dismissal) disturbs the consistency of policies and subsequently, the overall performance of organisations (Han, 2020). Deming (2018b), assessed the comparative implication of management linked factors to QMS success and noted high management turnover as the fourth deadly disease that obstructs changeover to an established QMS. High management turnover denotes that continuous improvement attempts will be disturbed as the new managers come on board; there is often change in management ideology. In support of this, Jankalova (2016), contend that one of the significant latent obstacles to the adoption of QMS is high management turnover because it breaks and slows down the impetus of the change process.

### **3.2.3 Inadequate finance**

One of the main challenges indicated as impeding the survival and growth of the hospitality and tourism businesses is access to finance (Maphosa, 2014; Sitharam & Hoque, 2016; ZTA, 2017). The implementation of QMS comes with rather high costs generated by training, consultancy fees, time and registration fees (Otieno, 2015). Organisations require to budget for QMS and they need to meet costs of improving the infrastructure to match global standards and the initial cost is a big problem to implement QMS, noted Muiruri (2017) in Kenya's public sector. Zimbabwe is a developing country and the leisure industry is facing a financing gap that weakens economic propensity as priority for financing by government is mainly directed towards primary industries of farming and mining (Government of Zimbabwe; 2017, 2018, 2019, 2020, 2021). In terms of budget allocation tourism and hospitality industry is lagging behind other mainline industries. To enable the hospitality industry to impact the economic growth of the country and for the production of quality products, financial support is important and need to be sufficient.

The adoption of QMS in small to medium enterprises has proved to improve financial management increasing capital base and returns on investments (Zimon & Zimon, 2020). Despite the challenges of QMS application as a result of limited finances, businesses that managed strategies to overcome this are poised to enjoy more financial rewards in their operations. According to ISO Standard Consultancy (2021) cost of ISO 9001 certification for small to medium sized businesses from US\$5000 but can reach as high as US\$20000 or even higher depending on the complexity the business. Once your business is certified to ISO 9001, you must maintain compliance with the standard to retain certification. You will enter into a 3-year audit cycle with the certification body. This includes a surveillance audit in years one and two; a recertification audit will be conducted in the third year. The cost of recertification can vary, but it is an ongoing cost that you must budget for to maintain your certification. The costs of certification and recertification demands a serious consideration of finance, the bigger the hotel size the higher is the costs.

#### **3.2.4 Failure to embrace trend technology**

Organisations continue to face growth challenges in spite of support from government and other organisations. This is primarily due to lack of technological innovation and failure to embrace trend technology (Vo, Chovancova & Tri, 2019). The implementation of QMS in hospitality organisations requires sophisticated technology in their operations and for them to be competitive in the market. QMS in the hospitality industry is a catalyst in the growth of business with advancement in business application technology in reservation, payments and virtual tours. Due to lack of financing, organisations incline to cut their capital spending in technology (Iqbal, Hassan & Habibah, 2018). Technology makes it possible to participate in the global village market seamlessly - operate from any place in the world using the internet, by means of the website as one of the several significant technological tools that upsurges quality. Practically, all products offered in traditional markets are now traded over the internet and the profitability of business today is dependent on the use of technology. Organisations are susceptible to losing competitive changes that cut product costs and or enhance performance due to lack of technology (Vo, Chovancova & Tri, 2019).

Research on self-service technology impact on service quality by Iqbal, *et al.*, (2018) further specified that the use of information technology helps an organisation in storing data as well as

during communication with suppliers, customers and business associates facilitating business transactions and improve the business' general performance. The use of information technology leads to reduced operating expenditures as a whole.

### **3.2.5 Uncoordinated quality communication**

Quality objectives and goals can only be established, implemented and monitored through quality awareness (Oakland, 2014). Quality awareness is conducted through highly developed information systems, notices, fliers, bulletins and through training. Quality can be communicated in the company's strategy, vision and mission (Heizer & Render, 2018). Uncoordinated quality communication is a big challenge in the adoption and implementation of QMS as shown in the results of several studies on the adoption of QMS concur that quality awareness is a very big barrier to QMS adoption (Otieno, 2015; Muiruri, 2016; Miroslav *et al.*, 2017; Anuar, *et al.*, 2017; Al-Ababneh, 2021). Muiruri (2016) and Watiki (2014) deduced that the paucity of organisational information awareness and data is a hindrance in adopting QMS comprehensively and effectively. For successful implementation of QMS in an organisation, ISO standard contained five determinants that need to be in the communication plan. The communication plan includes; when to communicate, what to communicate, with whom to communicate, how to communicate and who does the communication.

### **3.2.6 Failure to embrace change**

QMS initiatives are often regarded with uncertainty, and are likely to flop if they do not receive maximum support of the entire organisation's labour force (Popescu, *et al.*, 2017). Popescu *et al.*, (2017) further contended that organisations that have high numbers of employees who are resistant to change and quality had higher numbers of managers who have failed to communicate their commitment to quality in strong terms. Oakland (2014) stated that it is extremely hard to transform the mentality of the employees in respect to quality. When employees take as true that implementation of a QMS is an unnecessary undertaking and an additional expense, they are not likely to agree to take it as an essential part of their job (Chivandi & Maziri, 2017).

Dale, *et al.*, (2007) contended that it is the absence of appropriate training in QMS which led people to contest or at least be less dedicated to any transformation initiatives. Quality authorities like Deming (2018a), Crosby (1996) and Ishikawa (1991) noted that resistance to change by employees can be rationalised on human consideration. The prominence of quality is on creativity, autonomy, active teamwork and discipline for employees; with employee participation being a key subject. The proof from studies immensely shows that managers do not take effort to involve their employees in the QMS implementation and share its advantages which bring about resistance to change and its flop (Hussain & Khan, 2020).

### **3.2.7 Departmentalisation of functions**

Mugondi (2015) found that departmentalisation of functions is a critical factor in service quality delivery and guest satisfaction in the Zimbabwean hospitality industry. However, department ownership makes it difficult to implement QMS when there is lack of coordination and team work. The literature on management reveals that teams are suitable for the proper management of undertakings, where work is supposed to be unique and creative, or where most important new ideas in performance are obligatory (Heizer & Render, 2018; Subburaj, 2018). The formation of cross-departmental or functional teams with the aim of ensuring that duties, roles and schemes in quality development are comprehended assist in the removal of challenges related to departmentalisation (Mugondi, 2015). Correspondingly, one investigation has shown that cross functional teams on top of affording an advanced method to resolving production challenges, they also can aid lessen product development periods (Alonso-Almeida, *et al.*, 2012).

The absence of comprehensive quality teams was found to be significant in the implementation of QMS in other studies (Roy & Ghose, 2016; Biswakarma, 2017; Luan, *et al.*, 2020; Al-Ababneh, 2021). When the QMS initiative is solitarily mandated to specific individuals and departments like marketing, sales, research, food and beverages, housekeeping, it loses its impetus. Thus, QMS is superlative established in a team setting via organisation inclusive attempt, which encompasses the whole personnel focus on continuous improvements (Sawant, 2016). Hence, it is vital that the implementation of QMS is universal and all encompassing. Quality management is to a greater extent effective when management (top, middle, low) and the workforce at all levels take part in making decisions impacting their work in quality circles/teams. An all-inclusive work culture is

established when quality turn out to be the responsibility of every person to improve the methods through which things are done (Magnini, *et al.*, 2020).

### **3.2.8 Organisational size**

Literature indicates the presence of a connection between hotel size and the significance of quality certification (Biswakarma, 2017). A substantial relationship concerning organisation size and quality certification has been obtained (Stanton, 2020), the investigators noted that quality certification may perhaps play a role by way of an enabler. Another observation is that chain hotels management turn out to be more complex and problematic as organisations tend to be bigger in terms of the number of workers and establishments. Therefore, bigger chain hotels are concerned with QMS as control devices and as a way of refining internal methods and procedures (Miroslav, *et al.*, 2017). Larger businesses can allocate more funds to the implementation of QMS (Cwiklicki, Pilch & Zabinski, 2020) so that they are not as much subjected to maintenance and certification expenses (Sawant, 2016). Furthermore, larger businesses are more resourced to meet the expenses of adopting new standards and can capitalise on economies of scale on standardised quality management schemes (Khatler, 2020).

The connection between hotel size and exogenous reasons for QMS accreditation is not very distinct (Mitreva & Sazdova, 2019). Bigger hotels have a low percentage of certified units as their brand names constitute a commanding quality cue. On the other hand, larger hotels pursue QMS to guarantee an unswerving service quality standard in all their units. Also, hotels can use certifications as an effective marketing tool (Varotsis, 2019). Financial prudence can be key in the adoption of standards (Zimon & Zimon, 2020) over and above the certification pressures. An organisation acquires knowledge and experience as the number of its certified sections increases.

### **3.3 External factors affecting the adoption of QMS**

External factors expressively influence business strategies, controlling management strategies in managing the business from the industry environment (Nasim, 2018). Strategic planning and performance of hotels is affected by external environment (Maphosa, 2014). External factors are the risks that arise due to events occurring outside the business which are beyond the business

owners' control. The risks are difficult to predict and the probability of their occurrence cannot be determined with accuracy (Ahmed, 2020). The hospitality industry environment has direct and indirect effects on the performance of firms regardless of strategic choices and therefore it is imperative to analyse the effect of external factors and all their uncertainties on the decision-making process of the owners (Fernández-Robin, Celemín-Pedroche, Santander-Astorga & Alonso-Almeida, 2019). Changes in the external environment which consist of changes in international and national environment's social, economic, technological and political changes affect all businesses and hotel industry is not spared. Furthermore, QMS implementation in hotels is affected by natural disasters, interest rates, exchange rates, and inflation, crime, unemployment and government laws. These external factors are further expounded under ensuing specific sections.

### **3.3.1 Political interference**

Political factors emanate from changes in government regulations, policies and ruling parties (Woyo & Slabbert, 2021). Changes in tourism and hospitality policy and regulations have substantial bearing on the performance of hotels because they have no capacity to manage the changes for instance changes in taxation and business laws triggered by changes in government. Zimbabwe is rated amongst the unpleasant countries in the whole world with regards to labour efficiency due to its inflexible business requirements, labour laws, uncompetitive minimum wages and bureaucracy costs (ILO, 2015). Government policies on business incubation are not consistent and not supportive across all industries, currently priority is in mining and agriculture while tourism is on the periphery, this can be indicated by it ranking on number sixteen out of thirty five votes appropriations in the national budget key (Government of Zimbabwe, 2021). There are too many costs of registering a hotel and a number of taxes that discourage innovation (Ndhlovu, 2015). In view of these challenges, it is therefore important for government to craft policies to consider funding tourism and hospitality industry as it gives a higher likelihood of business success as these policies contribute towards creating an environment that is conducive for the operations of firms. Government support in the form of funding and development grants is another area that propels the implementation of QMS, thus the need to assess its impact on overall business performance (Galawe, 2017; Neo, Mukwakungu, Lumbwe & Sukdeo, 2020). In most instances in

Africa, the institutions responsible for development are weak and heavily rely on donor funding with high political interference which negatively affects the adoption of ISO quality standards (Tayo Tene, Yuriev & Boiral, 2018). Political interference for the hotel sector in Zimbabwe further manifests itself in forex retention policies, repatriation of funds by investors and payment of foreign services as these are heavily regulated by the Reserve Bank of Zimbabwe.

### **3.3.2 Dynamic competition**

Competition is distinctive in the business worldwide and can bring with it many results including decreased prices and improved quality (Islami, Mustafa & Latkovikj, 2020). An organisation has to come up with decisions that deal not only with an organisation's continued existence prospects but with an organisation's improvement in an ever-changing environment under ever-changing competitive situations where each participant tries to do incredible things to continue to exist. In a competitive environment hoteliers incline to comprehend the strengths, weaknesses and performance related with offering certain services or products when looking for customers' information and adjusting their products grounded on customers' information (Ge, Chen & Chen, 2018).

The degree of change in customer preferences and customer composition is defined by market turbulence. As the leap of change hastens, it is essential for managers to enhance the standards of their products. Technological turbulence pronounces technological change (Iqbal, Hassan & Habibah, 2018), technologically innovative organisations can stay in advance through continuous product and service perfection. Organisations can focus on competitive advantage by concentrating on customer satisfaction when technological and market turbulence together with competitive intensity are low (Ge, *et al.*, 2018). When market turbulence, technological turbulence and competitive intensity increase, organisations should move away from contemporary customer needs and seek to gratify latent needs to maintain a competitive advantage moment.

Increased product quality and productivity are also among the benefits of competition (Islami, *et al.*, 2020). One of the foremost downfalls of competition is that it has an effect of reducing market share and accordingly income for business. The hospitality industry is very competitive and it is reasonable to say organisations in this industry experience both the paybacks and demerits of

competition as they implement QMS. Dynamic consumer needs and expectations, technological developments and market globalisation are leading to incessant change of competitive standards which demand certification. In the past, globalisation and trade liberalisation massively increased competition between companies and increased customer expectations. Developing innovative sales tactics, using the current marketing methods and improving management styles correspondingly advance the competitiveness of a business.

### **3.3.3 Technology**

Organisations that are technologically progressive are remaining ahead through on-going product and service enhancement. Access to apt technologies and information on available business systems is hard for small firms and these are important in order to be competitive and survive in the present day market (Murphy, 2016). Super technologies are the ones associated with business functions such as distribution, reservations, inventory, payroll administration, shipping and sales. There is hesitancy in the adoption of technology solutions typically by organisations under the excuse that there are more important areas to utilise resources on and the associated high costs related to the adoption of new technology in organisations (Ren, 2019; Quarshie & Amenumey, 2018). The world is fast changing in the direction of technology based economic structures and information societies. Therefore, organisations need as importance matter of urgency to upgrade their competences in order to intensify their connectivity to worldwide information. Technology is a critical factor for competitiveness and it overrides diseconomies of scale in implementing quality management systems particularly in small organisations.

### **3.3.4 Globalisation**

Hotels cannot suit themselves to domestic business only in the international economy as the market of travellers is far-reaching and extensively cuts across boundaries. Globalisation is an external influence that mandates the implementation of QMS by businesses. Failure to participate on global markets can be a deadly mistake for today's businesses. The implementation of QMS – ISO 9001:2015, ISO 14001 and ISO 22483 similarities investment and trade barriers, variances in culture and language, unique business practices and various government laws in undertaking

business (ISO, 2021). With the adoption of QMS in the hospitality industry, hotels will be able to enjoy the advantages brought by globalisation (Varotsis, 2019).

### **3.3.5 Regulatory factors**

The success of the hospitality industry in Zimbabwe is incessantly impeded by over regulation and inadequate allocation of resources (Zhou, 2018). Regulations are red tape and demanding on the business operators to the level that the implementation of QMS is regarded as an additional cost. The costs are significant in regularising operations of hotels and the payment of operating licences, taxes and insurances appear to be the major regulatory issues. Most of the facilities are smaller hotels and have lesser capacity to take up the compliance expenses than bigger companies (Maphosa, 2014). The adoption of QMS amongst players in the hospitality industry is affected by the high burden of taxes and the administrative burden which drain resources that could be used for quality improvement in the business (Chili & Matsiliza, 2021).

Although it is true that the failure or success of an enterprise is connected to business management and the operating environment, Woyo and Slabbert (2021) explained that the government greatly influences the financial, educational training, legal and regulatory, political as well as the economic environment. The government is encouraged to remember that regulations in whichever industry have ability to nature or destroy the economic development in any country (Munyoro, Chikombingo & Nyandoro, 2016; United Nations, 2020). Government regulations should be encouraging the adoption of QMS in the hospitality industry so that the industry develops.

### **3.3.6 High exchange rate**

The introduction of bond notes in Zimbabwe affected exchange rates and resulted in sky rocketing inflation rates which reduced consumers propensity to spend (Nyamunda, 2017). Domestic tourism is on a downward growth thus the hotels have to be innovative to survive. However, high inflation is not enabling the adoption of QMS due to high exchange rates. Inflation domino effect is increasing expenses which also decreases the profits of hotels and deters savings to ensure the success and growth of the business. Inflation does not only cause distress on businesses but also their customers as it increases the prices of goods and reduces their disposable incomes (United

Nations, 2020). High exchange rates impact all businesses in every sector and have an express retarding effect on the implementation of QMS in the hospitality industry (Blegnini, 2020).

### **3.3.7 Infrastructure**

Lack of world class infrastructure in emerging countries leads to poor service delivery by many organisations (OECD/ACET, 2020). The modernisation and renovation of infrastructure is essential to Zimbabwe's integration into the global economy and future economic competitiveness (Mumvuma, 2016). The development of infrastructure is an enabler of QMS adoption as it facilitates domestic, regional and international trade. Infrastructure development of terminals, roads, telecommunication and internet connectivity is undergoing major changes in technologically advanced countries. Services such as water, electricity, sanitation and transportation are crucial in the development of any country and are precisely related to the success of any hospitality business. The production of goods and services is impacted by power shortages where the capability of organisations to improve on quality is limited as noted by Sitharam and Hoque (2016) in their investigation of factors affecting the performance of small to medium enterprises in Kwazulu Natal, South Africa. From the available literature, it is evident that poor infrastructure heavily affects the operations of small to medium enterprises more than it affects large enterprises (Neo, *et al.*, 2020). The majority of businesses in Zimbabwe are either small or medium enterprises and service provision is affected by water shortages and electricity black outs and thus many hotels have resorted to sinking boreholes, buying water and using electricity generators. However, these mitigations increase operating expenses for these small to medium enterprises.

### **3.3.8 Crime and corruption**

The rate of corruption in Zimbabwe is very high as reported by The Office of The Auditor General Zimbabwe (2021) in parastatals, ministries and departments and compared to other countries in Africa as reported (Afro Barometer, 2020). The World Bank (2020) reported in the World Development Report of Digital Dividends that crime is one of the most often cited restraints amongst businesses. Corruption is highlighted as one of the key barriers to the adoption of ISO management standards in the African context with less than 1% of ISO 9001 and ISO 14001

certification total number worldwide (Tayo, *et al.*, 2018). Corruption is more widespread, affecting the adoption of QMS in the hospitality industry especially on the grading of facilities where officials are bribed to give higher grades which gives unfounded quality. Reports of bribes and kickbacks in registration of hospitality organisations are very common in the media though they cannot be substantiated. Corruption negatively affects a business's development because it takes up portion of the resources which can be utilised to expand operations. The adoption of QMS in the hospitality sector is affected by loss from theft of small items like water taps, lights and door locks. For an organisation with little resources, a cost from theft can be an incapacitating setback and can impede its very continuation (Sitharam & Hoque, 2016). Corruption and crime increases the cost of doing business and that hinders the adoption of QMS.

### **3.3.9 Customers**

Out of the eight fundamental conceptions of QMS, customer satisfaction is one of the most important (ASQ, 2021) and QMS intends to provide an organisation with a model for success through customer satisfaction. Quality authorities have recognised customer satisfaction as a fundamental factor in the adoption of QMS premised on the works of quality experts (Crosby, 1996; Deming, 2018b; Oakland, 2003). Quality has progressed from primarily surpassing expectations of the customer (Parasuraman, Zeithaml & Berry, 1990) to pleasing the customer (Masrurul, 2019; Afthanorhan, *et al.*, 2019) but expectations and the needs of customers are insufficiently assessed so as to find means and ways to please the customer. From a quality philosophy perspective, Deming (2018b) stressed that quality planning ought to be targeted at both the future wants and present wants of the consumer.

Quality is basically meeting the customer's requirements (Goetsch, 2021) and also this has been expressed earlier in various ways by a number authors. Going over the three quality gurus' theories (Juran, 1992; Ishikawa, 2012; Deming, 2018b); Roy and Ghose (2016), noted six intermediations as the essential aspects of quality management; the first principal was the clear recognition and measurement of customer needs and wants. Oakland (2014), proposes that adopting an efficient and effective QMS requires constant monitoring and assessment of procedures and receiving feedback from customers. The concept of identifying customer needs and measuring their satisfaction poses a challenge in choosing and implementation of QMS, as a best QMS should

have these dimensions. Customers are further looked at in section 3.4.3 from the perspective of external stakeholders that influence the adoption of QMS.

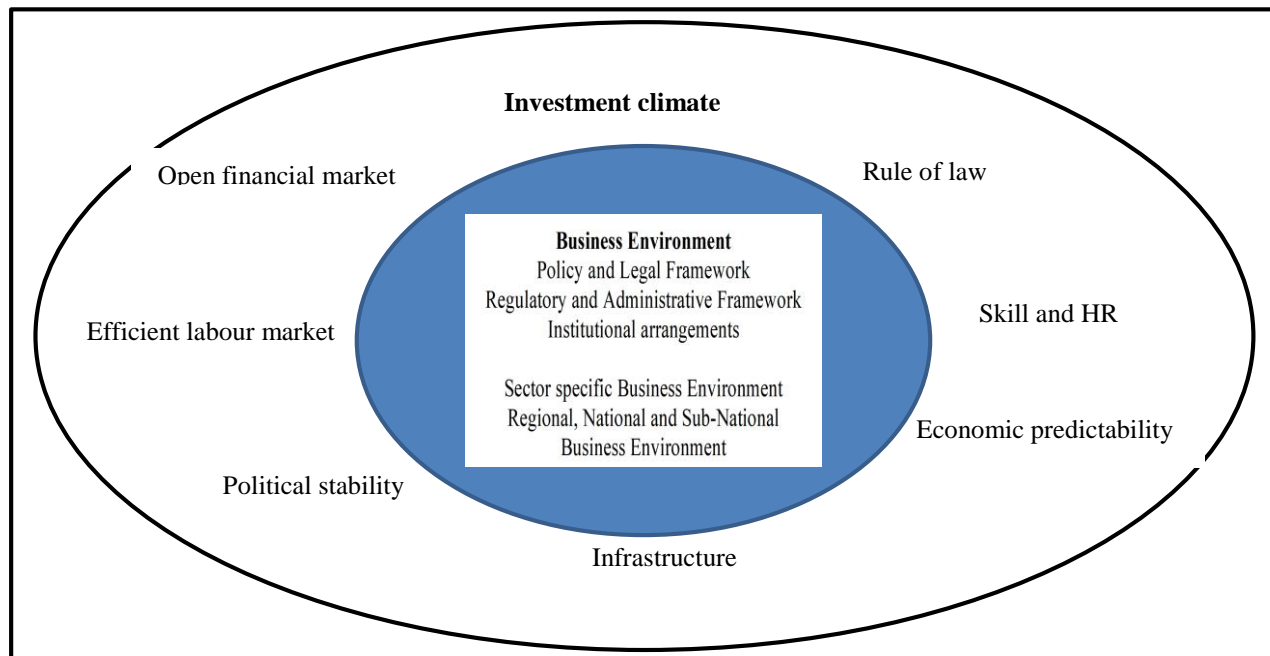
### **3.3.10 Best practices**

The implementation of QMS requires understanding of industry best practices and how the giants are achieving excellence in the industry. Benchmarking is a better management notion in best practices adoption and it is essential in quality improvement (Aletaiby, 2018). Benchmarking is typically linked to QMS and it is understood in the framework of quality as an enabler towards realising quality management. Benchmarking goes beyond a system of collecting information on one organisation and relating it with other organisations to enhance processes so as to meet clients' expectations (Magnini, *et al.*, 2020). It offers a management instrument for comparing and also measuring functions of an organisation compared to the finest which primes to outstanding performance on a constant basis. Organisations are using frameworks of quality management as a benchmark to evaluate their products, services and procedures compared to those of organisations well recognised as industry leaders or world class and of the tough competitors (Sawant, 2016). Industry best practices influence the direction of QMS adoption as industry new entrants follow the giant's footprints which might be very expensive in terms of technological and human resources requirements.

## **3.4 External stakeholders that influence the adoption of QMS**

External stakeholders are found in the external business environment in which an organisation operates. External stakeholders influence the organisational direction, actions, structure and internal processes (Freeman & Horisch, 2021). According to Littlewood (2020), a stakeholder is any group or individual who can affect or is affected by the achievement of the organisation's objectives. The environment of a business is one of the important competitive priorities in the part of operations for businesses that will impact the operations on business community, ecology, workers and profits (Freeman & Horisch, 2021). Stakeholders can be a source of competitive advantages when included into strategies that improve diverse sustainability and operational capabilities. The stakeholders in the external environment impact the organisation strategies and performance. Research has confirmed that the external environment has a substantial connection

with company operations (Aletaiby, 2018; Ahmed, 2020). The business environment is illustrated in Figure 3.1 below shows the business' external stakeholders.



**Figure 3.7: Business Environment**

**Source:** Hartwell and Michael (2015)

External stakeholders have a major impact influencing company operations in the hotel industry. Operators in the hotel industry need to be aware of the external stakeholders in the business environment and how they can initiate change in the business. Stakeholders in the hospitality industry influence the implementation of quality management systems in hospitality organisations. Government, authorities, customers and financial institutions are some of the key stakeholders that can influence the implementation of QMS. Some of the stakeholders' involvement approaches are briefly reviewed in the following sections.

### 3.4.1 Government

In many countries across the world, governments have supported quality management implementation by allocating funds to assist organisations to put into practice QMS (SAZ, 2021; ASQ, 2019) through national quality associations affiliated to the International Standardisation

Organisation (ISO). The governments are encouraging firms to be ISO 9000 certified so that they can export goods to international markets with less challenges. The setting up of an educational system and infrastructure that support the production of quality goods and services signify that governments prioritise sustenance of QMS. In the Southern Africa Development Corporation, the member countries have set up the Southern Africa Research and Documentation Centre which is responsible for standardisation and quality assurance in the region (SADC, 2019). Governments are instituting quality laws, export and import controls to encourage the adoption of certain minimum quality standards so that local companies can participate in the international economy. United Nations (2020) in their empirical examination of socio-political, economic and cultural determinants of social entrepreneurship activity elucidate that the government significantly influences the educational, training, financial, regulatory, legal and political as well as the economic environment. The government should ensure that regulations in any sector have latent to destroy or nurture the economic growth in any nation (Munyoro, Chikombingo & Nyandoro, 2016). The adoption of QMS requires the support of government through setting up enabling regulations and legal frameworks. Government through ZTA registers and grades hotel in effort to encourage the hotels to adhere to quality standards as given in the tourism act chapter 14:20.

### **3.4.2 Financial institutions**

Implementing sustainable quality management systems is costly and requires capital. However, capital accessibility is a major challenge to small hotel operators. Khatter (2020) reasoned that capital is a key deterrent to small operators when they decide to implement quality systems. It is exorbitantly expensive in emergent economies especially those in Africa and in particular Zimbabwe where it is very difficult to access investment financing from banks (United Nations Conference Trade and Development (UNCTAD), 2019). Financial institutions are often reluctant to provide loans to small businesses and they are perceived risky due to an uncertain economic environment prevailing in emerging economies. Financial institutions and investors are interested in achieving higher returns at relatively low risk and this presents a challenge in Zimbabwe. OECD (2018) established that financiers predominantly prefer operationally viable businesses with reputable organisations, which can bring them lucrative returns and get into new deals. Moreover, investment firms are explicitly aiming companies with strong associations in the hospitality

industry, which can afford them access to probable deals. Management firms are also utilising external ventures as another way to fund strategic development projects. Investment partnerships often afford chances to pull resources that might not be at the firm's disposal which can meaningfully increase economies of scale and market share.

### **3.4.3 Customers**

The survival of hotels in today's competitive environment is hinged on the excellence of service delivery which delights customers (Masrurul, 2019). Most hotels have nearly matching luxurious and physical facilities hence the only competitive advantage is effective quality service delivery. It is therefore necessary necessity to implement a customer-centred quality strategy with customers at the centre of the whole quality service systems. The market, technology and economic challenges of the prevailing business means that hotels need to reflect and innovate like a global business (OECD, 2018). To offer superior service, hotels must be customer centred and this lead to high customer satisfaction, customer loyalty, customer care, customer value, customer expectations and customer relationships.

The hotel industry is currently facing rapid changes globally and most significantly has become more people oriented and international than before. Customers today are well-informed and can only pay for services and products which meet their expectations. Thus, service quality is fast gaining popularity in responding to economic growth and better standards of living (Isabiry & Pelsler, 2017). Quality service is a key determinant affecting the performance of organisations in the hospitality industry and can impact even the national economy (Maphosa, 2014). Poor quality management systems cause international visitors to shy away from the country resulting in a country failing to get the much-needed foreign currency. Hence, hospitality service providers must look for new ways to meet the customer expectations and needs (Afthanorhan, *et al.*, 2019). The success of the hotel industry hinges on fulfilling the requirements of customers hence the necessity to implement quality management systems to attract customers.

#### **3.4.4 Authorities and associations**

The Tourism industry in Zimbabwe is regulated by the Zimbabwe Tourism Authority (ZTA) which is a government body mandated to oversee and promote the tourism industry in Zimbabwe and across the world (Basera & Nyahunzwi, 2019). However, the Zimbabwe Tourism Authority does not enforce quality standards to be followed by individual hotels, it is only responsible for registration and licensing of industry players in the hospitality industry. Zimbabwe Tourism Authority also promotes the tourism industry by exhibiting all over the world, marketing the country' heritage and tourist attractions.

In Zimbabwe, the adoption of quality management systems is largely voluntary and is left to the industry sector and individual firms to implement. The Standards Association of Zimbabwe (SAZ) is an agency of the Zimbabwean government responsible for standards certification but it does not have enforcing powers (SAZ, 2021). However, the SAZ encourages and offers training in quality management system to organisations and individuals. The Registration and Licensing is done by the Zimbabwe Tourism Authority when certain- requirements are met. In addition to the Zimbabwe Tourism Authority, players in the tourism industry have got their own associations which players in the sector can join voluntarily. In Zimbabwe, there are many tourism and hospitality associations which operate in the hospitality industry. These associations fall under the Tourism Business Council of Zimbabwe (TBCZ). They offer various services to their members in order to promote their business interests and viability of the industry by promoting the provision of quality products. For example, Hospitality Association of Zimbabwe (HAZ) is an association of hotel operators which serve the interests of its members in the hotel industry. In 2018 HAZ organised a benchmarking trip to United Arab Emirates in quest to improve quality of services in the sector. In developing countries, there is still low participation in the development of institutional frameworks like industry associations (Tayo, *et al.*, 2018) which affects adoption of quality standards as the players in the industry are fragmented.

#### **3.5 Chapter Summary**

This chapter reviewed and evaluated related existent literature linked to internal and external factors affecting the implementation of QMS in the hospitality industry. It presented critical internal factors that affect the implementation of QMS in the hotels that include technology,

capital, physical and human factors - expertise, experience, skills, education. Hotels' preparedness in implementing QMS was evaluated from the hotels' resource base as the resources determine the internal capabilities in adopting QMS. It examined the external factors: economics, politics, competition, globalisation, industry regulations, crime and corruption, infrastructure and best practices. The chapter then evaluated the influence of external stakeholders in the implementation of QMS, customers associations – customers' and industry, financial institutions and regulatory authorities.

The next chapter expounds on business excellence so as to get an understanding of the possible benefits that can be realised by embracing business excellence as quality management tools from the literature.

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## **CHAPTER 4**

### **LITERATURE REVIEW**

### **BUSINESS EXCELLENCE**

#### **4.1 Introduction**

Quality awards were introduced across the world by several forums to honour the quality management efforts undertaken by different companies to promote quality in the production of goods and services. The notion of Business Excellence (BE) is at the core of quality awards and this chapter illustrates the main quality awards available in the literature. The Deming prize, Malcom Baldrige National Quality Award (MBNQA) and European Foundation for Quality Management (EFQM) are explained among many other quality awards in Section 4.2. BE is defined from literature highlighting the different authors' perspectives and the impact of it as a quality management tool. Literature on BE in the hospitality is still scant and a review from a wide spectrum of industries was adopted. A comparative analysis of the BE models according to literature is illustrated in Section 4.3. Lastly a brief highlight on Zimbabwe Business Excellence Awards is presented in Section 4.4. Lastly a comprehensive conceptual framework of quality awareness, factors affecting adoption of QMS and business excellence in the hotel industry is presented in Section 4.5.

#### **4.2 An overview of business excellence**

In chapter 2 (section 2.5.8 - quality management systems, section 2.5.8.8) business excellence was introduced as one of the generic quality management systems. Business excellence is a management concept that enables an organisation to attain the balanced-out satisfaction of stakeholders and improve the long-term strategic success by using a set of previously agreed criteria (Kanji, 2012). From a study of QMSs in India's electronics industry, Dey (2016) noted that BE is a quality management philosophy derived from total quality management and seeks to put all business functions to centre on customer needs. It is a multifaceted approach that can be adopted

in different industries to bring about transformation in organisations. Factors that bring change to the organisation towards BE are customer focus, employees' involvement and the involvement of senior management noted Liu and Ko (2017) as they developed an adapted European Foundation for Quality Management (EFQM) excellence model for use in the hotel industry. Also in a review of Malcolm Baldrige National Quality Award (MBNQA) and EFQM excellence models in an article by Jankalova and Jankal (2020), the factors for the adoption of BE were shown as the need for managing quality and improving organisational capability, harnessing innovation and creativity, generating sustainable future, increasing value to the customer and maintaining outstanding results. According to Kanji (2012) BE focuses on customer demands which is also highlighted in a number of findings from research on the motives of BE by Jankalova and Jankal (2020), Liu and Ko (2017), Metaxas and Koulouriotis (2017), and Toma and Marinescu (2018). BE is about developing and strengthening the management systems and processes of an organisation to improve performance and create value for stakeholders. BE is much more than having a quality system in place. Studies by Toma and Marinescu (2018), and Liu and Ko (2017) precisely focused on the application of BE in managing quality in hotels.

The analysis of literature from 1990-2016 regarding BE by Metaxas and Koulouriotis (2017) showed that the adoption of BE in quality management braces participation of all stakeholders, improves quality of services and products, results in high productivity and high customer satisfaction. Further, the results also showed an increase in share of market and better profits (Metaxas & Koulouriotis, 2017). Results of empirical research of application of EFQM business excellence model in Croatian hotels by Afirevic, *et al.*, (2013) showed that the majority of hotels get positive results on all their departments. However, in other hotels there is no evidence of achieving positive business results, both financial and non financial results. Significant positive results were realised in three, four and five star hotels, this had also been identified in hotels by Liu and Ko (2017) though they used their own modified BE model derived from EFQM. The application of BE models results differ from country to country and hotel to hotel; this might be attributed to the state of development in countries and hotel size which might be promulgating the design of hotel specific business models suited to varying economies (Rahman, Islam, Husain & Ahmad, 2019). Despite applicability of EFQM and MBNQA in hotels, these international models

have been modified to suit different hotel sizes and levels of development in countries like Bangladesh, Greece and Poland (Liu & Ko, 2017; Rahman, *et al.*, 2019).

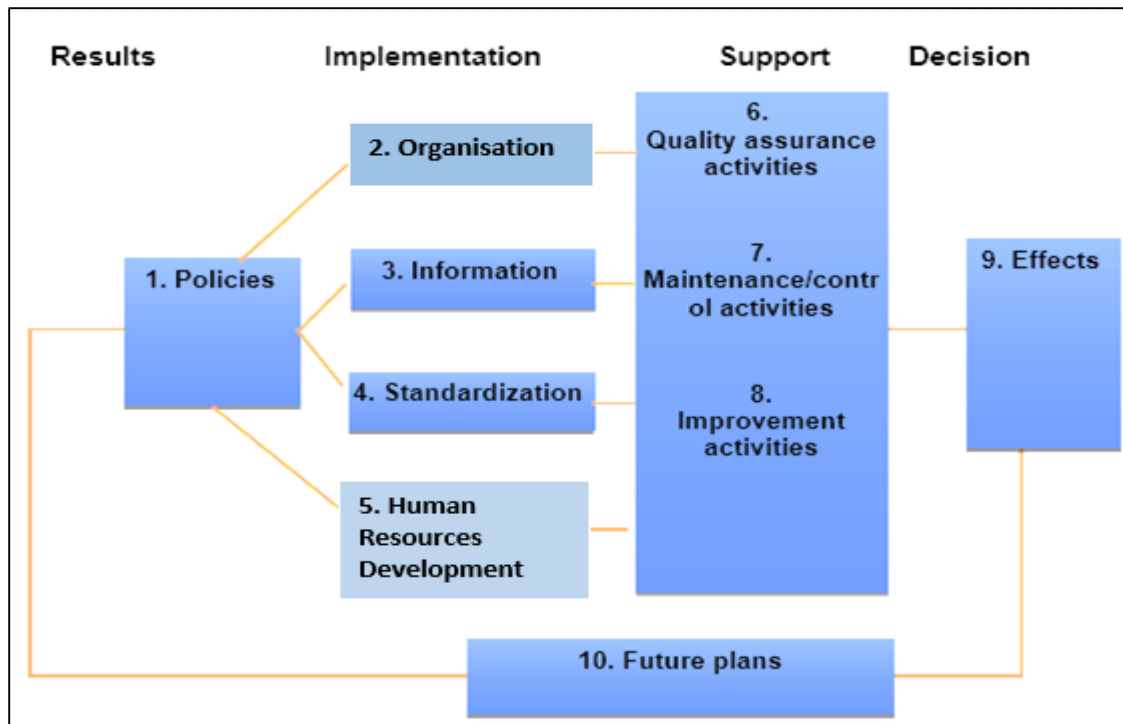
There are many BE models in the world but the most popular ones are the Deming Prize, European Foundation Quality Management (EFQM) and Malcom Baldrige National Quality Award (MBNQA). The quality awards embrace the people, business processes and company performance which are most vital variables of quality management (Jaeger & Matyas, 2016; Burger-Helmchen, *et al.*, 2020). Quality awards aid management in assuring that the plan of continuous improvement is methodically integrated and assist in the implementation of QMS (Liu & Ko, 2017). A BE framework provides a standardised checklist, which requires adherence to ensure comparability and uniformity of the assessment results amongst different firms (Metaxas & Koulouriotis, 2017). This renders the BE a very appropriate tool for the adoption of QMS. Wide ranging BE models have proved very beneficial in diverse organisations of varying sizes and types, and diverse languages and cultures, and in various sectors such as education, manufacturing, health, arts and hospitality (Ioannis & Dimitrios, 2017). This study aimed at exploring the factors affecting the adoption of QMS in the hotel industry. It is prudent to examine the benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry for a deeper understanding of factors affecting the adoption of QMS. Therefore, it is prudent to first highlight the most popular and renowned international BE models.

#### **4.2.1 Deming Prize Model**

Deming prize is a Japanese BE model launched in 1951 by the board of directors of the Japanese Union of Scientist and Engineers. It was introduced in honour of the works of W. E Deming to the Japanese industry and in the advancement of quality among companies in Japan. It was a practical tool to measure quality in Japan as outlined in the book *Out of Crisis*, after the Second World War when the country tried to spur economic growth (Deming, 2018). It was designed to diffuse the quality philosophies by acknowledging performance developments attained from use of companywide quality control grounded on statistical quality control methods (Dey, 2016; Metaxas & Koulouriotis, 2017; Aletaiby, 2018). The Deming Prize proved to be an operative instrument for diffusing QMS philosophy all over the Japanese industries and it was introduced in European

industries and later on the world over in different industries of all sizes from manufacturing, oil and gas, food production and service industries (Dedy, Zakuan, Zaidi Bahari, Ariff, Chin & Zameri, 2016; Wen, *et al.*, 2017; Aletaiby, 2018).

The Deming Prize quality model has ten elements in its application used as a checklist in evaluating the performance of senior executives given by The Deming Prize Committee, Union of Japanese Scientists and Engineers (2015). A simplified Deming Prize model adapted from Aletaiby (2018) is shown in Figure 4.1 on the next page. Key on the quality evaluation checklist is top management's involvement in quality management and consideration of quality development programme requirements (training). The worksheet used to evaluate the organisation's senior executives covers policies on the organisation's information, human resources, standardisation, maintenance, improvement activities, quality assurance activities and future plans. The organisation's senior executives are expected to do things according to the checklist. Literature synthesis of business excellence models from 1990 to 2016 showed no studies on the application of the Deming Prize Model in the hotel industry (Metaxas & Koulouriotis, 2017). Similarly, a snap survey of quality management in Zimbabwe from 2010 to 2019 carried out in grounding this study showed that no studies attempted to apply the Deming Prize Model (Basera, Mwenje & Ruturi, 2019). The model put to task senior management in order to attain quality products in organisations as the model mainly evaluates senior management.



**Figure 4.8: A simplified Deming Prize Model**

Source: Aletaiby (2018)

#### 4.2.2 Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Improvement Act was enacted in 1987 by the US Congress and became an annual quality award in the country. The main aim of the award is to inspire all American companies in the manufacturing industry, service industry, large or small companies to advance on quality, improve US companies' capabilities and competitiveness (Baldrige Foundation, 2020). This BE model can be used to evaluate firms' existing quality management initiatives, yardstick performance against competitors and world class standards and to enhance relations with customers and suppliers. The MBNQA model uses seven principles; leadership, customer and market focus, strategic planning, process management, human resources focus, information analysis and business results as its key constructs (Vinyard & Latham, 2019). These principles are further explained as follows:

- Leadership; examines in what ways the senior managers can create sustainable quality standards and deal with organisational responsibilities to lead all company activities;

- Strategic planning; guides how the organisation creates and sets strategic guidelines and how it determines and defines the main action strategies essential for attaining good performance;
- Customer and market focus; guides how the organisation develops and sustains strong relations with customers;
- Information analysis; guides in the effective use of information and data in supporting the organisation main procedures and performance;
- Human resources focus; guides how the organisation empowers and enables employees to develop their potential and how the employees are inspired to attain the organisation's objectives;
- Process management; guides in the way the organisation manages, designs, develops and improves the main issues linked to process management such as business process, production processes, delivery processes and support processes; and
- Business results; guides in examining the organisation's vital performance areas such as customer satisfaction, employee satisfaction, market place, supplier, operational and financial performance.

The intention of the MBNQA model is to encourage quality awareness. It therefore, impacts on the organisation's competitiveness with good information management on effective quality approaches (Vinyard & Latham, 2019). It recommends a criterion that can be used by industry, individual organisations and government in assessing their own efforts towards quality improvement. Many international and national awards have been guided by the Malcolm Baldrige criteria rendering the USA not the only nation using MBNQA (Ioannis & Dimitrios, 2017). MBNQA was developed after the Deming Prize quality model in response to stiff global competition when American firms were losing business to Japanese firms in the global market (Baldrige Foundation, 2021). However, since the year 2000 only five organisations in the service sector received the award (operations and maintenance, training for aircraft crews, financial services, petroleum service and healthcare) and none was from the hotel industry. The organisations that received the award achieved good results – revenues, market share and customer satisfaction among other many positive results (Aydın & Kahraman, 2019). Application of MBNQA showed that it can be a guiding tool in achieving and maintaining quality in any organisation.

### **4.2.3 The European Foundation for Quality Management**

The European Foundation for Quality Management (EFQM) was established in 1988 by fourteen of the top Western European businesses after a lot of big businesses in Europe appreciated that the only way for survival in business was to give great consideration to quality (EFQM, 2017). It is an innovative tool for organisations' development founded on the theories of total quality management (Liu & Ko, 2017). It is an outline for organisational self-evaluation. It has been used in a number of companies in Europe and internationally (Metaxas & Koulouriotis, 2017). Researchers that include Liu and Ko (2017), Rahman, *et al.*, (2019) and Jaeger and Matya (2016) have regarded the excellence models as a systematic device used to improve organisational quality and performance. The European Quality Award (EQA) was launched by EFQM and its core purpose was to encourage, support and appreciate the implementation of operative quality systems by European firms. The EQA model is in two parts, which are enablers (leadership, people management, management of resources and management of processes, policy and strategy) and results (customer satisfaction, employee satisfaction, societal recognition and business out-turn). The enablers drive the business and facilitate the conversion of inputs to outputs and the results are impacts on business and society. Thus, EQA has nine main building blocks (five are enablers and four are results) which are split into several minor elements (EFQM, 2017).

The model attempts to explain the fundamental elements of quality management concepts premised on the notion that the finished products indicate managerial policies, processes and competences as highlighted by Liu and Ko (2017). Also, the significance of aggregate human resources management are noted in the model showing that business performance is not exclusively measured using financial results. EFQM stresses the important function of management in the quality enhancement process. The model provides organisations with an operative quality management model, a self-evaluation approach, an effective benchmark tool and a best practice method (Nenadal, 2020). EFQM model is regularly updated to bring in new versions with the latest version being 4.0 era/concept having been launched in 2019. Scholars critiqued the version 4.0 era and found out that the structure of the new model changed with superficial and confusing recommendations but its strength remained on transforming the organisation into the future with comprehensive feedback from stakeholders (Calvo-Mora, *et al.*, 2020; Nenadal, 2020). The model

has its own limitations and shortcomings because it lacks some essentials in quality management like marketing and innovation, strategic positioning, research and development. A modified model from EFQM was built by Liu and Ko (2017) and used as a fit BE model for the hotel industry in high class hotels. Despite its pitfalls as a quality tool, the EFQM model is helpful and plays an important role in helping organisations with respect to realising quality improvement and attractiveness (Liu & Ko, 2017; Jaeger & Matyas, 2016).

#### **4.3 The Deming Prize, Malcolm Baldrige National Quality Award, European Foundation for Quality Management Evaluation Criteria**

A comparison of the three models, EFQM, MBNQA and Deming Prize as the basis of quality criteria and principles commonly shows that the BE models follow comparable measures for the designation of the awards. The quality model's evaluation criteria are common on quality evaluation procedures which comprise the development of a quality report. The report describes what an organisation accomplishes with respect to a pre-determined criterion. What is common among the BE models is that they all use a minimum of seven criteria; business results, leadership, planning, customer focus, human resources focus, process management and information analysis

What is of dominant significance in the above quality award models is the customer. Processes like product design, strategy planning and leadership, align to meet customer demands. The awards give importance to customer satisfaction, community satisfaction and employees' satisfaction. An evaluation of the models confirms that the Deming award has less substantial weight on results. Processes assume more importance in the Deming award than in the Malcolm model although business result is given maximum weight in the Malcolm model and is completely missing in the Deming model. The awards are applicable to both developing and developed countries, big or small companies, and manufacturing or service industries. The EFQM model is anchored on self-assessment, the Deming Prize is premised on how the externals will evaluate the organisation and the MBNQA is premised on guiding quality issues rather than evaluating quality (Ioannis & Dimitrios, 2017). Table 4.1 on the next page shows the quality awards key evaluation criteria.

**Table 4.7: Quality awards evaluation criteria**

<b>The Deming Prize Model</b>	<b>The European Foundation for Quality Management (EFQM) Model</b>	<b>The Malcolm Baldrige National Quality Award (MBNQA) Model</b>
<ul style="list-style-type: none"> <li>• Management vision and leadership</li> <li>• Understanding and interacting with customer</li> <li>• Strategic planning and development</li> <li>• Human resource development and learning</li> <li>• Environment</li> <li>• Sharing and utilisation of information</li> <li>• Result of enterprise activities</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Policy and strategy</li> <li>• People</li> <li>• Resources and partnerships</li> <li>• Processes</li> <li>• Customer result</li> <li>• People result</li> <li>• Society result</li> <li>• Key performance result</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic planning</li> <li>• Market and customer focus</li> <li>• Information and analysis</li> <li>• Human resources focus</li> <li>• Process management</li> <li>• Business result</li> </ul>

The next sections are devoted to highlighting the main evaluation criteria common in the Business Excellence models. The sections aim at explaining the seven criteria of quality evaluation and how they are of significance in achieving operational excellence and in implementation of quality management systems in general.

### **4.3.1 Business results**

Business results consist of employee satisfaction, customer satisfaction, society results, environmental results and performance results - profits, units produced and the supplier and market share (EFQM, 2017). The company’s key performance areas are examined against set targets so as to determine the results levels. Results are end products and they show the effectiveness and competence of the organisation’s managerial policies and processes. From the business results, Wen, *et al.*, (2017), claim that the adoption of QMS can produce enhanced products, more satisfied employees and customers, reduced costs and better financial performance.

The European Foundation for Quality Management and Malcolm Baldrige National Quality Award models consider customer satisfaction as an important quality management result. Nenadal (2020) specified that customer satisfaction is the most vital point for any company in successful QMS employment. With the improvement of communication among employees, customers and

suppliers, it turns out to be probable for the right voice of the customer to be comprehended readily. In essence, Bimpong (2021) stated that quality inferred that organisations must pay more attention to meeting and exceeding customers' expectations to satisfy the customers.

De and Quadros (2019) noted that there is a great link between Business Excellence and employee performance as the successful adoption of Business Excellence is hinged mainly on employees' attitudes and involvement in the organisation. One of the Business Excellence's objectives is to have satisfied employees in an organisation which produce the much-needed business results (Dedy, *et al.*, 2016). Under BE, employees are encouraged and inspired to manage, organise, improve and control the processes within their responsibility.

Business excellence has been extensively applied in modern companies as a way of enhancing the quality of products, services and processes. The quality improvements include environmental and societal benefits that stem from having a management view that is environmentally concerned (Panizzut, *et al.*, 2021; Barbosa, *et al.*, 2021). Financial performance is a measure of quality management outcomes as noted by Al-Shourah and Al-Shourah (2020) that applying BE tools has an effect on financial performance. When implementing BE, emphasis should be on rationalising procedures to overcome non-conformities from the standard specifications so as to remove waste, errors and defaults.

#### **4.3.2 Leadership and management**

The notion of leadership denotes that performance develops and improves through managing people, conducting proper processes and better planning (Oakland, 2014). Management or leadership is viewed as the major contributor for attaining operational excellence and leaders are held responsible for achieving results (Maina & Awuor, 2020). On the one hand, managers focus on short view using their authority and expertise. On the other hand, managers must have the capability to come up with plans, strategies and vision by inspiring, motivating and encouraging others. A clear vision towards the development of technology in service delivery along changing demographics and life styles of customers show how vital leadership is in the service industry (Dwivedi & Ismagilova, 2021). Leadership is viewed as the ability to lead using several strategies to achieve organisational goals collectively (Grimm, 2017). An effective leader can envision an

answer for problems while leading subordinates to use designed strategies and run the organisation smoothly (Sifolo, 2020).

A noteworthy mark of management is the ability to motivate followers to achieve great things. Good leaders motivate followers by shared identities, vision, inspire confidence that a job is achievable, finish tasks and inspire others to do so. Davis (2018) study on employees' retention found out that workers seek employment where they receive work achievement praises. Leaders exhibit different leadership styles depending on values, competencies, skills and personal styles. Leadership styles impact employees' understanding of the organisation and a high leader follower interaction permits shared expectation and influence increased employee retention (Grimm, 2017). The leader is in charge of setting the way and values of the organisation. There are different types of leadership styles which include the autocratic, charismatic, bureaucratic, servant, laissez-faire, transactional and the transformational leadership style. Sifolo (2020) noted that the use of combined leadership styles leads to enhanced satisfaction among employees, improved efficiency and increased organisational commitment.

#### **4.3.3 Customer focus**

Customer focus and market focus scrutinises how the organisation develops and sustains good relations with customers (Oakland, 2014). In order for any organisation to succeed, there is need for the organisation to establish quality goals that emanate from customer needs. Customers can help organisations define their goals and strategy since organisations are there to meet their customers' needs. Quality management begins with the understanding of customer needs and wants and it ends when those needs and wants are satisfied. Customer focus is the fundamental principle for firms when implementing quality management systems. Senior management have influence and authority to dominate the entire implementation programme of quality management, a dedicated top management is needed to oversee that the implementation of quality management focuses on customers involving market and customer knowledge, customer satisfaction and relationships (EFQM, 2017). Hotels need to improve quality of their services consulting their customers on best service they can offer.

#### **4.3.4 Employee involvement**

Employee involvement can be viewed as employee engagement or human resources focus. According to Tzvetana and Ivaylo (2017), employee involvement deals with how the firm empowers and enables its employees to improve their capacity and how the employees are inspired to attain the firm's goals. Employees' involvement connects an employee's psychological presence on focus of role activities. According to Tzvetana and Ivaylo (2017), attention and absorption are the two most vital elements of employee involvement. Attention stands for cognitive availability and the time workers wish to spend thinking about the role. Nevertheless, attention is considered as an intangible resource allocated in multiple ways while absorption is internal motivation. Employee involvement is put by Assen (2021) as a sense of purpose with focused energy, adaptability, personal initiatives, effort and persistence. Accordingly, employee involvement is very important in the adoption of quality management systems.

#### **4.3.5 Continuous improvement**

Managers are always in search for an optimal mix between cost control and operational improvements. Continuous improvement asserts how the firm manages, improves, develops and designs the key elements linked to process management such as production processes, delivery processes, business processes and backup processes (Oakland, 2014). It is a challenge for managers to achieve cost efficiency without continuous improvement. There is need for an organised approach to enable the application of a continuous improvement philosophy, customer orientation and service excellence. With continuous improvement, it is critical to methodically develop a culture and the tools to enable the organisation realise operational excellence at the same time attaining operational efficiency and customer satisfaction. There is high staff turnover in the hotel sector (Han, 2020) and continuous improvement is difficult to achieve. In most cases you have new staff who must learn first before we can talk of improvement. Hotels need to put in place personal development plans, recognise and value staff, and create positive working environment as ways of reducing staff turnover (Blythe, 2021). Small to medium sizes hotels majority of them find it difficult to retain staff for long as they lack financial resources required.

#### **4.3.6 Planning**

According to Oakland (2014), planning involves how the company sets strategic directions, how it determines and outlines the main action plans essential for attaining actual goals. Planning consists of strategic planning, strategy development and strategy deployment ensuring that organisations are able to manage the costs and the risks that come from their service portfolios (Marosszeky & Oakland, 2017). Planning allows managers to make sure that their hotels are operating efficiently and are attaining distinctive performance. Strategic planning is presently being adopted in the hotel industry and industry players have a framework for a service operational strategy that emphasise reliable service delivery in keeping with customers' expectations (Chivandi, Samuel & Muchie, 2019). According to Drummond, Ensor and Ashford (2019), today's planning in the hotel industry embraces innovative methods to strategic marketing planning and the use of computers in simulation and modelling in market segmentation and locational analysis. Therefore, there is necessity to enable objective planning in the hospitality industry in order to realise more time for inventive thinking and innovation. The rate of change in the external business environment means systematic external examination is important prior to decision making and plan formulation. Evidence confirms that the principles of environmental scanning have not been extensively adopted and that hospitality managers are, in fact, more and more concerned about sources of uncertainty and ways of evaluating possible impacts more precisely in the future. Attached to this, the role information systems play in strategic planning is yet to be fully appreciated (Dwivedi & Ismagilova, 2021).

#### **4.3.7 Training of employees**

There is need to increase awareness among managers and employees on adopting quality management systems in their organisations. Emphasis must be on the benefits of implementing these BEs when training managers and employees. In a study conducted to evaluate the contribution of green hotel practices to attaining the environment related sustainable development goals Abdou, Hassan, and Dief, (2020) it was found that managers had different appreciation of sustainability schemes adopted by the hotel group and ways of attaining the set outcomes due to their different understanding of the concept. In a study by Mbasera, *et al.*, (2016) on hotel sustainability in Zimbabwe, the results of the study also showed the differences in understanding of what sustainability entails among managers. This, consequently mean that in order to embrace

BEs education and training is necessary. Training is part of human resources practice partly explained in employee involvement under section 4.2.4. Human resources comprise recruitment, training, selection and appraisal to ensure that employee skills are improved (Obeidat, Tawalbeh & Ali, 2019).

Training is very important in the tourism industry given that worldwide, the industry contributed 10.3% to gross domestic product (GDP), US\$948 billion capital investment and supported 330 million jobs in the year 2019 (World Travel and Tourism Council (WTTC), 2019). Training of employees increase customer satisfaction as it reduces and manages gap between translation of perception into service quality expectations and service delivery (including pre and post contact), gap 3 (Alsaffar, 2020). The development of the sector is faster than that of the healthcare, retail, transport, agriculture and manufacturing business and it is only behind financial services and information and the communication industry (WTTC 2019). In Africa, the sector directly and indirectly generated about \$168 billion in 2019, contributing an average of 7.1% to combined GDP; it is a leading foreign currency earner for African countries and provides an average 6.8% of formal employment opportunities (about 24.6 million jobs) on the continent (WTTC, 2019).

#### **4.3.8 Effective communication**

Communicating effectively is imperative in advancing the image of the hotel brand and improves stakeholder's engagement and community relations which in turn provide a competitive advantage (Ndizera, 2018). There is need for hotels to communicate quality of their products in order to promote their image. Large organisations in the hospitality industry can use a variety of communication channels to promote themselves, the quality of their products and the quality of management systems they are implementing. Effective communication ultimately increases customer satisfaction by reducing gap between service delivery (pre and post contact) and external communication to the consumer, gap 4 (Alsaffar, 2020)

Effective communication is crucial for international visitors who are concerned with the level of standards offered in developing countries. According to Ndizera (2018, big hotels tend to use additional marketing tools more than small operators who cannot meet the expenses of communication when faced with implementing new projects due to high costs and ineffective systems. The same applies when smaller hotels try to implement quality management systems,

they are faced with the problem of justifying the costs associated with such a process and in most cases they do not implement quality management systems (Abdou, Hassan & Dief, 2020). On the other hand, effective communication systems are desirable in order to improve employee loyalty and engagement (Dwivedi & Ismagilova, 2021). Effective communication can motivate employees to contribute in continuous improvement efforts of the organisation. Platforms for effective communication are websites, social media, guest information booklets, room signs and media releases (Shen, Qian & Chen, 2020).

#### **4.4 Zimbabwe Quality Awards**

Literature on concept of quality awards in Zimbabwe is very scant; the most popular quality awards are National Annual Quality Awards (NAQA) launched in 2012 by the Standards Association of Zimbabwe. The objectives of National Annual Quality Awards are to attain competitiveness for private and public companies, small, medium and large-scale enterprises through continuous application of quality and productivity principles and implementing of BE practices in Zimbabwe (SAZ, 2021). NAQA can be considered as an instrument that gives criteria and good scheme on which firms can discreetly evaluate their quality successes and achievements over and above detecting areas that require perfection. The National Quality Award management committee organises the awards representing the Standards Association of Zimbabwe, Ministry of Industry and Commerce, Medicines Control Authority of Zimbabwe (MCAZ) and Scientific and Industrial Research and Development Centre (SIRDC) which constitute an essential part of the national quality infrastructure amongst others. The winners of the NAQA qualify for Southern Africa Development Community Annual Quality Awards (SADCAQA). Since the launch of NAQA, only two Zimbabwean companies have managed to win the SADC Annual Quality Awards in different categories with BAK logistics winning in 2012 and Schweppes winning in 2018 (Southern Africa Development Community (SADC), 2019).

For organisations to make it at NAQA, they are judged for the organisation's leadership, human resources management, strategic planning, process management, communication and information analysis (SAZ, 2021). NAQA dimensions are not very different from other popular international and regional awards that it feeds its participants into like the Southern Africa Development Community Annual Quality Awards (SADCAQA).

Of late in the tourism and hospitality sector there are efforts to introduce national awards in 2023 dubbed the Twalumba National Travel and Tourism Awards, the awards will celebrate service in tourism and hospitality (Tourism Business Council of Zimbabwe, 2022). The Twalumba National Travel and Tourism Awards (NTTA) were created by the Ministry of Environment, Climate, Tourism and Hospitality Industry to celebrate excellence in and for Zimbabwe's travel and tourism sector. The Twalumba National Travel and Tourism Awards are aimed at rewarding and recognising individual and corporate effort and achievement in pursuit of the growth and development of Zimbabwe's travel and tourism sector. The awards will be held to celebrate tourism players, individuals and organisations who have given destination Zimbabwe a positive outlook, excelled in operations and services (ZTA, 2022). The awards will ensure consistent and exceptional customer service within the sector. The awards will follow an exhaustive search for deserving candidates in the various categories of the awards, followed by a selection of winners by a panel of adjudicators. The national awards comes in 31 categories reflecting various sectors and activities in the tourism sector. Some of the awards include the following: achievement in pursuit of service excellence, achievement in human resources development, achievement in Innovation, accommodation facility of the year, restaurant of the year, conference facility of the year among many others. Twalumba National Travel and Tourism Awards Trophy will be awarded to the best overall winner in all the categories.

Proposed Twalumba National Travel and Tourism Awards embraces the quality evaluation criteria and principles that are also commonly found in international business excellence awards like EFQM, MBNQA and Deming Prize. The eight evaluation criteria are business results, leadership and management, customer focus, employee involvement, continuous improvement, planning, training employees and efficient communication. The evaluation criteria found in international business excellence are however are given in respect of the 31 categories as separate awards instead of one holistic award. Hotels can participate in this new local business excellence model which is industry specific. However more is needed to be documented regarding the Twalumba National Travel and Tourism Awards for tourism and hospitality players to understand clearly the parameters of awards criteria.

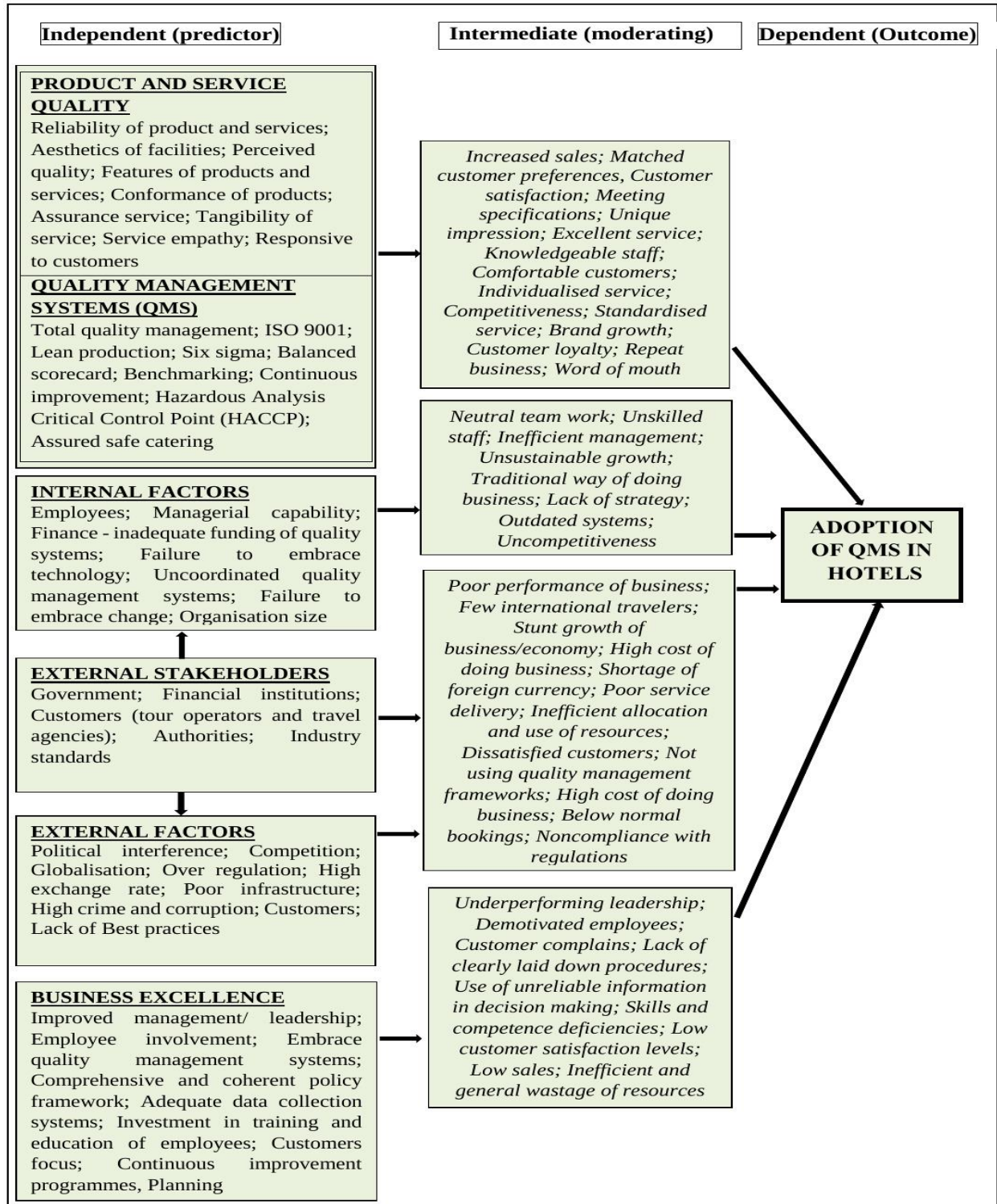
#### **4.5 Conceptual framework**

A conceptual framework shows the main concepts linked with the research, their association and the background in which the concepts are relevant (Yin, 2017). Also, a conceptual framework was described by McGregor (2018) as a network of concepts linked together to give a full appreciation of a phenomena (on) under investigation. The meaning of framework was also given by Yusof and Aspinwall (2019) as a schema founded on certain principles and assumptions for the reason of guiding actions and thoughts. This definition is closely related to Kivunja (2018) meaning which says a framework is a graphic presentation of main issues and in what way they are interdependent. In simple terms a conceptual framework shows how variables in the research relate to each other. The variables emanate from a thorough literature review, showing how the research questions are answered so as to give a reliable and valid basis of academic research.

Kivunja (2018) considers a conceptual framework as a research tool prepared to guide equally the researcher and the person who reads to appreciate the type of the subject being researched and just how that research is supposed to proceed. In quantitative research, McGregor (2018) comprehends the conceptual framework in line of theory motivating the study and that is to be confirmed and or improved by the research. Conversely, Nilsen (2020), differentiates a theory and a model by stressing that a model is descriptive in nature while a theory is descriptive and exploratory. A conceptual framework can be regarded as a theoretical concept that denotes something by means of customary variables, the sequential and measurable associations between them. In scientific studies, these are important constructs and permit for inquiry and rational about the facts pronounced by the model. Yet, a model describes the state in a particular context by making norms to make things easier or eliminating the error incorporated by normal differences in the system. In literature, using a model is contended to be insufficient with actions that have not used the same method previously. Eisenhardt (2021) infer that implementation of a model for the first time is likely to have consequences in application. Likewise, Kivunja (2018), noted that a conceptual framework may direct the researcher to be choosy and to overlook imperative parts that ought to be encompassed in the research. Thus, a conceptual framework is a desirable handle to use for attending to concepts that aid to pinpoint key parts in the study by outlining a plan which directs the researcher to emphasise on the subject area.

The conceptual framework (Figure 4.2 shown on the next page) for this research is put together as per each objective key concept; objective 1: quality awareness, objective 2: internal and external factors affecting adoption of QMS in the hotel industry and objective 3: benefits of using business excellence tools to improve quality. In this research, the chosen conceptual framework assist in understanding quality and QMS, understanding internal and external factors affecting QMS adoption, understanding benefits of using BE as a base for developing a QMS adoption model.

Quality is hinged on the appreciation of quality dimensions of product characteristics and the different types of QMS systems available for use in hotels that are general and industry specific. From the literature, it is evident that the implementation of QMS has mediated effects and resulted in improvement of quality in hotels such as satisfied customers, improved sales, good reputation and brand image. In the conceptual framework, the adoption of QMS in the hotel industry is hinged on the business environment (internal and external). In the external environment there are stakeholders that affect directly the adoption of QMS in the hotel industry despite specific literature being scant. From the available literature, it is evident that external stakeholders impact the adoption of QMS internally or externally as depicted in the conceptual framework. A number of mediating effects of the internal and external factors such as lack of strategy, poor service, dissatisfied customers and conventional ways of conducting business are evident. In the conceptual framework business excellence is hinged on management, customer focus, employee involvement and continuous improvement. A number of mediating effects in embracing business excellence such as demotivated staff, high customer complaints and poor business results are associated with organisations that fail to embrace business excellence.



**Figure 4.9: Conceptual framework**

#### **4.6 Chapter Summary**

The chapter presented an outline of the key issues related to BE. It started with the meaning of BE subsequently deliberating on the most popular international BEs. The Deming prize, Malcom Baldrige National Quality Award and European Foundation for Quality were explored. Consequently, the quality awards were evaluated on their commonalities and differences. The researcher has recognised the seven common criteria in the use of BEs; business results, leadership, planning, process management, customer focus, and human resources focus and information analysis. Illustrating from the available literature, the researcher discussed the models' evaluation criteria briefly and their applicability. Moreover, the chapter attempted an examination of the quality awards in Zimbabwe but literature was scant. The chapter ended with a conceptual framework of adoption of QMS in the hotel inline as stated in the main research objectives key concepts reviewed in chapter 2, 3 and 4.

The next chapter focuses on the research methodology of the study.

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## **CHAPTER 5**

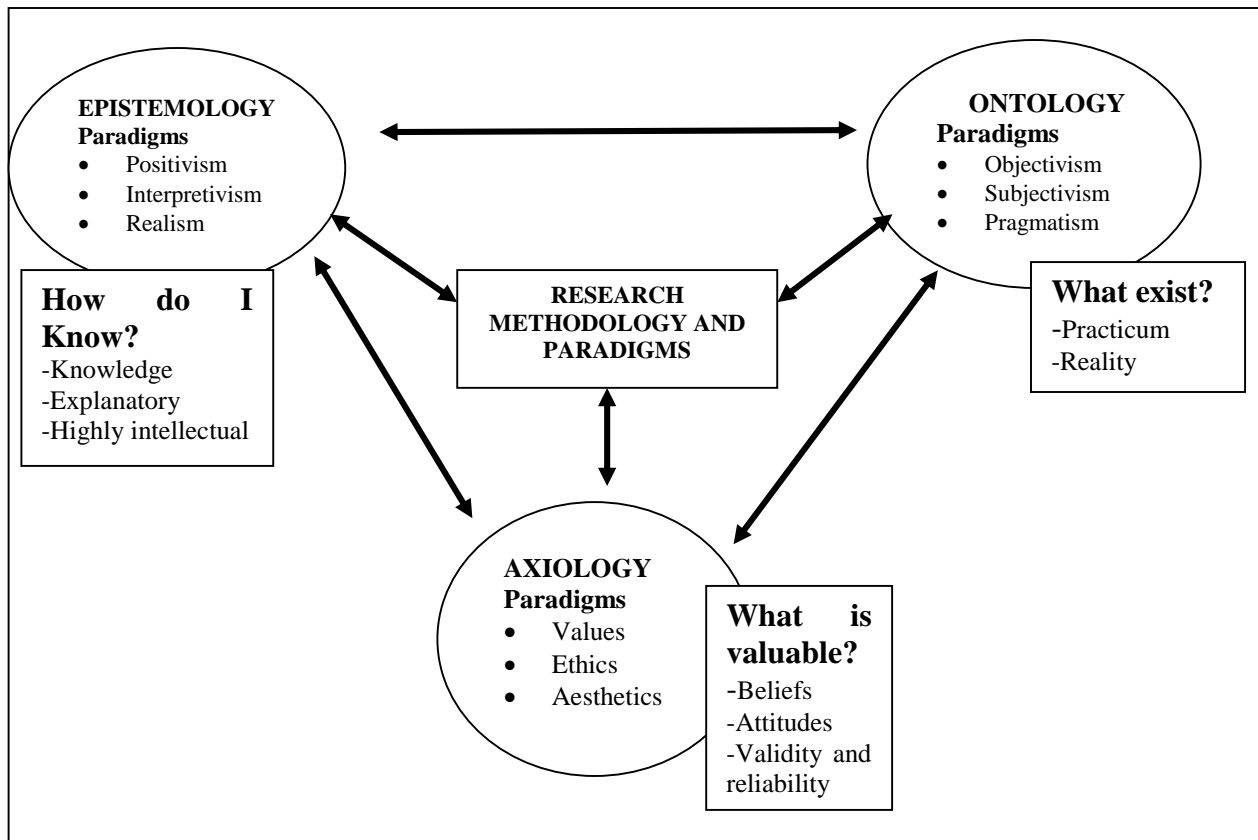
### **RESEARCH METHODOLOGY**

#### **5.1 Introduction**

The previous chapter explored relevant literature on business excellence. The business excellence models evaluation criteria and key commonalities were highlighted in relation to enhancing QMS adoption. This chapter focuses on describing the research methodology, justification of the methods that were employed to gather and analyse data for the study. The chapter begins by explaining the research; philosophy, design, strategies, population, sampling, data collection techniques and procedures that were followed. The chapter then explains how the data was presented and analysed. Finally, the chapter explains in detail how the study upheld the aspect of trustworthiness, while adhering to ethical considerations.

#### **5.2 Research philosophies and paradigms**

A research philosophy narrates the development of knowledge and the type of that knowledge (Saunders, *et al.*, 2019). Creswell (2021) elaborates four research philosophies that guide business research; positivism, interpretivism, realism and pragmatism. The philosophy that informed the study is the interpretivism approach. The ontology of the interpretivism philosophy is that there is no solitary truth since the world is constructed in a social context and is subjective. The epistemology of interpretivism philosophy is that the researcher is part of what is being observed actively participating in the life of the subject of observation and gaining insights by means of introspection. Figure 5.1, summarises the research philosophies and their paradigms in relation to the four philosophical assumptions (positivism, interpretivism, realism and pragmatism) found in business research.



**Figure 5.10: Research Philosophies and paradigms**

**Source:** Ruturi, S. (2018)

### 5.2.1 Epistemology

Epistemology is the theory of knowledge and deals with how knowledge is gathered and from which sources (Saunders, et al., 2019). Epistemology seeks to understand what is deemed as acceptable knowledge in a particular field. Positivism, interpretivism and realism as paradigms of the epistemological philosophy are distinguished in terms of research methodologies and data analyses. A positivist research is commonly found in natural sciences which seek to test the validity and reliability of data and certain occurrences which can be quantified (Saunders, *et al.*, 2019). Interpretivism, stipulates that it is essential to comprehend differences among humans in their role as societal actors. Realism seeks to understand if objects and social entities exist independent of human knowledge for instance, quality and technology are social entities. These entities exist even if there is no one in the hospitality industry who knows about them.

The researcher employed interpretivism to appreciate differences among hotels in adoption of QMS. The researchers' comprehension of the factors affecting the adoption of QMS and the hotel industry best practices enable sustainable hotel business growth and competitiveness. The procedure of research implemented in the interpretivism paradigm is grounded on an inductive reasoning classically through interviews and or discussions in focus groups in a process of theory construction. Interpretivism research design targets small samples and focuses on validity of information through in-depth confirmation of data (Easterby-Smith, Thorpe & Jackson, 2018). Interpretivism main principle is that research cannot be objectively observed from the outside satisfactorily, it must be observed from inside through the direct experience of the people (Maarouf, 2019). Researchers in this paradigm seek to understand rather than explain social reality. Therefore, understanding the adoption of QMS in hotels required a critical assessment of the factors affecting the adoption of QMS in hotels.

The study adopted an interpretivism position as a fundamental approach to the study as it was suitable in investigating and understanding how quality management systems in hotels are adopted from the perception of the hotel staff, managers and key stakeholders. The individual thoughts and feelings with regard to the adoption of QMS were captured, described and interpreted in terms of the perspective of research on QMS. The weight was on understanding the individual and shared meaning of quality, explaining and identifying causal factors resulting in the adoption of quality management systems. Effort was made to establish an understanding between the participants and the researcher on the subject of quality management through briefing.

### **5.2.2 Ontology**

Saunders, *et al.*, (2019, p, 135) explain this through the question “What assumptions do we make about the way in which the world works?” and state that ontology relate to the description of reality. Ontology, or the 'study of being', is concerned with what actually exists in the world about which humans can acquire knowledge (Saunders, *et al.*, 2019). Ontology has three aspects namely subjectivism, objectivism and pragmatism. Objectivism depicts that social object exist in a reality that is not affected by the social actors around them while subjectivism argues the opposite where social objects are produced from the actions and perceptions of individual social actors related to their existence.

Pragmatism is an ontological method, which is argued to be the best option for research as it takes into consideration a range of factors to yield the results that are most representative of reality (Maarouf, 2019). By not forcing a researcher to choose one extremist approach to research, pragmatism overcomes the arguments of truth versus reality. The researcher understood that there are many factors that could be impacting the adoption of QMS in the hotel industry both positively or negatively. There are a number of BE models and external interventions that can be applied in the hotel industry for the adoption of QMS and achieve sustainable business growth.

It is vital to note that the research examined factors that affect the adoption of QMS in the hotels operating in a turbulent, non-conventional economic environment and globally tourism and hospitality industry is being affected by wars and disasters. It also analysed the best practices in quality management. Thus, this interpretivism was a good approach for an original research. It is a good approach as it achieved authentic knowledge regarding the real truth. The interpretivism approach emphasises and centres on comprehending the problem and understanding the problem (Creswell, 2021).

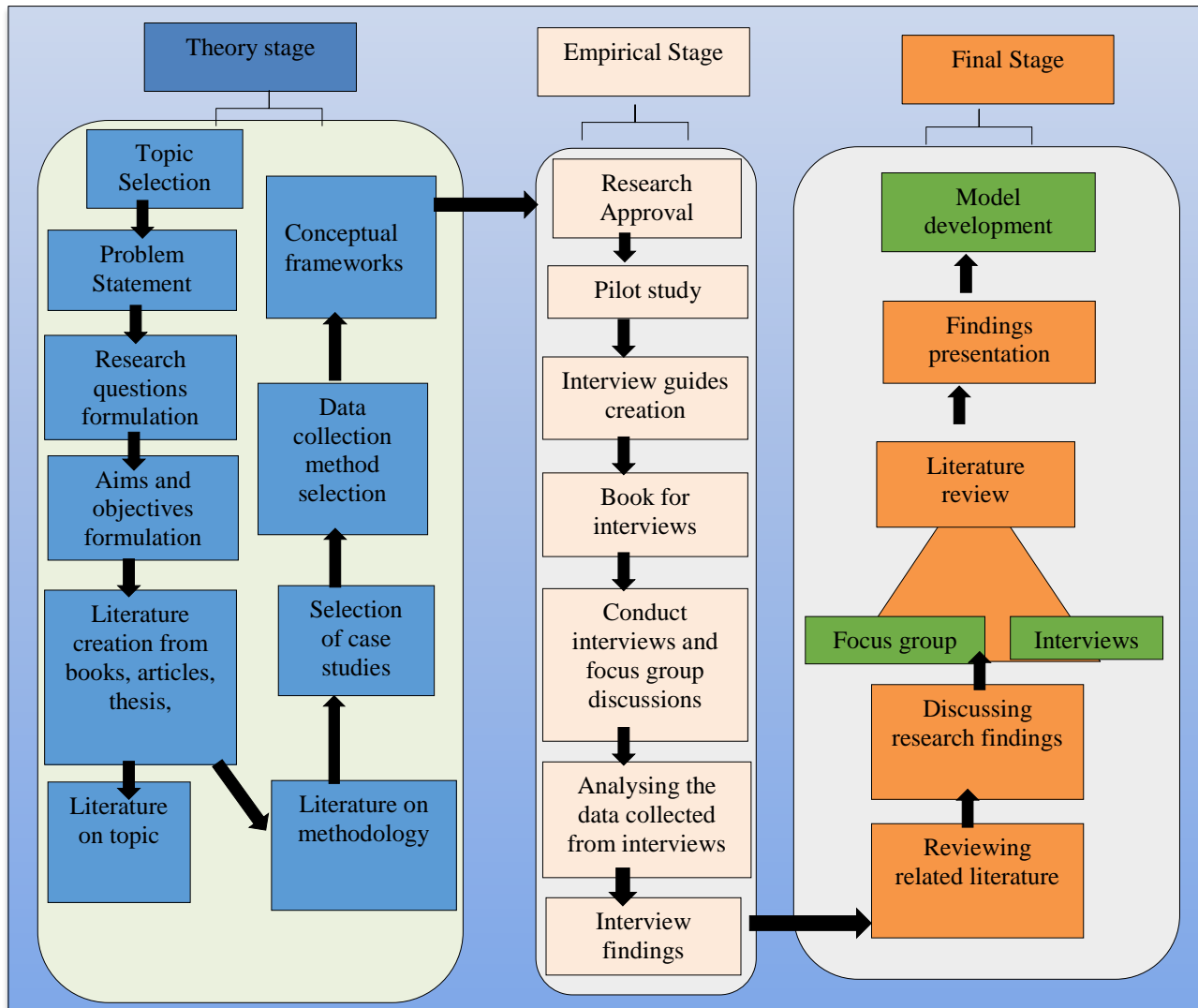
### **5.2.3 Axiology**

This research philosophy aims at understanding the role played by values in research choices. As values are a part of human nature, it is imperative to appreciate the part they work on all stages of a research so as to come up with credible results (Saunders, *et al.*, 2019). The researcher chose this particular philosophy informed by the need to help hotels achieve sustainability through adopting QMS. Motivated by a need to produce accurate results, instruments were carefully evaluated to ensure trustworthiness. Ethical issues were also taken into consideration and research ethics were adhered to.

### **5.3 Research Design**

Saunders, *et al.*, (2019) outlined research design as being concerned with the overall organisation of the research while Creswell (2021) describe a research design as a roadmap and blueprint for visualising and obtaining answers to research questions. The study research design is shown in Figure 5.2 on the next page. The research design shows the overall strategy used to carry out this research depicting concise and logical design to answer established research questions through the

collection, interpretation, analysis, and discussion of data. The research design used is broadly placed in three stages that is theory stage, empirical stage and final stage informed by interpretivism paradigm. This framework enabled comprehension of factors affecting adoption of QMS in the hotel industry.



**Figure 5.11: Research design**

**Source:** Author's compilation

#### **5.4 Research approaches**

There is quantitative (deductive), qualitative (inductive) and mixed methods approach (Saunders, *et al.*, 2019). The quantitative research is dependent on the value of verifiability, which means confirmation, corroboration, proof or substantiation. Qualitative research comprises description, seeks to analyse and describe the culture and behaviour of humans in their groups from the opinion of the individuals being studied and uses natural settings. A combination of quantitative and qualitative research approaches is called the mixed method approach.

The study adopted the qualitative (inductive) approach. Qualitative researches encompass the collection, examination and explanation of full account, non-numeric data and visuals to understand a fact of interest. It is not very scientifically thorough but can scrutinise the truth of a status quo with a better depth of consideration (Saunders, *et al.*, 2019). Mura and Khoo-Lattimore (2018) noted that qualitative research methods are not so good methods for undertaking research, but somewhat a novel method of approaching and conceptualising social researches particularly taking an epic viewpoint to an investigation. Informal and formal interviews, documents review, focus group discussions and sample observations are methods used to collect qualitative data. In the qualitative research approach, the gathered data generally applies to small or specific groups and the problem is defined but not necessarily at the start of the study. The study is carried out in participants' natural settings, participants are selected using non-probabilistic sampling and the description of the participants and their contexts is given using non numeric interpretive approaches (Saunders, *et al.*; 2019). Hennink, Hutter and Bailey (2020) explains that qualitative designs are usually appropriate for researches that pursue an understanding of the state of a certain phenomenon. Saunders, *et al.*; (2019) emphasise that the use of the qualitative research approach enables researchers to get an understanding of entities and events in their unaffected settings.

This study adopted the qualitative approach because the study sought to understand in detail the factors that contribute to adoption of quality management systems in hotels. The researcher generated comprehensive non-numeric (narrative) data from purposively selected participants from the hotels and hotel industry key stakeholders. Data was generated from hotel staff and managers using focus group discussions and in-depth interviews respectively. Interviews offered the researcher a chance to investigate beliefs and ideas of participants which may not be obtained by use of methods such as survey or observation. Interviews have the latent to make available

deeper information. The interviews were conducted in a natural setting at the respondents' work environments. The generated data were analysed and interpreted using content analysis. Thoughts and perceptions of hotel managers and hotel employees on quality management systems issues in hotels were described and analysed. The researcher used inductive reasoning in searching for patterns in the data generated from interviews and focus group discussions. The study was inductive rather than deductive as themes were developed after the data generated and inferences drawn from the findings. The studies by Maphosa (2014); Nyuke and Gasva (2015); Chikuta (2015); Ndhlovu (2015); Aletaiby (2018); Nhemachena (2020) and Bhuian; (2020) informed this research approach and definite objectives were adequately attained.

## **5.5 Research strategies**

Creswell (2021) notes that a research strategy positions the researcher in the practical world by connecting the research questions to data. Saunders, *et al.*; (2019) further argues that the chosen research strategy shows the significance put on the measurement of respective elements in the research development such as defining causal associations between variables, generalising results using samples, comprehending behaviour of participants and assessing societal occurrences over time. It encompasses the connection of philosophical norms, strategies of inquiry and precise methods.

The study adopted the multiple case study design as it sought to acquire new insights and assess the factors contributing to the adoption of QMS by hotels. Case studies are commonly used in hospitality and tourism researches due to the exclusivity and uniqueness of each tourist destination considered. The diversities amid culture, history, location and level of hotel development necessitated the methodical investigation of the adoption of QMS by hotels from different settings.

### **5.5.1 Multiple Case study design**

Case studies are divided into single case study and multiple case studies (Saunders, *et al.*, 2019). When one case can meaningfully play a key role to test a theory or hypothesis, a single case study design is used. However, single case designs have always been exposed to extensive condemnations because of their straightforwardness and owing to the level of obligation involved

in carrying out these studies (Yin, 2017). Nevertheless, multiple case study designs have gradually become widespread in business and management studies (Saunders, *et al.*; 2019). Multiple case study design clearly differs from single case study design in relation of the data collected from multiple cases, which is thought of as being more captivating, and the findings of the study are subsequently considered more vigorous (Yin, 2017). In a multiple case study, one of the key roles of the researcher is to describe how the phenomenon behave in different settings by seeing events and inquiring about them (Hennink, *et al*, 2020). Use of multiple case study enabled comparison of data from different cases and improved generalisability and external validity of the study findings (Yin, 2017)

The issue of “factors contributing to the adoption of quality management systems in the hotel industry in Zimbabwe” was the focus of the study, investigating it across bounded cases. Managers and staff members from nine hotels in Harare that are not four- and five-star hotels were treated as a bounded case. The case study was recommended for the interpretivism research design (Kothari, 2019; Saunders, *et al.*, 2019) as it is ideal to respond to the “what, who, why, how, when” questions thus providing an in-depth understanding of the problem. This allowed an in-depth comprehension of the phenomenon of quality management systems and sustainable growth of the hotels. Multiple case study design allowed the investigator to analyse each setting factors and cross setting factors. The use of multiple case study method was more probable to attain the key objectives of the study which are to:

- *Explain the level of stakeholders’ awareness of QMS in Zimbabwe’s hotel industry;*
- *Critically examine the factors contributing to the adoption of QMS within Zimbabwe’s hotel industry;*
- *Examine benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe’s hotel industry;*
- *Classify external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe; and*
- *Propose a model of QMS adoption in the hotel industry.*

## **5.6 Time horizon and scope of the study**

The research focused on information obtained from August 2019 to January 2021. The study excluded start up hotels that have been operating for less than three years. Also excluded were ungraded hotels as well as four and five-star hotels assuming that they are ahead in terms of the adoption of QMS. The study targeted different levels of employees (managers and staff) in an effort to triangulate the information sources.

The study was a solitary industry study, single industry studies are critiqued for being too constricted in scope and present difficulties in generalising the results and using findings for theory creation (Saunders, *et al.*, 2019). However, the solitary industry study provides greater control over dissimilarities of industry features and challenges that are industry explicit (Creswell, 2021). Confining the research to a solitary industry study provides the advantages of replicating the study transversely in future across a number of industries and relating the results transversely in different industries and in the similar industries over time.

## **5.7 Population and sampling technique**

The study's population, sample and sampling procedures are presented and discussed under this section.

### **5.7.1 Population**

Population is the group one wants to generalise and the group one samples in a study (Saunders, *et al.*; 2019). A population is the full set of cases from which a sample is taken. The study population comprised of all hotels in Zimbabwe (case study organisations) which are 132 hotels as given in ZTA report of 2019. Table 5.1 on the next page shows population distribution of hotels in Zimbabwe.

**Table 5.8: Population distribution of hotels in Zimbabwe**

<b>Region</b>	<b>Number of Hotels</b>
Harare	35
Bulawayo	23
Mutare / Vumba	12
Nyanga	7
Midlands	11
Masvingo	11
Kariba	11
Hwange	2
Victoria Falls	12
Beitbridge	8
<b>Total</b>	<b>132</b>

Source: ZTA (2019)

The case study (sample) organisations were selected from Harare region. Hotels in Harare were selected since most of the organisations are head quartered in Harare. Harare has majority of hotels in the country, with 35 hotels registered by ZTA (Appendix 1). Most of chain group hotels are based in Harare and have branches throughout the country like RTG, Holiday Inn and Africa Sun. Operations of chain group hotels are relatively similar at all their facilities. Resultantly a case study sample of 9 hotels was considered; 4 hotels being chain group hotels and 5 being independent hotels. A point to stop collecting data at 9 hotels was determined after data saturation, a point in the investigation process when no new data is discovered. The case hotels are rated 1- star to 3- star rating, since low level rating is an indicator of standards of quality management. The hotels rated 1- star to 3- star are 21 in Harare region (Appendix 1) as given in ZTA registered operators record of 2019. High rated hotels of 4 star and 5 star were not considered assuming that they are advanced in terms of quality management. Unrated hotels and unregistered hotels were not considered in the study assuming that they were reluctant and not ready to adopt QMS. Also new start up hotels less than five years were not considered in the study as they are young and most likely not yet completed and reviewed their business strategic master plans. A strategic plan takes into account a long term vision but usually focuses on objectives to be achieved in a three to five year period.

A sample of 48 staff members and 9 managers was selected for focus group discussions and interviews respectively. The technique used to select the sample of staff and managers for

interviews is explained and justified in the next section 5.7.2. Four key stakeholders in the tourism and hospitality industry in Zimbabwe were interviewed; Zimbabwe Tourism Authority (ZTA), Tourism Business Council (TBCZ), Standards Association of Zimbabwe (SAZ) and Hospitality Association of Zimbabwe (HAZ). These stakeholders have a direct working relationship with hotels that affect adoption QMS. ZTA included in the analysis since the organisation is responsible for registering and grading hotel facilities. TBCZ promote, protect and represent the interests of tourism business through advocacy, lobbying and stakeholder participation, its members include corporate and trade associations. HAZ is the trade association representing and promoting the interests of owners and operators of hotels, restaurants, clubs and related establishments throughout Zimbabwe. HAZ was considered since hotels are the majority members of this association and their operational concerns are critical in their engagements. SAZ facilitate the development and use of national standards in order to enhance Zimbabwe's competitiveness and safeguard the welfare of communities. Its Standards and Information Division, assumes overall responsibility for the development of Zimbabwean National Standards and related publications in all fields thus interviewing a manager of this division helped in unearthing factors contributing to adoption of QMS.

### **5.7.2 Sampling technique**

A sample is a collection of entities, events and items that denotes the features of the bigger group on which the sample is taken (Hennink, *et al.*, 2020). A sample can be selected using the probability and non-probability approach. Sampling is the procedure of taking a sample (Saunders, *et al.*, 2019). A probability sample is a sample that has been carefully chosen by means of random selection technique so that each item in the population has a known possibility of being selected, whereas a non-probability sample is a sample that has not been chosen using a random selection technique which means that some items in the population are to a greater extent probable to be selected more than others (Saunders, *et al.*, 2019). Qualitative and quantitative research approaches have different aims and needs, thus qualitative (inductive) research samples are found to be less, representative and smaller compared to quantitative research samples.

The study was qualitative in nature and a non-probability sampling technique was used to select the study's sample. The sampling technique that was implemented in the research is purposive

sampling which is a non-probability form of sampling (Johnson & Christensen, 2019). The sampling entities are selected based on some of their common characteristics. In the study, purposive sampling enabled the researcher to apply his judgment to pick cases that best allow him to find answers to the research questions and achieve research objectives. Purposive sampling is frequently used when dealing with extremely small samples and when one wishes to select cases that are mainly informative. However, the sample cannot be deemed to be statistically representative of the population. The reason on which one bases one's approach for selecting cases for a purposive sample should be related to one's research questions and objectives. For this study, the criteria for selection of participants were all general managers of the selected hotels and staff members from different departments of the hotels who had served longest period at work. Also staff members' appreciation on the subject of QMS was used for to select them to participate in the study. A detailed table giving sample dimensions and sample justification for selection to participate in the study is presented in Appendix 3. The focus group members were organised by the hotel managers after being briefed of the objectives of the research. Table 5.2 on the next page illustrates the sample dimensions and data codes.

**Table 5.9: Sample dimension and data codes**

Strata	Star rating	Data codes - N	Sample size (n)	Selection method	Data collection method		
Holiday Inn Harare	3	H1	M1 - 11	Managers	1	Purposive	Interview
			FG1 - 108	Staff	7	Purposive	Focus Group
Golden Peacock Hotel and Villa (Segecoa)	3	H2	M2 - 7	Managers	1	Purposive	Interview
			FG2 - 92	Staff	5	Purposive	Focus Group
Ambassador Hotel	3	H3	M3 - 8	Managers	1	Purposive	Interview
			FG3 - 72	Staff	7	Purposive	Focus Group
Bronte Hotel	2	H4	M4 - 3	Managers	1	Purposive	Interview
			FG4 - 23	Staff	4	Purposive	Focus Group
Pandhari Hotel	3	H5	M5 - 5	Managers	1	Purposive	Interview
			FG5 - 47	Staff	5	Purposive	Focus Group
The N1 Hotel	2	H6	M6 - 6	Managers	1	Purposive	Interview
			FG6 - 41	Staff	5	Purposive	Focus Group
Cresta Oasis Hotel	3	H7	M7 - 9	Managers	1	Purposive	Interview
			FG7 - 90	Staff	6	Purposive	Focus Group
Capstone Hotel [former Courtney Hotel]	1	H8	M8 - 3	Managers	1	Purposive	Interview
			FG8 - 19	Staff	4	Purposive	Focus Group
Grand Selous Hotel	1	H9	M9 - 4	Managers	1	Purposive	Interview
			FG9 - 20	Staff	5	Purposive	Focus Group
<b>Totals</b>		<b>9</b>	<b>M - 56</b>	<b>Managers</b>	<b>9</b>		
			<b>FG - 512</b>	<b>Staff</b>	<b>48</b>		
Tourism Business Council of Zimbabwe TBCZ		K1		Manager	1	Purposive	Interviews
Zimbabwe Tourism Authority (ZTA)		K2		Manager	1	Purposive	Interviews
Hospitality Association of Zimbabwe (HAZ)		K3		President	1	Purposive	Interviews
Standards Association of Zimbabwe (SAZ)		K4		Manager	1	Purposive	Interviews
<b>Total</b>					<b>4</b>		

**Source:** Research data

Keys for data codes that were used for coding data from the sample are shown as:

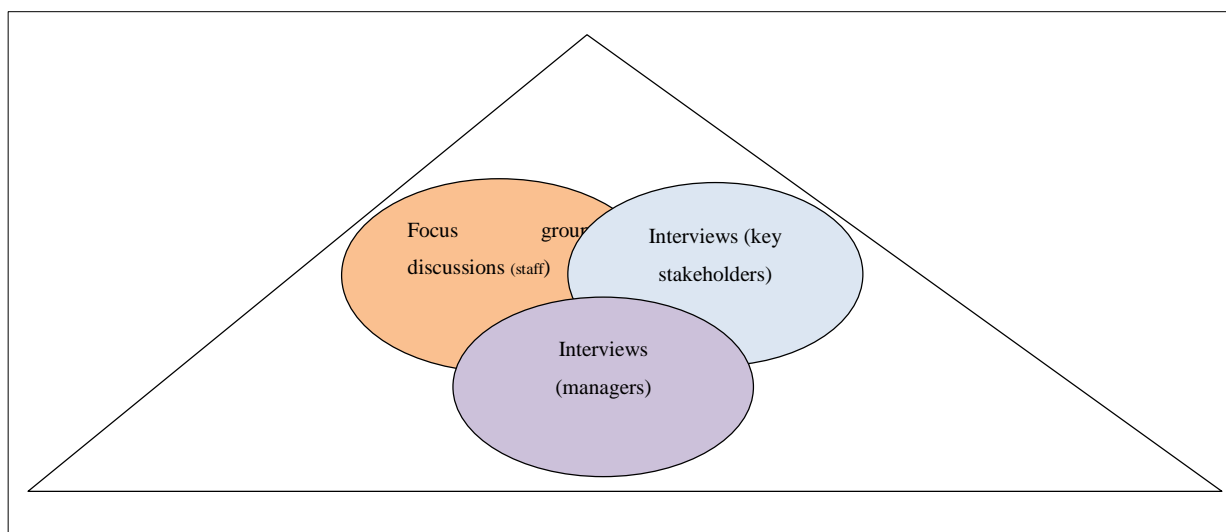
- M1 means manager from hotel 1, M2 means manager from hotel 2, M3 means manager from hotel 3, M4 means manager from hotel 4, M5 means manager from hotel 5, M6 means manager from hotel 6, M7 means manager from hotel 7, M8 means manager from hotel 8, M9 means manager from hotel 9
- K1 means key stakeholder 1, K2 means key stakeholder 2, K3 means key stakeholder 3, K4 means key stakeholder 4
- H1 means hotel 1, H2 means hotel 2, H3 means hotel 3, H4 means hotel 4, H5 means hotel 5, H6 means hotel 6, H7 means hotel 7, H8 means hotel 8, H9 means hotel 9

- FG1 means focus group 1 from hotel1, FG2 means focus group 2 from hotel 2, FG3 means focus group 3 from hotel 3, FG4 means focus group 4 from hotel 4, FG5 means focus group 5 from hotel 5, FG6 means focus group 6 from hotel 7, FG8 means focus group 8 from hotel 8, FG9 means focus group 9 from hotel 9.

## **5.8 Data collection techniques and procedures**

In-depth interviews and focus group discussions were conducted from the nine 1 – 3 star hotels in Harare. There are twenty one 1 – 3 star hotels in Harare. The data were generated from hotel managers who were interviewed individually and from staff members in focus group discussions. Respective managers from key stakeholders were interviewed. From the ZTA, a manager responsible for grading and standardisation was interviewed. From the SAZ, a manager responsible for standards development and information was interviewed while from TBCZ, the chief executive officer was interviewed and from the HAZ, the president was interviewed. The researcher used both focus group discussions and in-depth interviews in the study in order to get a better comprehension of the phenomenon under study and for triangulation. Triangulation is the use of more than one data collection method in one study to ensure that data validation Saunders, *et al.*; (2019). Saunders, *et al.*, (2019) regarded triangulation as a verification procedure whereby researchers search for convergence among multiple and different sources of information to form themes or categories in a study. It is a system of sorting through the data to find common themes or categories in coming up with valid results. Denzin in the 1970s recognised four types of triangulation that are; data triangulation, investigator triangulation, theory triangulation and method or methodological triangulation. In social sciences research there is consensus among experts in triangulation on the usefulness of the four types of triangulation recognised by Denzin in the 1970s (Yin, 2017; Saunders, *et al.*, 2019; Johnson & Christensen, 2019). Data triangulation involves the use of different data sources, including space, time and persons, in a study. Investigator triangulation involves the use of more than one interviewer, investigator, observer, data analyst, or researcher in a study. Methods triangulation involves the use of multiple methods to study a phenomenon or situation. Theory triangulation involves the use of multiple theories or hypotheses when examining a phenomenon or situation.

With the use of different types of triangulation, the researcher was able to know where the truth lies. The researcher recognised the value of using data triangulation and theory triangulation for corroboration of findings and for enhancing the validity of data and also widening and deepening understanding. Figure 5.3 below shows the data triangulation used by the researcher involving focus group discussions with hotel staff and interviews with hotel managers and managers from key stakeholders.



**Figure 5.12: Illustration of the methodological triangulation used by the researcher**

**Source:** Author's formulation

Before data collection, Bindura University of Science Education made available an introductory letter introducing the researcher and giving the researcher consent to collect data (Appendix 4). The researcher armed with the letter received from the University sought for permission from managers of the hotels investigated to interview the managers and conduct focus group discussions. The letter informed them about the research and its purpose. After permission was granted, the researcher made appointments with managers for interviews. The managers also helped to organise staff members who participated in the study by allocating them groups. The following are the data collection methods were used.

### **5.8.1 In-depth qualitative interviews**

The researcher used in-depth interviews in collecting data. The study consisted of a series of individual interviews that lasted around 40 minutes with the hotel managers conducted by the

researcher at their work places. The interviews were audio recorded and transliterated for analysis. However, not all interviews were audio-recorded as some managers denied to be recorded and the researcher only jotted down some notes. The interviews were unstructured so as to explore the topic in detail. Open-ended specific questions were asked. The interview guide structured the topics and questions. The interviews did not necessarily follow questions or themes in the established order. The main objective of qualitative interviews with open ended questions is to perceive the world from the views of the interviewees (Johnson & Christensen, 2019). The researcher used the interview guide (Appendix 6) to keep the interview on course and did not allow the interview to digress from the topic.

The qualitative interview data collection method allowed the hotel managers to provide deep knowledge and expertise about the adoption of quality management systems in the hotels. The unrestricted type of the questions outlined the topic under study and gave an opportunity for the interviewer and interviewee to discourse issues in greater detail. When the interviewee experienced difficulties in responding to a question or provided a brief answer, the interviewer used prompts to urge the interviewee to deliberate more on the question. The interviewer had liberty to further ask the interviewee to explain on his/her initial responses and/or to pursue a new streak that was introduced by the interviewee.

The advantages of using interviews in the study were flexibility and adaptability (Hennink, *et al*, 2020). In the study, questions that seemed difficult for the interviewees were simplified when the researcher asked follow up questions that assisted the researcher to get deeper information from the respondents. The interviewer made an effort to build trust and rapport with respondents to make it possible to obtain information that the respondents might not reveal through other data collection methods (Hennink, *et al*, 2020). However, Bos (2020) noted that interviews have some disadvantages which include getting inaccurate responses which might not show true behaviour. Participants may narrate falsehoods and may not have the appropriate information the investigator will be eliciting. The participants may also give deceptive data if they are aware of the researcher's perspective (Creswell, 2021). The researcher was considerate and did not coerce participants to respond to questions that they preferred not to answer. Bos (2020) also noted that participants can be affected by the interviewer's presence and the responses given can be affected by how the interviewees term the situation.

The researcher clearly explained the purpose of the study to ensure that responses provided by the participants were not affected by how the interviewees termed the situation. Because interviews are time consuming and also require a lot of time afterwards to transcribe and interpret recorded data, the researcher engaged had to afford off duty from work. The researcher afforded more time to transcribing and interpreting the recorded data. Predisposition was moderated by preventing the use of suggestive gestures and giving comments such as no or yes and moving of one's head to confirm or rebuff participants' answers.

### **5.8.2 Focus group discussions**

Focus group discussions (FGD) are a well-designed series of conversations meant to get insights on a well-defined topic of importance in an accommodating and non-hostile environment (Saunders, *et al.*, 2019). Focus group discussions base on the supposition that group interface would be rich with a variety of answers, triggering overlooked facts of experience and overcome shyness that may then put off participants from revealing information on the quality management systems (Maree, 2019). Focus group discussions allow for in-depth discussion that might lead to insights that might not come to light through the one-on-one interview.

The researcher used FGDs to understand factors affecting the adoption of QMS in the hotels from staff members' opinion in a non-controlled environment which encouraged open discussions. The themes and questions were structured in a focus group discussion guide. The focus group discussion guide (Appendix 7) was mainly used to increase the reliability of the research in general (Yin, 2017) and it presents the discussion outline during focus group discussions. The interviewer kept the discussion's progression on path and did not permit the discussions to go outside the topic. The guide helped in discussing with distinct groups in a comprehensive and systematic way by determining in advance the matters to delve into and keep the groups' discussions focused and specific to the topic at the same time allowing individual reactions to emerge (Maree, 2019).

In planning for focus group discussions, the researcher started by identifying the type of participants he needed in the FGDs and what he sought to achieve. Group members were carefully chosen on the basis of their relevance, interest and experience in the organisation. Each department was represented by at least one staff member. Nine focus group discussions were conducted, one

from each hotel. Each focus group discussion was made up of at least four to seven members and each discussion session lasted at least one hour to at most one hour thirty minutes. The group sizes were small enough to permit participants to get enough chance to share their experiences and yet big enough for diversity. Krueger and Casey (2014), assert that focus group discussions should be composed of five to ten people and this is in line with this study. The researcher, controlled interaction in the group and discouraged the overly dominant participants so that even the less articulate could also share their views.

The focus group discussions were held at the staff's work places in spacious meeting rooms of the respective hotels so as to have a stress free and near natural environment. The participants were able to say out their opinions regarding the adoption of quality management systems in the hotels. The researcher ensured that participants had equal opportunities to contribute to the discussions and keep the sessions flowing so that too much time would not be spent deliberating one theme. The researcher asked one question at a time and gave the staff member turns to answer. The data collection plan used for the study is presented in Table 5.3 on the next page.

**Table 5.10: Data collection plan**

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<b>Data collection method</b>	<b>Participants</b>	<b>Research Questions</b>
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Interviews	Managers	<ul style="list-style-type: none"> <li>✓ What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?</li> <li>✓ What are the factors contributing to adoption of QMS within Zimbabwe's hotel industry?</li> <li>✓ What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?</li> <li>✓ What are the external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe?</li> <li>✓ What QMS adoption model can be proposed to enhance the adoption of QMSs in the hotel sector in Zimbabwe?</li> </ul>
Focus groups	Staff members	<ul style="list-style-type: none"> <li>✓ What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?</li> <li>✓ What are the internal factors contributing to adoption of QMS within Zimbabwe's hotel industry?</li> <li>✓ What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?</li> <li>✓ What are the external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe?</li> </ul>
Interviews	Key external stakeholders	<ul style="list-style-type: none"> <li>✓ What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?</li> <li>✓ What are external factors contributing to the adoption of QMS within Zimbabwe's hotel industry?</li> <li>✓ What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?</li> <li>✓ What are the external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe?</li> <li>✓ What QMS adoption model can be proposed to enhance the adoption of QMSs in the hotel sector in Zimbabwe?</li> </ul>

The researcher commenced the FGDs by introducing himself to the focus group participants and enlightening them on the objectives of the research. Participants were requested to sign consent forms (Appendix 5) to participate in research and rules were laid out in the group so as to maintain order during the discussions. Consent was requested from the participants to audio record the interviews. In six out of the nine groups, the participants reserved the right to be audio recorded and the interviewer just jotted notes. During the discussions, the researcher's task was to audio record, moderate the deliberations and take notes. The researcher impressed on interface more than writing notes from the participants' responses, to avoid disrupting the interview.

The use of audio recording allowed the researcher to complete participants' response in full after the interview procedure. Reflective journaling was done immediately soon after a focus group discussion, when reflections were still fresh, reviewing the notes and expanding on the early notions of the interactions with more reflected remarks and insights. Considerations of the manner of the discussion and essential variables specific to the FGDs were also stated. Key perceptions and matters that emerged from the participants' responses were also recorded.

Lastly, the researcher listened to the audio recorded and adjusted minutes and observations. The audio was revised in conference with the researcher's minutes. The aim was to ensure that notes offered a true picture of the interface. The researcher compared field notes and audio several times adjusting notes until they provided a full and expressive depiction of the discussions.

Focus group discussions brought meticulousness in the study that triangulates data collection methods (Krueger & Casey, 2014) and they also generated a big volume of data on the subject in a short time (Hennink, *et al*, 2020). Furthermore, FGDs helped the researcher as finances and time were of concern when gathering data. Focus group discussions were an important data collecting method for the study as responses provided profound views about the adoption of quality management systems in hotels. The focus group discussions allowed diverse views to emerge, revealing how participants take apart views in response to questions (Maree, 2019).

Maree (2019) argues that information gathered from focus group discussions can be prejudiced out of group processes like domination of the conversation by the highly outspoken participants. The researcher overcame this challenge by urging each participant in the focus group to participate as the researcher moderated the discussions directing questions that required explanation. The researcher moderated the discussions in good spirit encouraging participants and ensured that the discussions did not deflect its concentration from the theme that was under discussion. Bos (2020) note that the ideas or opinions of a person can be affected by other peoples' presence. Saunders, *et al.*, (2019) highlighted that other group members may be hesitant to say their opinions in public or else there may be power tussles in the group which may spoil the deliberations. In the study, the researcher overcame this by giving the focus group members the essential guidelines before the focus group discussions started. The researcher gave each participant an equal chance to participate.

## 5.9 The researcher as a research instrument

The researcher was the key data collection instrument. The researcher asked probing questions, then listened and asked more probing questions to get to deeper levels of understanding of factors affecting the adoption QMS in the hotel industry in Zimbabwe. The researcher did not enforce his assumptions and limitations upon emerging data. The researcher's role was to record what he collected from respondents in their natural environment. Reality existed as the respondents saw it. The researcher recorded fully, accurately and without bias, that reality as seen through the eyes of subjects.

The interview protocol (Appendices 3, 4, 5, 6 and 7) guided the discussions and made sure that the questions were answered. It contained an outline script and a list of questions that helped one to answer research questions. The protocol included the following components: a heading; the introduction; key questions; probing questions and closing questions. The researcher recorded data from interviews by producing hand written minutes and by audio recording with permission from the respondents. The researcher first got consent from the interviewees to audio record the interview. The interview was not recorded if the participants did not prefer it to be. The researcher aligned the research questions to the data collection method. Table 5.4 on the next page shows how the research questions were aligned to the data collection method.

**Table 5.11: Alignment of research questions to the data collection method**

<b>Research Question</b>	<b>Theme</b>	<b>Data Collection method</b>	<b>Nature of Data collected</b>
What is the level of stakeholders' awareness of	Stakeholders' awareness of QMS	Interviews and focus group discussions	Qualitative data

QMS in Zimbabwe's hotel industry?			
What are the internal factors contributing to the adoption of QMS within Zimbabwe's hotel industry?	Internal factors contributing to the adoption of QMS	Interviews and focus group discussions	Qualitative data
What are the external factors contributing to the adoption of QMS within Zimbabwe's hotel industry?	External factors contributing to the adoption of QMS	Interviews and focus group discussions	Qualitative data
What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?	Benefits of embracing BE	Interviews and focus group discussions	Qualitative data
What are the external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe?	External stakeholders' influence on the adoption of QMS	Interviews and focus group discussions	Qualitative data

### 5.10 Data presentation, analysis and interpretation.

Content analysis was used to analyse the interview transcripts. Data was analysed for content using predetermined codes (themes) from reviewed literature. Margaret (2019) defines content analysis as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes, codes or patterns. Basically, there are three main methods to qualitative content analysis which are founded on the level of inductive reasoning involvement (Margaret, 2019; Erlingsson & Brysiewicz, 2017) and these are:

- Conventional qualitative content analysis; coding themes are obtained directly and inductively from the unprocessed data and the method is mostly utilised for grounded theory advancement;
- Directed content analysis; coding begins with a theory or related research results and during data analysis the researcher submerges in the data and let themes to develop from the data. The aim of this method typically is to extend or validate a conceptual theory or framework; and
- Summative content analysis, coding emanates from the enumeration of manifests or word content, and then encompasses the analysis to embrace concealed themes and meanings.

The study adopted the directed content analysis approach. Data was coded conferring to predetermined themes from literature. More themes that arose from the focus group discussions and interviews were coded on their own and then fused into a larger method (Easterby-Smith, *et al.*, 2018). Data were generated in the form of hand written notes and audio recorded with the consent of participants. The audio recorded data were transliterated. The researcher defined the units of analysis and individual themes were used as the units of analysis. The key duty of the researcher was to group responses into different themes and sub themes. The researcher considered essential precautions in drawing up themes such as taking great care in rephrasing themes so as to reduce problems intrinsic in the analysis of the data. Coding continued as more data were gathered; new themes that arose were inserted to the coding manual. After coding the whole data set, the researcher reconfirmed the dependability of the coding, convened themes and where necessary assembled the themes to give a comprehensive data analysis.

Furthermore, the researcher utilised a computer aided qualitative data analysis package, NVivo 12 package to analyse and keep the recorded data. NVivo 12 is a data analysis computer software developed for qualitative researchers operating with intense qualitative data, where detailed analysis of data is critical (Paulus, Woods, Atkins & Macklin, 2017). NVivo lessens tireless tasks such as assembling codebooks and sorting of data. Also, the package easily relates files, so that a theme can be drawn from diverse participants' responses. NVivo 12 enables analysing data emphasising the relationship within it (Paulus, Woods, Atkins & Macklin, 2017). The NVivo 12 package, despite having the best search option, is criticized for not being capable to recall all responses for the reason that it just captures into consideration the rate of recurrence of sought words but not synonyms or meanings (Dollah, Abduh & Rosmaladewi, 2017). NVivo 12 was not used as a prime coding foundation and it was only used in the context of setting a solid data analysis for easy comparison of themes and cross cases data. The data analysis and presentation were controlled by the researcher not by NVivo 12, the software was therefore used as a repository and for sorting data, drawing graphs and displaying relationships between cases.

Finally, the researcher drew conclusions from the coded data. This included creating meaning of the themes given, coming up with a sequence of statements that organised the data in line of the study research questions (Yin, 2017). Inferences were also drawn; this included delving the dimensions and properties of themes, finding associations between themes, revealing patterns and

analysing themes in contrast to the whole data set. Tables were drawn to display themes and sub themes that emerged from interviews and focus group discussions and models were also shown as produced by NVivo 12 depicting the association of themes.

## **5.11 Trustworthiness**

Trustworthiness is one way qualitative researchers can convince themselves and readers that their study results are worthwhile of consideration by including procedures that deal with concerns of reliability and validity (Saunders, *et al.*; 2019). Interpretivism researchers have selected to use diverse terms to dissociate themselves from the positivist paradigm researchers (Creswell, 2021). One researcher of note is Guba (1984) as quoted in Nowell, *et al.*, (2017), who recommends four principles that should be considered by qualitative researchers in the quest of a trustworthy study. These include credibility (internal validity), dependability (reliability), conformability (objectivity) and transferability (external validity or generalisability). The following are the provisions that the researcher employed to meet trustworthiness.

### **5.11.1 Credibility**

Credibility was achieved by the researcher through adopting appropriate and well recognised research methods. Accordingly, the precise methods that were used, such as type of questioning followed in the data collecting meetings and the procedures of data analysis were developed from those that have been effectively used in preceding comparable researches. Credibility was attained by developing an early understanding with the ethos of the hotels participating before the primary data collection commenced. This was realised through preliminary visits to the hotels themselves. The visits necessitated the researcher to get better comprehension of the hotels and created a bond of trust among the researcher and the participants.

Initially the researcher asked research experts to comment on the suitability and representativeness of questions in the interview guides. Prior to pilot testing, the researcher made necessary amendments on the interview guides taking in suggestion from the research experts with the guidance of research supervisor. A pilot study was carried out at a 2 star rated hotel in Chinhoyi where two managers were interviewed and two focus group discussions with staff were done. The pilot study was meant to clear ambiguous questions, note questions that respondents felt uneasy to

answer, to find out if layout of questions was attractive and clear to respondents and how long the interviews took to complete. After pilot study further adjustments to the interview guides and focus group discussion guides were done to improve credibility ensuring that respondents had no problems understanding or answering questions.

Triangulation through the use of different methods was also used to enhance credibility. Focus group discussions with staff members and individual interviews with the managers and key stakeholders constituted the data collection approaches for the study. Individual interviews and focus group discussions suffer from some shared methodological limitations, their distinct characteristics result in individual strengths. Kothari (2019) noted that the utilisation of different approaches of data collection recompense for their individual shortcomings and exploit their corresponding advantages. The use of a wide range of participants is another form of triangulating used in the study. This was via different data sources. Individual viewpoints and experiences from managers and key stakeholders were verified against those of the staff members and ultimately, resulting in a rich depiction of the views and behaviour grounded on the impact of a wide range of participants. Site or case triangulation was attained by the involvement of participants from nine different hotels so as to moderate the effects on the research of specific factors unique to one hotel.

Strategies were used to warrant honesty from participants when generating data. Participants were approached individually and were given a chance to decline to participate in the interviews. This was done to make sure that the data gathering meetings included only persons who were honestly keen to participate and ready to share their views at will. Specific strategies were incorporated to discover meticulous dishonesties. These comprised the use of second order questions to prompt comprehensive data and reiterative questioning, in which the researcher revisited the issues that had been raised previously by a participant and obtained the correlated in rearticulated questions. If inconsistencies emerged and dishonesties were noticed, the researcher disposed of the suspected data. The researcher organised debriefing meetings between him and the supervisors. Through meetings, the concept of the researcher broadened. The meetings provided a testing panel for the researcher to try out his emerging concepts, explanations and assisted him to note his own prejudices and favourites.

The researcher evaluated the study as it developed through a deep commentary which was dedicated to the efficacy of the methods that were used. The commentary was used to note down the researcher's primary relationships seeming to develop in the data gathered, impressions of respective data gathering session and theories created. The researcher conducted tests concerning the correctness of the data in place, in the progression and at completion of the data gathering interviews. Participants were requested to go through transcripts of the discussions in which they had partaken. This enabled the participants to confirm that their statements in the transcripts matched what they really said in the interviews or focus group discussion. Nowell, *et al.*, (2017), asserted that a participant's check is the one very imperative prerequisite that can be done to strengthen a study's reliability and credibility.

Lastly, a detailed description of the phenomenon under scrutiny was presented to the participants that is, factors contributing to the adoption of quality management systems in hotels. This is a significant prerequisite for advancing a study's credibility as it helped express the real circumstances that were being studied and to an extent, the perspectives that encompass them. Short of this understanding, it is perhaps be problematic for the person who reads the ultimate account to ascertain the degree to which the results "ring true" in general.

### **5.11.2 Transferability**

According to Nowell, *et al.*, (2017), transferability (external validity) has to do with the extent to which the results of one research can be used in other circumstances. In a positivist research, the interest often remains in showing that the findings of the given study can be related or are generalisable to a broader population. Meanwhile, the results of a qualitative research are precise to a small number of specific entities and individuals in an environment. It is difficult to prove that results and conclusions are valid to other populations and situations. Many interpretivism researchers accept as true that in practice, even predictable generalisability is not ever likely as all explanations are distinct by the precise setting in which they happen (Cypress, 2017). Denscombe (2010) offers a contrasting view by suggesting that, even though every case may be exclusive, it is also a case within a bigger group and as a result the possibility of transferability should not be instantly excluded. Gray (2018) suggested that if experts are certain that their circumstances are alike to that pronounced in the research, they may transfer the results to their particular situations.

A similar argument is presented by Saunders, *et al.*, (2019), who recommended that it is the duty of the researcher to confirm that adequate background data regarding the research sets is given to allow the person who reads to affect such transfer. Gray (2018) and Saunders, *et al.*, (2019), maintain that when the reader comprehends just the “sending context”, one cannot make transferability assumptions.

In the study, the background information was provided giving a setting of the research. The researcher provided sufficient contextual information regarding Zimbabwe’s hotel industry to enable readers to ascertain how much they can be assured in transferring results and conclusions to other situations presented. Information on the number of hotels that were considered in the study and where they are located, the number of respondents included in the research, the data gathering procedures that were used, the number and duration of data gathering meetings and the period over which the data were collected is all given. The findings of the research need be appreciated in the background of certain features of the entities and possibly geographical location in which the study was conducted.

### **5.11.3 Dependability**

In handling the matter of reliability (dependability) the positivists employ procedures to confirm that, if the study were to be redone in a similar setting with similar approaches and with similar participants, the same findings would be attained. Marshall and Rossman (2021) contend that the varying type of the phenomenon investigated by qualitative researchers makes such requirements challenging in their research. There is near link between credibility and dependability (Mason, 2017). In practical terms, a validation of credibility covers some space towards confirming that of dependability.

The study achieved dependability by the use of “overlapping methods”, such as individual interviews and focus group discussions. In order to manage the matter of dependability, the method used in the research was described fully. By so doing, the researcher provided adequate information to allow other researchers who may want to replicate the research and certainly get similar results. Such in-depth coverage of methods used allow readers of the study report to get an in-depth comprehension of the methods and their efficiency. The report comprised sections

dedicated to the research strategy and its application; the pros and cons of the multiple case study approach, the details of data collection procedure and insightful analysis of the research results. Further choosing the right respondents and proper sampling ensures dependability. The respondents considered in the interviews and focus group discussions, were carefully selected in order to fulfil the objectives of the research.

#### **5.11.4 Conformability**

The notion of conformability is the qualitative researcher's comparable apprehension to objectivity. Conformability is degree to which the findings of the research study could be confirmed by other researchers (Creswell, 2021). Conformability is concerned with establishing that data and interpretations of the findings are not figments of the researcher's imagination, but clearly derived from the data. In order to guarantee that the study's results are the outcome of the ideas and experiences of the participants instead of the preferences and characteristics of the researcher, the researcher allowed the participants to read through the research transcripts to confirm information they provided. Also, to reduce effects of researcher bias, the researcher provided comprehensive methodological accounts to provide conformability of study findings to be critiqued.

#### **5.11.5 Triangulation**

In research, triangulation is when a researcher search for corroboration and convergence of findings from diverse methods when researching the same phenomenon (Johnson & Christensen, 2019). This considerably increases credibility of the findings. In this study, triangulation was achieved through the use of two data sources specifically; interviews and focus group discussion and different sets of participants that is managers, key stakeholders and staff members. The use of many sources of information aided in managing the challenges of unclarified issues and uncertainty as these offered responses to the key research question through answers from different research instruments (interview guide for managers, interview guide for key external stakeholders and focus group discussion guide). Marshall and Rossman (2021) note that being careful, rigorous and completely precise in managing data are the features of a credible work. They insist that

researchers should be transparent to research participants and the public so as to improve trustworthiness.

## **5.12 Ethical considerations**

It is researcher's duty to respect the participants of the research by getting their explicit consent first and explaining what information collected from them will be used for (Saunders, *et al.*, 2019). A researcher established ethical values that controlled him during the research with respect to confidentiality and anonymity, voluntary participation, legality, informed consent, professionalism, deception, human rights and accuracy when working with people and organisations in research. In the study, the participants were adequately apprised of the research purpose and use of the research results to an extent that they were capable of comprehending the information. The respondents had the power of free choice, enabling them to consent or decline voluntarily to participate in the research. Approval was requested from the directors, owners or general managers of the hotels.

### **5.12.1 Anonymity and confidentiality**

Anonymity and confidentiality are ethical values useful in research so as to keep the confidentiality of the research participants (Marshall & Rossman, 2021). Participants were assured of anonymity and confidentiality by the researcher. Anonymity entails that the research participant remain unnamed right through the research, even to the researcher. The researcher achieved this by usage of codes and pseudonyms throughout the research in place of real names (Saunders, *et al.*; 2019). Anonymity is definite when the researcher can recognise a given participant's response but undertakes not to disclose the data to anybody. The researcher made the participants aware of this and pledged to keep the promise. The researcher pledged to keep participants' personal information private and that the information would not be shared with others in ways that would reveal their identities.

In line with the above, the researcher guaranteed the anonymity of individuals and organisations in any documents to be published arising from the research unless participants gave explicit

consent to identify them by their names. All information disclosed during the research was treated as confidential, and was not disclosed to other participants or people not connected to the research.

### **5.12.2 Voluntary participation**

The value of voluntary participation forbids getting agreement to partake in any type of research by means of duress. Duress means compelling participation by use of the common supremacy of the researcher particularly when working with susceptible peoples (Saunders, *et al.*, 2019). The researcher informed all the participants using the consent forms that participation in the research was voluntary with the choice of stopping at will any time. Informed consent was requested and attained from the participants before they participated in the research.

### **5.12.3 Informed consent**

Potential research participants must be well knowledgeable regarding the aim of the research; research methods and dangers if any, intricate in the study and must approve their consent to contribute in spite of the intrinsic dangers (Marshall & Rossman, 2021). Mason (2017) posits that participants, sponsors and research assistants must be well-versed about the purpose of the study; who will be participating, what type of information is being required, that participation is voluntary right through, how much of participants' time is being needed, that answering to all issues is voluntary, who will have right to access the information once it is gathered and how confidentiality will be protected. Undercover research is in a way barred as participants must be informed regarding the study and are informed of the element that they can pull out from the research at any time throughout the study (Saunders, *et al.*, 2019).

Informed by the above, in this study, the researcher apprised the participants regarding the aim of the research and the research procedures. The research participants completed an informed consent form (Appendix 5). The form served to acknowledge that the participants' rights will be protected throughout the research.

#### **5.12.4 Deception**

Deception is when individuals participate in research under false pretences (Marshall & Rossman, 2021). Untruthful pretensions can be that the correct motive of study is hidden from the participants or that they are intentionally misled or deceived. For this study, the researcher debriefed the participants before the study and after the study was over (Hennink, *et al.*, 2020). The researcher made a commitment to be truthful and prevent deceit by apprising participants about the aim of the study, the study's methods and clarified incidentals.

#### **3.12.5 Human rights**

Ethical values demand that researchers should not place research participants in danger by subjecting them to dangerous circumstances. Harm can be viewed as both physical and psychological (Hennink, *et al.*, 2020). Participant's human rights need to be protected. Saunders, *et al.*, (2019) assert that the utmost important ethical value in research is the safety of the participants' rights, well-being and dignity. Since interviewing and focus group discussions were the main methods of data collection all kinds of risks were prevented by conducting the interviews and focus group discussions at participants' work places.

#### **5.12.6 Accuracy**

Accuracy is another ethical issue of concern in research. Marshall and Rossman (2021) noted that fabrications, omissions, contrivances and fraudulent materials are non-scientific and wrong. The researcher reported truthfully on the study results by making use of significant amount of exact verbatim explanations of participants.

#### **5.13 Chapter summary**

The chapter has exhibited the philosophical position which was employed in this study to find answers to research questions and in the end attain the objectives of the research. A research philosophy and paradigms theoretical framework was firstly established. The framework confirmed that all research philosophies and paradigms were considered before taking the final choice about the most appropriate method for this research. The chapter exhibited the simplified

research design as shown in Figure 5.2 and justified the research approach, and the views and philosophical reasoning of the investigator, which confirmed this study as being interpretivism. Thereafter, the justification for selecting an inductive (qualitative) way of research was clearly demonstrated. Also, implementing the inductive way of research design led to qualifying the use of the qualitative methodology, which is definitely connected to interpretivism. Subsequently, focus group discussions (FGD) and in-depth interviews were selected as the main methods used to gather the data for the study. In this respect, the study design, multiple case study, selection of cases and the types of data collection techniques - interviews, focus group were explained in detail bringing out methodological triangulation. Afterwards, the data analytic methods that were deployed in this study were explained, which are direct content analysis and NVivo 12. Lastly, the quality of the qualitative research was also discussed in this chapter by focusing on the trustworthiness and generalisability (validity, reliability, credibility, dependability, transferability and confirmability) and ethical issues taken into consideration during the study.

The next chapter, Chapter 6, presents and analyses the research's results.

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## **CHAPTER 6**

### **DATA PRESENTATION, ANALYSIS, DISCUSSION AND INTERPRETATION**

#### **6.1 Introduction**

The preceding chapter drew the methodology implemented in the study. This chapter's purpose is to present, analyse, discuss and interpret data collected. The study investigated factors contributing to the adoption of quality management systems in the hotel industry in Zimbabwe. The research questions guide the presentation and analysis of the study data. The research questions are recaptured subsequently in section 6.2.

#### **6.2 Research questions**

The study sought to come up with model answers to the following research questions as given in Chapter 1, Section 1.6:

- 6.2.1 What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?
- 6.2.2 What are the factors contributing to the adoption of QMS within Zimbabwe's hotel industry?
- 6.2.3 What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?
- 6.2.4 What are the external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry?
- 6.2.5 What QMS adoption model can be proposed to enhance the adoption of QMSs in the hotel sector in Zimbabwe?

## 6.3 Word cloud and coding charts

### 6.3.1 Word cloud

The key words search query produced in the NVivo 12 software depicted the following word cloud in Figure 6.1.

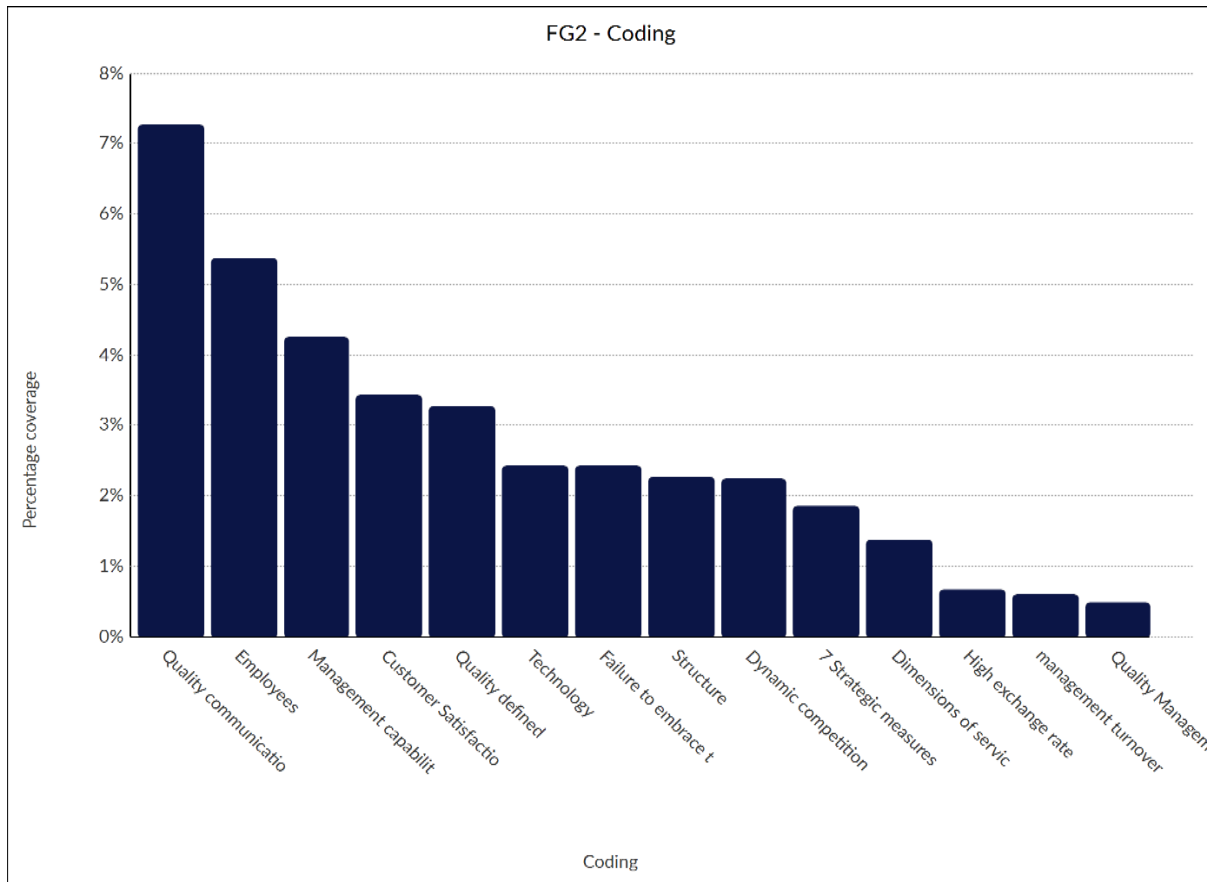


**Figure 6.13: Word cloud**

The word cloud showed that hotels, hotel, QMS, staff and prompt are the most frequently appearing and popular words in the key text query since they appear larger or bolder compared with the other words around them. This depicts that the focus of the collected data is answering to the main research objective since there is reflection of key words from objectives. The relative importance of themes is analysed under content analysis as the frequency and popularity of words do not show complexity and lack contextual meaning.

### 6.3.2 Focus group coding chart

The coding charts of focus groups are relatively similar as shown in Figure 6.2 below reflecting the coding chart of Focus Group 2 (FG2) percentage coverage of various captured sub themes.



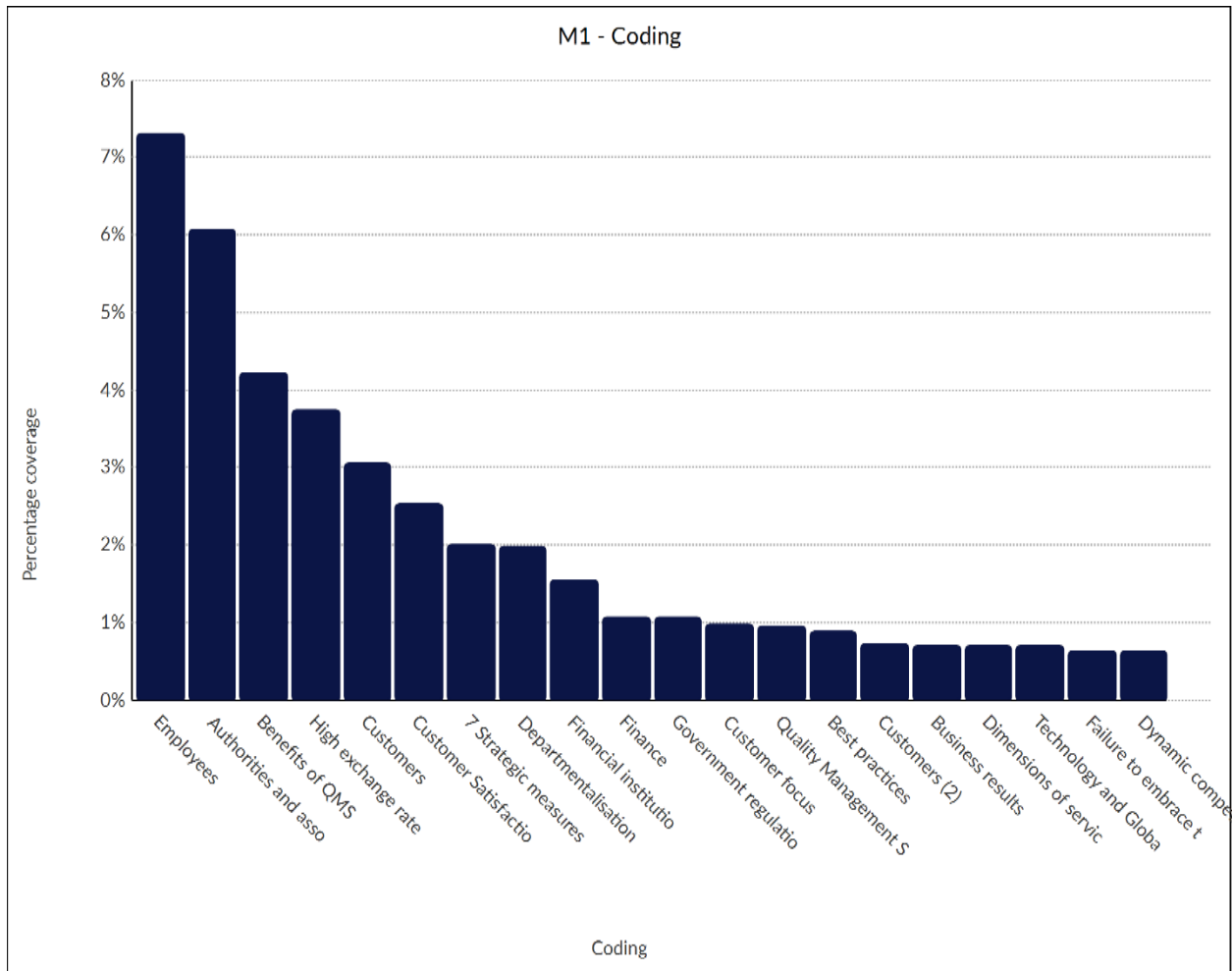
**Figure 6.14: FG 2 coding charts**

*(Incomplete words: Satisfactio - Satisfaction, t - technology, servic - service, Managem – Management)*

Focus group 2 chart showed 14 codes were captured and group members discussed on them at different levels with varied emphasis. The coding chart revealed higher percentage coverage under quality communication, employees, management capability and less was captured under management turnover and quality management in the focus group.

### 6.3.3 Interview coding chart - Managers

The coding charts of interviews conducted with managers showed relatively similar coding coverage. Figure 6.3 below shows Manager 1 (M1) coding chart.



**Figure 6.15: M1 coding chart**

*(Incomplete words: asso - association, Satisfactio - satisfaction, regulatio - regulations, institutio - institutions, S - Systems, servic - service quality, Globa - Globalisation, t - technology, compe – competition)*

From interview with manager 1, 20 codes were captured. Employees, authorities and association covered a greater percentage of the codes while dynamic competition and failure to embrace technology covered less than one percent of the coding. The managers emphasised more on the effect of employees in adoption of QMS and less on dynamic competition.

### 6.3.4 Interview coding chart – Key stakeholders

The coding coverage of key stakeholders and managers both showed higher percentage coverage on sub themes of authorities and associations, and benefits of QMS. Figure 6.4 below shows coding chart of Key Stakeholder 2 (K2). The coding chart captures 20 codes showing their impact to QMS adoption. K2 coding covered less on sub themes of quality management, business results and customers. High percentage coverage is shown under authorities and associations 16% followed by benefits of QMS which nearly 8%. The percentage coverage shows the frequency coverage of a theme as captured from the interviews.

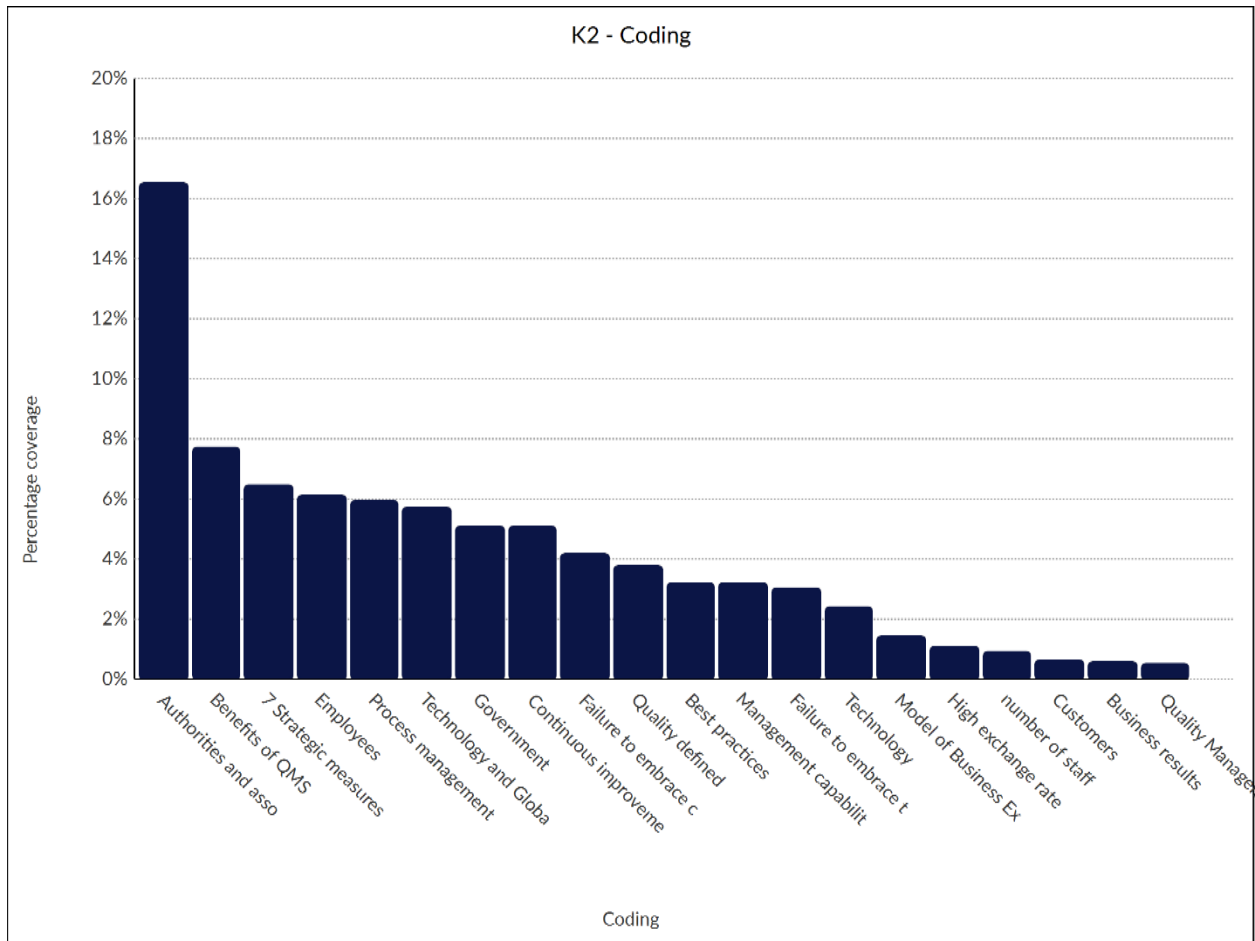


Figure 6.16: K2 coding chart

*(Incomplete words: asso - association, Globa - Globalisation, improve - improve- ment, c - change, t - technology, Ex - Excellence, Manage – Management)*

#### 6.4 Description of research sites

In Zimbabwe, hotels operate in a very competitive setting especially in the capital city, Harare, which is the commercial hub of the country. There are many small to medium size hotels owned by independent individual companies and big hotels owned by chain hotels. Twenty one of the hotels in Harare have one star to three-star ratings; four- and five-star rating hotels are four. Table 6.1 below summarises the description of research sites results and detailed description of the hotel research sites follows as per findings.

**Table 6.12: Description of hotel research sites**

<b>Description -ownership</b>	<b>Number of Hotels</b>	<b>Percentage (%)</b>
Independent Hotels	4	56
Chain Hotels	5	44
Total	9	100
<b>Description – star grading</b>	<b>Number of Hotels</b>	<b>Percentage (%)</b>
1-Star Hotel	3	33
2-Star Hotel	2	22
3-Star Hotel	4	45
Total	9	100
<b>Description - location</b>	<b>Number of Hotels</b>	<b>Percentage (%)</b>
City Hotels	7	78
Suburban Hotels	2	22
Total	9	100

Three of the five independent hotels have been changing ownership but they are very old and operating in the same buildings as the previous owners. The hotels provide services to travellers on business and on holiday. Big chain hotels like Holiday Inn under Africa Sun, Rainbow Tourism Group and Cresta Hotels are headquartered in Harare with most of their outlets offering midrange and world class services. The economic crisis in the country is also affecting the business environment. The hotel business level is usually truncated because of lack of cash in circulation, high rates of inflation, persistent fuel and electricity shortages. The low occupancy rates in the hotels are usually attrition of the economic crunch. Hotels reduce their prices and offer discounts to the level that is not reflective of their star rating in order to attract extra clientele so as to survive. In some cases, three-star hotels charge prices lower than two-star hotels. This pricing anomaly has presented difficulties for hotel operators in the country.

Four key stakeholders in the tourism and hospitality industry in Zimbabwe considered in data collection are Zimbabwe Tourism Authority (ZTA), Tourism Business Council (TBCZ), Standards Association of Zimbabwe (SAZ) and Hospitality Association of Zimbabwe (HAZ). These stakeholders have a direct working relationship with hotels that affect adoption QMS. ZTA is responsible for registering and grading hotel facilities. TBCZ promote, protect and represent the interests of tourism business through advocacy, lobbying and stakeholder participation, its members include corporate and trade associations. HAZ is the trade association representing and promoting the interests of owners and operators of hotels, restaurants, clubs and related establishments throughout Zimbabwe. Hotels are members of this HAZ and their operational concerns are critical in their engagements. SAZ facilitate the development and use of national standards in order to enhance Zimbabwe's competitiveness and safeguard the welfare of communities. SAZ, Standards and Information Division, assumes overall responsibility for the development of Zimbabwean National Standards and related publications in all fields of QMSs.

#### **6.4.1 Ownership and size**

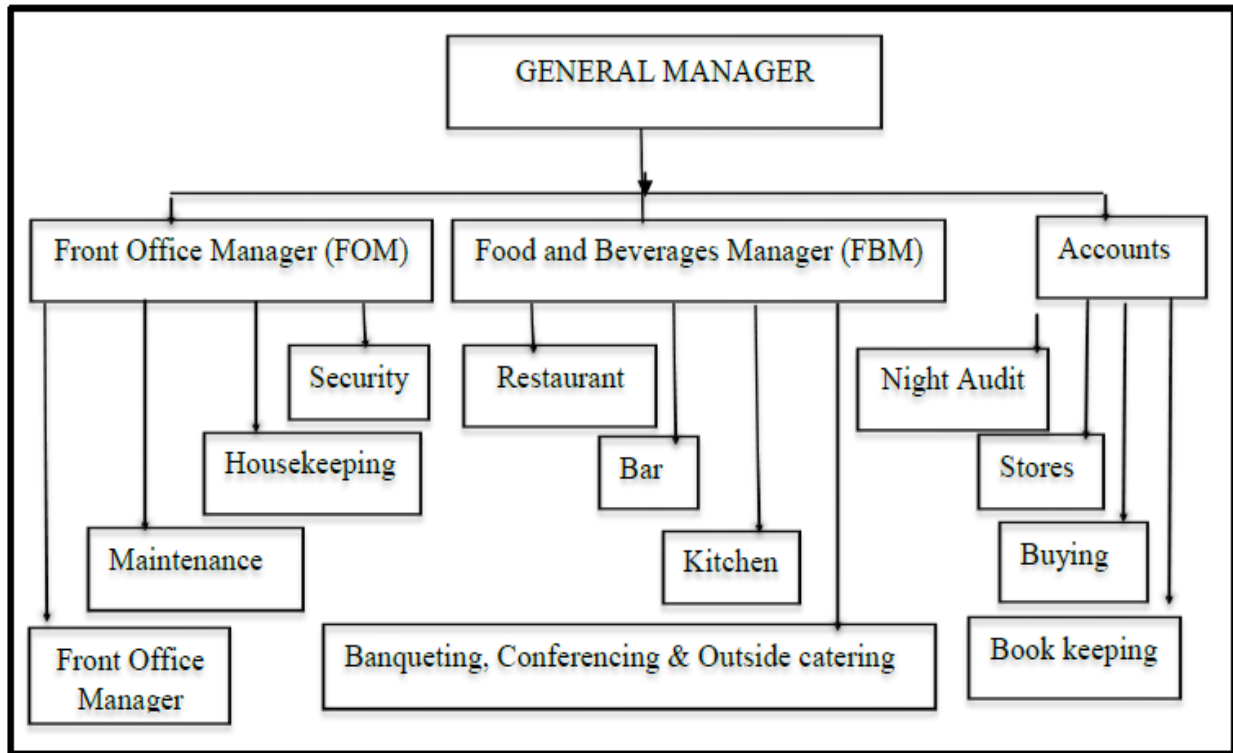
Hotels in Zimbabwe are either independent - family owned, owned by small companies and or owned by chain hotels. Independent hotels do not have association or recognisable management with different properties vis-à-vis procedures, policies, financial responsibilities or marketing. Chain hotels have fixed least standards, guidelines, rules, procedures and policies to restrict affiliate activities offering bill board advertising, consultancy and management intuition of an associate property. The staff establishment of most independent hotels was found to be relatively small ranging from ten to fifty personnel with 60 rooms on average. The chain hotels staff establishment was two hundred personnel with 100 rooms on average. The environment at the hotels was quite welcoming with friendly staff giving that personal touch and comfort. The staff offered visitors local knowledge and recommended activities and places to visit.

#### **6.4.2 Organisation structure**

Independent hotels and chain hotels are shown and explained in Fig 6.5 and 6.6 respectively in the next section as obtained from the research data.

### 6.4.2.1 Independent hotels

Independent hotel in the study were five. Independent hotels had a short organisation structure with few managers and the general manager as the overseer. General maintenance, security and marketing of the hotel are also the obligation of the general manager. Figure 6.5 on the next page illustrates the general management structure of independent hotels.



**Figure 6.17: General management structure of independent hotels**

**Source:** Field Data

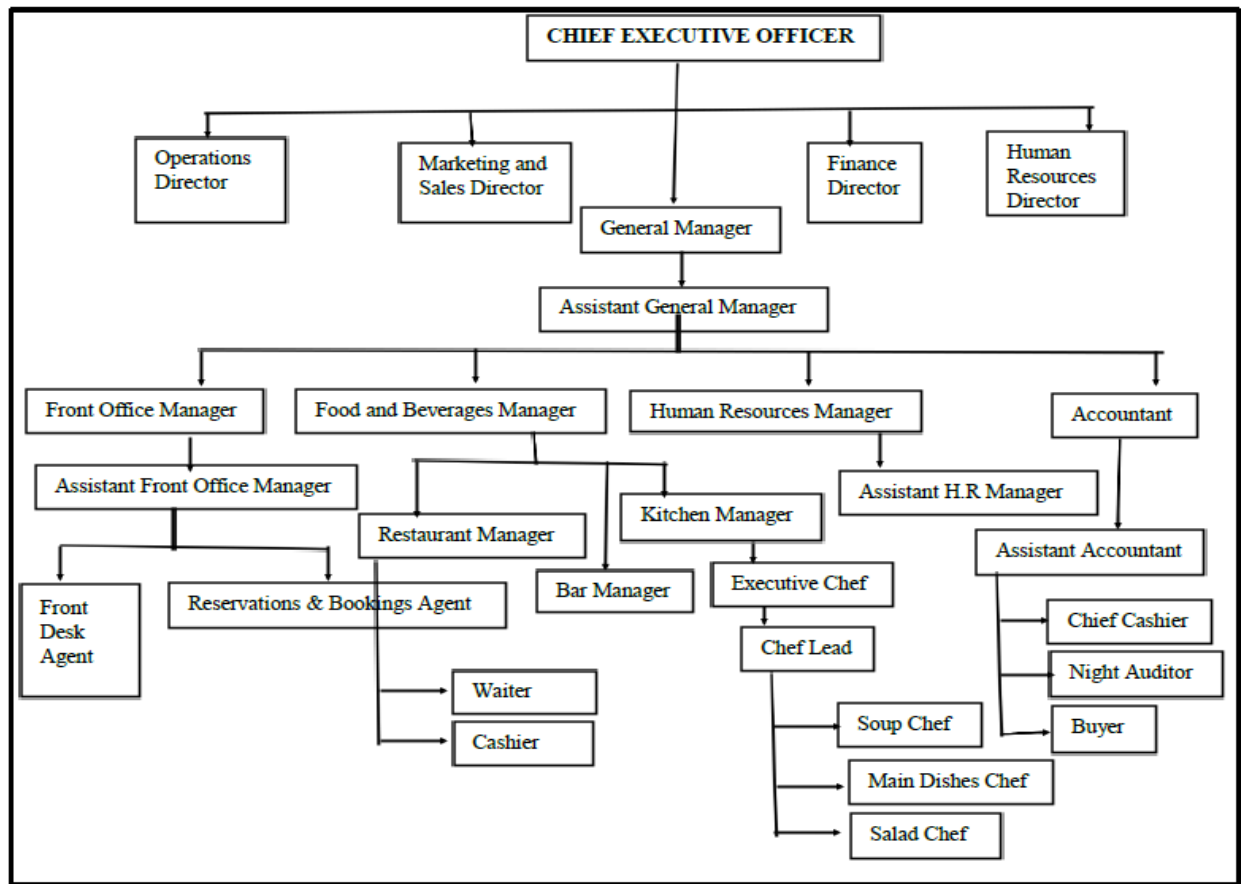
There are departmental managers under the general manager. Most of the independent hotels had multi-skilled managers. The most common departments at the hotels were accounts, front office and food and beverages each headed by a manager. In most cases, the food and beverage managers were in charge of restaurant, bar, kitchen, banqueting, conferencing and outside catering. The accounts managers were in charge of book keeping, night audit, procurement, storing and issuing

of commodities. The front office managers were in charge of bookings, reservations, maintenance, housekeeping and security.

In independent hotels, departmental managers had subordinates who reported to the corresponding managers. The staff members in the food and beverage department included barmen, cooks, porters and waiters. The book keepers, stores clerks, night auditors and buyers were found in the accounts department. Most of these independent hotels were of small size hence they did not have supervisors. The managers had recognised qualifications and it was their basis of employment. The general staff had no recognised education qualifications they were employed on the basis of their experience. Students on attachment from several institutes of higher and tertiary education formed a significant part of the hotels' staff establishment.

#### **6.4.2.2 Chain Hotels**

Chain hotels had tall and wide organisational structures with many managers, the general manager being responsible for a specific facility and reporting to chief executive officer, regional director or manager overseeing operations of a number of hotels. There is high level of specialisation chain hotels with the marketing department divided into online marketing, print and press marketing. The security department is also sophisticated with the use of latest technology and its security concerns go beyond protecting guests and properties. Figure 6.6 shown in the next page, illustrates the general management structure of chain hotels. Chain hotels in the study were four.



**Figure 6.18: General management structure of chain hotels**

**Source:** Field Data

There are directors under the chief executive officer. Most of the chain hotels have specialist department managers. The departments are many and most of the hotels had food and beverages departments, accounts departments, human resources departments and front office departments headed by specialist managers in most cases with deputy and or assistant managers. The departments of chain hotels have a number of sub departments specialising in particular tasks. In most cases under the food and beverages departments there are restaurants, kitchens and bars.

Also, under the sub department managers the chain hotels had specialised subordinates who report to the corresponding managers. The subordinates in the kitchen department included executive chef, chef lead, soup chef, main dishes chef and salads chef. The waiter and cashier were found under the restaurant sub department. The chief cashier, book keeper, night auditor and buyer were

under the accounts department. Most of the chain hotels were of a very big size hence they do have assistant managers and supervisors. The directors, managers, assistant managers all had recognised qualifications and they were employed based on their education and experience. The subordinates had recognised education qualifications they were also employed on apprenticeship. University and college students on attachment also formed part of the employees of chain hotels.

### **6.4.3 Product Range**

Hotels in Zimbabwe offer a wide range of facilities and services extending from accommodation and food to business support facilities like office services. The services and amenities offered differed from one hotel to another from independent hotels to chain hotels. Most independent hotels had limited facilities and were not offering full hotel services. The chain hotels, three of the four hotels (75%) had leisure services including gyms, health resorts and swimming pools. Most of the hotel rooms were standard rooms and a number of executive rooms were found within chain hotels.

### **6.4.4 Market Target**

The target market of hotels in Zimbabwe is business travellers and tourists. However, in Harare the dominant target market is generally business travellers. Nevertheless, business travellers differ in their business mission. Those on budget travel visited small hotels. Corporate executives, government officials and those on fully sponsored travel were among most of the guests in chain hotels.

### **6.5 Research Participants**

The research participants in the study included hotel managers, hotel staff and key informants from the Zimbabwe Tourism Business Council (ZTBC), the Standards Association of Zimbabwe, the Hospitality Association of Zimbabwe and the Zimbabwe Tourism Authority (ZTA). Nine managers from the hotels were purposively selected to participate in the study; a general manager or a department manager was chosen based on work experience, long service and convenience. Forty-eight staff members participated in the research; at least one seasoned staff member from a

hotel department was obstinately selected. Four key informants participated in the research; senior managers from ZTA, SAZ and executives from TBCZ and HAZ. Interviews were used to gather data from key informants and the hotel managers while focus group discussions were used to gather data from the staff members.

## 6.6 Theme One: The level of stakeholders' awareness of QMS in Zimbabwe's hotel industry

The results on the level of stakeholders' awareness of QMS in the Zimbabwe hotel industry are presented, analysed and interpreted under this section. Table 6.2 shown in next page, outlines the issues raised on respective sub themes.

**Table 6.13 The level of stakeholders' awareness of QMS in the Zimbabwe hotel industry**

Sub themes	Issues raised	Key stakeholders	Managers	Focus Group Discussions
Quality defined	<ul style="list-style-type: none"> <li>Different definitions of quality were given</li> </ul>	✓	✓	✓
Dimension of service quality	<ul style="list-style-type: none"> <li>Tangibility</li> <li>Service reliability</li> <li>Responsive to customers</li> <li>Service assurance</li> <li>Empathy</li> </ul>		✓	✓
Customer Satisfaction	<ul style="list-style-type: none"> <li>Service quality measurement</li> </ul>		✓	✓
Quality philosophy	<ul style="list-style-type: none"> <li>Brand</li> </ul>		✓	
Quality Management Systems	<ul style="list-style-type: none"> <li>TQM</li> <li>ISO 9001:2015</li> <li>Lean production</li> <li>Six Sigma</li> <li>Benchmarking</li> <li>Continuous Quality Improvement</li> <li>Statistical process control tools</li> <li>Hazard Analysis Critical Control Point</li> <li>Assured Safe Catering</li> </ul>		✓	
Benefits of QMS	<ul style="list-style-type: none"> <li>Customer Satisfaction</li> <li>Continuous improvement</li> <li>Improve the reputation and image</li> <li>Good relations with suppliers and customers</li> <li>Competitiveness in the market</li> <li>Improve the product quality, organisational efficiency and effectiveness</li> <li>Employee's satisfaction</li> <li>Improve communication,</li> <li>Increase awareness of quality</li> <li>Creates good working environment</li> </ul>	✓	✓	✓

**Source:** Research Data

### **6.6.1 Sub theme one: Quality defined**

Staff and managers were asked to define quality according to their own understanding and according to their respective organisation's definitions. Managers said they had no quality definitions as given by their organisations. The managers provided different definitions of quality according to their understanding. One manager, M3 from hotel H3 indicated:

*We do not have a definition of quality in our organisation. If taking from the organisation, I define quality using the organisation's core values: quality is freshness, integrity, vibrancy, consistency and synergies in all that we do.*

Staff members were also asked to define quality during focus group discussions and they gave varying definitions of quality. They indicated that from their organisation quality definition is not written down but it is in performing given work according to expectations. A member of focus group FG2 indicated that:

*We have never been given a written down definition of quality here. Quality is only explained in offering good service to our guests.*

Members in the group agreed with him. It is in Hotel H6 where they showed that the definition of quality is written down but they could not remember it. One focus group FG6 member indicated:

*There is a document that we have here which speaks of quality, defining it and a lot of things on quality practice. But the document is somewhere or maybe nowhere to be found as it was difficult to use.*

Of the four key stakeholders interviewed, only one key stakeholder K3 had a clear definition of quality. He acknowledged that they use the ISO definition of quality. Key stakeholder K3's definition of quality was:

*The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs*

Three of the four (75%) key stakeholders had no written down definition of quality. Key stakeholder K2 vehemently threw back quality issues to other stakeholders. K2 indicated:

*We are not responsible for quality in the hotels hence we do not have a written down definition of quality. We are concerned with registration and licensing of hotels only.*

The above responses revealed that, in hotels, there is no single definition of quality, despite the fact that hotel business depends on quality.

### **6.6.2 Sub theme two: Dimensions of service quality**

From the focus group discussions, it appears hotel staff dress smartly in uniforms and maintain the inside and outside hotel environment clean so as to be appealing to customers. One member from focus group FG3 indicated that:

*Our dressing is part of our product, we are always in uniforms. The uniforms are different among departments but the colours resemble our hotel colours. We are given two pairs of uniforms twice per year. Here, you can be punished for failure to dress properly.*

Another member from the same focus group FG3 hilariously commented:

*You can see we are smart as the hotel itself. The hotel is maintained clean from outside to the rooms. Everything we use here is branded.*

The above sentiments were relatively similar to comments from other groups. In focus group FG8 one member remarked,

*We get uniforms after a long time here; we end up wearing shirts that are shading colours with torn collars. Sometimes guests complain of the rooms as they fail to get the promised room service and enjoy facilities as expected in the standard of the rooms.*

From focus group FG1 members impressed upon being very fast, polite and friendly when serving customers. One member noted:

*Here we serve our clients in the shortest possible time and giving them what we promise. At the front office especially, clients are served within three minutes of their arrival and complaints are referred to superiors for solution quickly.*

Another member commented that;

*We are all trained in our areas of work that's why we deliver service to our clients within the promised time. Our customers have confidence in us. We give them the service that they want, we do not prescribe service to them but they describe to us and we deliver.*

Two focus group discussions expressed mixed appreciation of service quality as depicted by their comments. This suggested that two of the nine hotels were not well seriously considering employees appreciation of service quality variables.

### **6.6.3 Sub theme three: Customer satisfaction**

From the interviews it appeared that hotels give customers questionnaires, comment books and feedback forms to remark on the level of service quality they receive during their stay in the hotel before they checked out. Manager M6 from hotel H6 indicated:

*Before our customers check out, we give them customer satisfaction survey forms to fill so that they comment on the service quality level they received throughout their stay. When commenting, they usually proffer suggestions to advance our services.*

Staff members in the hotels buttressed this in the focus group discussions. From focus group FG2 one member raised:

*We put questionnaires in customers' rooms for them to complete. Before they leave, we request them kindly if they have completed the questionnaire. The majority of the customers fill the questionnaires and we consider their suggestions to improve our services. However, we do not do it daily, it is usually done quarterly.*

Hotel H4 manager M4 correspondingly stated:

*We regularly talk to our customers; one on one to find out what we need to improve in our services so as to offer quality service.*

Hotel managers indicated that they also learn from each other through relationships with key stakeholders in the hotel industry. Organisations like the Zimbabwe Tourism Authority (ZTA), the Hospitality Association of Zimbabwe and universities and colleges had provided platforms for establishing relationships. Universities and colleges provide training and research collaborations. Manager M1 from hotel H1 noted:

*For instance, we interact with other hotel managers at Sanganai Travel expo every year where we exchange notes. The ZTA organises symposia on Customer Relationship Management where we get new ideas on how to improve our services.*

Managers also tried to improve and stimulate their employee's capacity to satisfy customers by organising training workshops. Members of staff were also invigorated to originate best methods of service delivery. Manager M2 from hotel H2 indicated:

*We regularly hold meetings and training workshops, training our employees on customer care. During the meetings we include customers' feedback on the agenda highlighting the nature of customers' complaints and making recommendations on how to improve our service delivery.*

Almost all the managers reiterated the importance of meetings and workshops in addressing issues that affect customers' satisfaction. The findings of the study indicate that customer satisfaction is critical in hotel organisations. The findings further suggested that managers from the hotels have an appreciation of the significance of empowering their employees. Empowered employees are competent in executing their duties satisfying the customers. The results indicated that the hotel managers did appreciate the importance of collecting customers' feedback for use in improving the quality of service.

#### **6.6.4 Sub theme four: Quality Management Systems - Quality philosophy**

The study findings show that most hotels in Harare have developed their own quality systems for them to be competitive. Group hotels use quality systems depicted by the group and independent hotels have their own quality systems. Manager M3 from hotel H3 noted:

*Our quality philosophy is RTG based, we use the standard operating procedures which are the same in the whole group of our hotel. We are ISO 9001-2015 certified. The SOPs change often as we adopt new technology.*

One more manager, M7 from hotel H7 noted:

*We use an international brand; we are licensed to use it. Inspections are done regularly to check if we are in compliance and recommendations are given for us to improve.*

Two out of the nine hotels showed that they are not using any recognised quality system instead they are borrowing different concepts to come up with their own quality systems. Manager M4 from hotel H4 remarked:

*Our QMS is not similar or even affiliated to any known philosophy. It is a hybrid as we believe hybrid is the best, we have combined different concepts to come up with our own QMS which is working well for us.*

Manager K3 confirmed that:

*We have ISO certified quality systems of seven hotels although the number is still small.*

From the results it was apparent that all chain group hotels used recognised quality philosophies while the small independent hotels do not use recognised quality philosophies.

#### **6.6.5 Sub theme six: Benefits of QMS**

Managers and staff members from the hotels indicated that there are many benefits that can be attributed to the adoption of quality management systems in the hotels. From the interviews, managers highlighted the benefits of QMS that are operational, financial and managerial. Manager M1 from hotel H1 noted:

*QMS is a management tool here, it helps us to determine our staff levels, budget and ensures us maximum customer satisfaction. Our operations are mapped using QMS.*

One member from focus group FG6 commented:

*Our standard operating practice is blue printed from the hotel's QMS hence we produce excellent service.*

A manager from key stakeholder K4 noted:

*Hotels that are quality certified and those that use recognised QMS perform better. Such hotels are expanding and opening new hotels.*

This was confirmed by manager K3 from key stakeholders:

*Organisations that are ISO certified have started realising more profits and they are expanding their businesses.*

#### **6.6.6 Summary of the findings**

From the above findings, it can be deduced that stakeholders in Zimbabwe hotel industry are intimately aware of QMS, although other stakeholders are aware of it only in abstract terms. Managers and staff explained quality according to their own understanding and did not define it according to any quality gurus or scholars. Among the hotels, only a few have written quality policy documents. Of the few that have quality policy documents, most of their managers and staff have not been referring to the quality documents. Only one key stakeholder, Standards Association of Zimbabwe (SAZ) had a clear definition of quality and is offering various QMS certification to hotels including ISO 9001:2015. Hotel managers train their employees on quality and customer service. The employees wear uniforms in order to improve service quality. Managers get customer feedback through different ways which include using questionnaires, feedback forms and online platforms like WhatsApp, Facebook, blogs, and websites. Hotels learn of quality and QMS from each other at different fora, workshops and exhibitions organised by key stakeholders. Hotels use QMS that are adapted so that they fit to their own context and they do not follow any previously documented quality philosophy. The hotels that are certified with SAZ have their own QMS that pass SAZ certification. Managers and staff admitted to benefits derived from the adoption of QMS in hotels indicating improved customer satisfaction as integral. The level of QMS awareness is high among chain hotels than in independent hotels.

#### **6.7 Theme two: The internal factors contributing to the adoption of QMS within the Zimbabwe hotel industry**

The results on the internal factors contributing to the adoption of QMS in Zimbabwe's hotel industry are presented, analysed and interpreted under this section. Table 6.3 shown on next page, presents the issues raised under respective sub themes.

**Table 6.14: The internal factors contributing to the adoption of QMS within Zimbabwe's hotel industry**

Sub themes	Issues raised	Key stakeholder	Managers	Focus Group
Employees	<ul style="list-style-type: none"> <li>• Qualifications</li> <li>• Period in service</li> <li>• Nature of employment contract</li> </ul>		✓	✓
Management capability	<ul style="list-style-type: none"> <li>• Commitment to quality</li> <li>• Mentorship</li> <li>• Management turnover</li> </ul>		✓	
Finance	<ul style="list-style-type: none"> <li>• Cost of QMS implementation</li> </ul>	✓	✓	
Failure to embrace trend technology	<ul style="list-style-type: none"> <li>• Sophisticated technology</li> <li>• Self-service technology</li> </ul>		✓	✓
Uncoordinated quality communication	<ul style="list-style-type: none"> <li>• Quality awareness</li> <li>• Company's mission and vision</li> </ul>		✓	✓
Failure to embrace change	<ul style="list-style-type: none"> <li>• Employee's participation</li> </ul>		✓	✓
Departmentalisation of functions	<ul style="list-style-type: none"> <li>• Quality teams, departments, committees</li> </ul>		✓	✓
Organisation size	<ul style="list-style-type: none"> <li>• Quality certification</li> </ul>	✓	✓	✓

Source: Research Data

### 6.7.1 Sub theme one: Employees

From the focus group discussions, it seemed that most of the staff members had obtained recognised qualifications from various colleges. A member of focus group FG4 from hotel H4 indicated:

*I am a qualified chef. I have a certificate from college. From our department we are ten, 80% trained from colleges. Only 20% have been trained here through apprenticeship.*

The interviewed managers reinforced the issue of qualifications as very important as they stipulate the required qualifications when hiring. Manager M3 from hotel M3 indicated that:

*When a vacancy arises at our hotel, we indicate the qualifications and attributes of the candidate to fill the vacancy. The human resources officer places an advert in the*

*newspapers if there are no internal candidates with the desired qualifications and attributes.*

Manager M1 from hotel H1 also noted:

*We have a challenge of high staff turnover here and it is costly. We prefer filling our vacancies internally as a way of promoting our staff members. We only recruit from outside if among the staff members there is no one with the prerequisite qualifications.*

From the focus group discussions, it appeared that most of the employees were not permanent employees. It was noted that there were more contract workers than permanent workers among the staff members. One staff member from focus group FG5 from hotel H5 indicated that:

*Very few are permanent workers here, one can work for many years on contract and we do not know why they do not workers to be permanent. There are two departments that do not have even one permanent worker here. .... We have seven departments*

It also emerged from the focus group discussions that the employees were not happy with their remuneration and welfare at work. A focus group member from focus group FG8 raised the concern that:

*Our salaries are not all that motivating. When on work shift, we only get one meal and our working hours are long.*

Similar concerns were also raised in focus group FG5;

*We get second-class citizen meals here at the hotel despite that we serve good food to the clients. You only eat good food as left overs. We are only entitled to one day off per week of which we feel it's not proper.*

From the obtained facts there is clear evidence that hotels are prioritising employing qualified personnel. However, most of the staff is employed as contract workers and the staff is not happy with their salaries and general welfare at work.

### 6.7.2 Sub theme two: Management capability

The study showed that managers of the hotels were committed to quality, backing and mentoring staff members. However, it was noted that there was high management turnover in the hotels. Manager M2 from hotel M2 indicated:

*Because of our dedication to quality, in our strategic planning for everyday operations quality is a key factor. We invest a lot of resources to ensure that our customers receive service of a better quality. As a manager I am also attending training on quality management. We offer moral support and organise mentorship programmes for our staff members where we mentor them on producing quality services. We send them to visit big hotels so that they have an appreciation of what is better than what we are offering.*

From the interviews with managers, it was revealed that almost all the managers had served for less than five years in their respective positions. This indicated that there was high management turnover in the hotels. This means that there was lack of continuity in management strategy as managers changed too often. When asked about management turnover at the hotel, manager M3 from hotel H3 remarked:

*It's difficult to spend many years at a hotel especially in senior management. This job is quite challenging, especially now in a difficult economy. It is difficult to meet shareholders expectations. Due to frustrating systems, you quickly move on. Here, I have been in my position for almost two years now. I have been in the hotel industry for close to 20 years now.*

Staff members in the focus group discussions highlighted that the management is committed to quality as they receive support from them. From the discussions in focus group FG2 from hotel H2 the staff members raised a concern on management turnover, one member noted:

*We find it difficult to appreciate which quality management system to adhere to because the managers change oftenly. Each manager brings in his own way of doing things, before finishing implementing one system of doing things the manager is gone. Now we do not really know what is expected of us. Our hotel has no written manuals that we can use to do things so the manager is the manual.*

From focus group FG6, one member highlighted:

*I have been here for five years now and I have been under four different managers.*

These sentiments were supported from different focus group discussions. As a direct result of the above findings, the study noted that although the hotel managers were highly capable of implementing QMS, the high rate of turnover in hotels hampered continuity of systems.

### **6.7.3 Sub theme three: Finance**

The study findings show that inadequate financial resources were correspondingly a deterrent in the adoption and implementation of QMS in hotels. From the interviews, the nine hotel managers indicated the lack of financial resources as a deterrent to the implementation of QMS. One manager M3 noted:

*We encounter a grave challenge in sourcing finance to implement certain QMS due to the economic crisis in the country. QMS requires a lot of investment in capital goods which do not pay back within short period. Banks are not reluctant to offer us loans to spruce up our facilities. The proprietors are sceptical of putting in more funds in the hotel as the economy is volatile. A lot of money is required also on training employees on the system.*

The key stakeholders interviewed also highlighted that it is costly to implement accredited standards. Although the hotels are keen to adopt QMS they come at a cost. One key stakeholder K3 indicated that:

*Very few hotels are ISO: 9000 certified because of costs. The ones that are accredited are big chain group hotels.*

This view was supported by two key stakeholders and they got affirmation of the nine interviewed hotel managers.

### **6.7.4 Sub theme four: Failure to embrace technology**

During the interviews, managers were asked if they are embracing the use of the latest technology in the hotels so as to improve service quality. The interviews showed that four of the nine hotels were using old technology and other four of the nine hotels were striving to embrace trend technology. Manager M3 from hotel H3 noted:

*We are now using the latest technology of Opera Systems as to offer our services efficiently, especially in the reservations, food and beverages, and housekeeping departments. Two of our hotels are five-star hotels and we use the same technology. We are now using cards for rooms' access; we use latest equipment in our kitchens that is computer programmed and we also have boardrooms that offer video conferencing facilities.*

Manager M7 from hotel H7 indicated:

*We have just renovated our facility; we now have better equipment in the kitchen, boardrooms and rooms. The essence of renovating was to enable us to remove old equipment and replace it with trend equipment. We are abreast with technology. All our employees receive training on how to use new equipment or systems introduced at the hotel.*

All nine hotel managers indicated that the economic challenges made it difficult for them to move with trend technology in the hotels. From the interviews, two hotel managers indicated that they are still doing manual reservations and they do not even know when the equipment in the rooms was last changed. Manager M9 from hotel H9 noted:

*We are finding it difficult to pace up with technological trends in the hotel organisations. The business systems are expensive like the reservation system; it is a big cost to us to subscribe to those systems. We cannot compete with big hotels they have finances to acquire the latest equipment.*

From the focus group discussions, staff expressed concern on the use of technology in the hotels. Six of the nine (67%) focus group discussions appreciated it arguing that the technology they are using at their hotel is making it easier for them to perform their work. One member from focus group FG 3 from hotel H3 indicated:

*We are using the latest reservation systems, Opera System. It's now easier to manage bookings and cancellations. Before, we used to have challenges of double-booking rooms and handling of cancellations. We are trained and inducted on using any latest system introduced in the organisation. We are also given manuals to refer to in case of operation challenges.*

One member from focus group FG4 from hotel H4 noted:

*We are still using old ways of doing things. From our kitchen department everything is manual from cutting vegetables to preparation. Management promises to change the equipment but it's now long overdue.*

The above sentiments indicate that managers are prepared to embrace trend technology in the hotels. They appreciated the value of using latest technology so as to improve the quality of the services they offer. Failure to adopt trending technology makes it difficult for the staff to perform and produce quality services. The findings reveal that there is need to embrace technological developments as a way to implement QMS in the hotels.

#### **6.7.5 Sub theme five: Quality communication**

It appeared that hotels used different modes of communication within their organisations from the gathered data. One of the managers M9 from hotel H9 remarked:

*Communication here is done through notice boards, briefings, meetings and workshops. The nature of communication determines the medium of communication to use. If we want to implement a new management system that affects the operation of the whole organisation, we organise training workshops. Daily matters of quality are communicated using briefings and notice boards.*

Seven of the nine managers (78%) noted the same. Manager M3 from hotel H3 went further to note that;

*Here, besides the conventional means of communications with functional managers and employees, we also use group emails and social media like Facebook and WhatsApp. The use of social media enables us to gather and disseminate information very fast to our employees.*

From the group discussions with staff, the employees remarked that there are various media of communication in the hotels. From four of the nine (44%) focus group discussions, staff members raised concerns with the communication media. From focus group FG2 from hotel H2 one member noted;

*Communication is done via various media here mainly notice boards, memoranda and briefings. Sometimes due to pressure of work we fail to check notice boards regularly which ends up affecting operations. We do not receive communication through emails since we do not have access to the Internet during working hours and the use of social media to communicate official work information is disregarded here.*

Sentiments similar to these were recorded in all five independent hotels focus group discussions.

#### **6.7.6 Sub theme six: Failure to embrace change**

The study findings show that seven of the hotels have embraced change in terms of their products though; two have failed to embrace change in terms of both their products and operations. Products have been improved in many ways. Manager M7 from hotel H7 noted that their hotel had recently introduced a gym, a spa, a hair salon and a video conference centre. He remarked;

*We changed our product portfolio to suite international hotel products. When we renovated our hotel, we added a gym hall, modern salon and video conference rooms. Most conferences are now conducted online and we decided to open a video conference centre so that we keep business.*

Employees also noted that change was being embraced in the hotel. From focus group discussion FG7 from hotel H7, the group members acknowledged change. One member from FG7 noted;

*Our furniture and fittings in the rooms have been changed. The equipment we use in doing our work is also changed regularly in line with changing trends.*

This focus group discussion had six members and five members agreed to change being embraced.

Of note is the fact that chain hotels embraced change in the food and beverages section and are ahead. Hotels were improving their meals moving from a scenario where English dishes dominated the meals served and introduced traditional dishes, Chinese dishes and others. Manager M2 from hotel H2 noted:

*We are now offering different types of dishes from traditional dishes, West African dishes to complement the Chinese dishes which used to be our theme dish so as to grow our*

*market. Traditional dishes are now more popular and we have repeat business because of the variety of our dishes.*

Other hotels are still offering the old products and using old operation systems. Manager M4 from hotel H4 remarked:

*We have not added anything new to our product portfolio in the past years. We are still offering accommodation, food and conference venue only. Our bookings, reservations and sales are being done manually.*

The same was also noted by focus group members in FG8 who resonated in support. A member in FG8 remarked:

*I am one of the long serving members here and the way we do things has not changed since then.*

Key respondent K2 indicated that they expect to embrace change in the hotels as it improves the hotel's products and they are there to act as an agent of change in the industry. Key respondent K2 noted:

*We expect hotels to learn and copy from each other when we organise exhibitions such as Sanganai Travel Expo. New operation systems, equipment and better ways of doing business are exhibited during these exhibitions.*

This was also reinforced by key respondent K4 who responded alike. The findings indicated that hotels were embracing change by growing their product portfolio and use of latest technology in their operations with the help of key stakeholders.

#### **6.7.7 Sub theme seven: Departmentalisation of functions**

The study revealed that most hotels have departmentalized functions headed by specialists in food and beverages, rooms, maintenance, accounts, marketing and reservations. Very few hotels had a department specialising in quality management. The manager M1 from hotel H1 noted;

*We have a group quality department headed by operations director which is responsible for quality issues in our hotels. The quality department develops SOPs and trains everyone on work procedures.*

Manager M5 from hotel H5 indicated:

*We do not have a department that deals with quality issues due to the size of our hotel. We have a quality committee comprising of all departmental managers. Our managers are responsible for more than one specialised function area.*

One member from focus group FG8 noted that:

*We often switch departments when need arises so as to manage work levels. You can be working in the rooms and also assisting in the kitchen.*

From the generated data, it could be noted that group hotels had specialised department functions than independent hotels.

#### **6.7.8 Sub theme eight: Organisation size/structure**

From the study of the hotels' organisation sizes, data revealed that the hotels were small to medium sizes with a structure which is different from standard hotel structure. The hotels' structure was wholly diverse from hotel structure exposed in Figure 6.5. It was observed that since the hotels are of medium size and small size in group and independent hotels, they adopt different structures to accommodate different functions. The manager M3 from hotel H3 noted:

*Because we are part of a group of hotels, our structure follows that of the group. Other managers like operations research and development manager is not resident here but they operate from head office.*

Manager M9 from hotel H9 remarked:

*Our structure is uniquely tailor made to our hotel. Managers are few with one manager overseeing a number of functions and there are no supervisors.*

One member from focus group FG4 from hotel H4 noted:

*We report directly to the manager. Decisions are made quickly since the structure is short.*

### **6.7.9 Summary of the findings**

In summary, from the results on the internal factors contributing to adoption of QMS within Zimbabwe's hotel industry, managers and employees in the hotels are well qualified which cannot be a cause for concern. All of the managers are holders of honours degrees and two of the nine managers (22%) are holders of master's degrees. The results show a high management turnover with most managers not lasting an organisation's strategic plan life span of five years. Most of the staff members are engaged on contract basis and a number of students on attachment constitute part of staff. Finances affected the adoption QMS as most of the hotels financed their initiatives from profits and shareholders' contributions. Hotels were using latest technology in their operations. Quality communication in the hotels was done using various media which seems to be more emphasised in big hotels. Change is more embraced in chain hotels than in independent hotels. This change was seen in the hotels' products offering, operations and management. The independent hotels did not have specialised quality departments in their structures. The chain hotels have broad structures and the independent hotels have lean structures that affected quality in the hotels. In most independent hotels, the personnel interchange roles serving in more than one department. Therefore, the internal factors affecting adoption of QMS in the hotel industry identified from the results are:

- High staff turnover;
- High management turnover;
- The hotels have no specialised quality function within their establishment;
- Poor remuneration of hotel employees;
- Lack of financial resources by hotels to implement formal QMS;
- Lack of product development; and
- Organisation size and structure.

## 6.8 Theme three: The external factors contributing to the adoption of QMS within Zimbabwe's hotel industry

The results on the external factors contributing to the adoption of QMS in Zimbabwe's hotel industry are presented, analysed and interpreted under this section. Table 6.4 below presents the issues raised on respective sub themes.

**Table 6.15: The external factors contributing to the adoption of QMS within Zimbabwe's hotel industry**

Sub themes	Issues raised	Key stakeholders	Managers	Focus Group
Government regulations and laws	<ul style="list-style-type: none"> <li>• Taxes</li> <li>• ZTA act, Zimbabwe Broadcasting Corporation Licenses and by laws</li> </ul>	✓	✓	
Dynamic competition	<ul style="list-style-type: none"> <li>• Coopetition</li> <li>• Renovation and innovation</li> </ul>	✓	✓	
Technology and Globalisation	<ul style="list-style-type: none"> <li>• Reservation Systems</li> <li>• Marketing</li> <li>• Hotel Equipment</li> <li>• Internationalisation</li> </ul>	✓	✓	
High exchange rate	<ul style="list-style-type: none"> <li>• Inflation</li> <li>• Change of currencies</li> </ul>		✓	
Infrastructure	<ul style="list-style-type: none"> <li>• Electricity</li> <li>• Water</li> <li>• Internet</li> </ul>		✓	
Crime and corruption	<ul style="list-style-type: none"> <li>• Theft</li> <li>• Grading</li> </ul>	✓	✓	
Customers	<ul style="list-style-type: none"> <li>• Customer groups/ Associations</li> <li>• Sanganaï/Hlanganani Travel Expo</li> </ul>	✓	✓	
Best practices	<ul style="list-style-type: none"> <li>• Benchmarking</li> </ul>	✓	✓	

**Source:** Research Data

### 6.8.1 Sub theme one: Government regulations and laws

The study found out that government regulations and laws are contributing to the adoption of QMS in hotels. Manager M9 acknowledged:

*The ZTA demands high amounts on registering a hotel. We have been closed for the past three years and it was a very expensive undertaking for us to register this hotel anew. Licenses which are required to comply with are too many. We pay the Zimbabwe Broadcasting Corporation TV licenses and each television set has to be licensed. The Zimbabwe Music Rights license and 2% bed tax is paid upon paying VAT. With the level of our business, the licenses and taxes alone increased our operating expenses and we are really left with a bare minimum to improve our management systems.*

Manager M3 expressed:

*We have 80 televisions here and each is licensed which takes a lot of money.*

From the interview with K4, the following emerged:

*We are working with the authorities to negotiate on behalf of hotels on how the taxes and licenses can be moderated.*

### **6.8.2 Sub theme two: Dynamic competition**

Dynamic competition was also revealed as another factor contributing to the adoption of QMS in hotels. Manager M8 remarked:

*We are not very competitive with other hotels here in town. Of late, our operations have been focusing on low-end market since we cannot afford the requirements of the high-end market.*

Six of the nine managers (67%) interviewed indicated the opposite from M8 as they showed that they are competitive in the market as they are becoming more innovative and renovating their facilities. Manager M7 noted:

*Lately, we have been renovating our facilities here. We managed to put new furniture and fittings in our rooms so that we remain competitive in the market. Other hotels are joining our initiative so that instead of competing we co-opt our efforts.*

The data shows that dynamic competition in the hotel industry is affecting the adoption of QMS in the hotel industry.

### **6.8.3 Sub theme three: Technology and Globalisation**

The study findings reveal that technology and globalisation were influencing the adoption of QMS in the hotels as the latest reservation systems, sophisticated hotel equipment and internationalisation take over the industry. One of the managers M2 remarked:

*We are an international hotel and our systems are international. Even our meals are international although our main line of dishes is Chinese. We use the latest equipment in our departments so as to delight the customers. The hotel facilities here are the same with those at other hotels that we run.*

### **6.8.4 Sub theme four: High exchange rate**

From the interviews with managers, it was revealed that inflation and change of currency from the use of the United States Dollars (US\$) to the use of the Zimbabwean dollar threatened QMS of many hotels. Manager M1 noted:

*During the use of US\$ in the country, we have been implementing great innovations and renovating our facilities but with the change of currency it is now expensive to procure the equipment we want to improve our QMS since they require foreign currency. We are now operating just for survival, no more for development and investment in our systems.*

This comment was supported indirectly by the remarks from manager from K3:

*Ever since inflation started to increase, the number of participants from hotels participating on quality training has declined significantly. For us, this is a sign that something is not right in the hotel industry.*

### **6.8.5 Sub theme five: Infrastructure**

That study findings show that lack of infrastructure was another factor affecting the adoption of QMSs in hotels. This was specified by most managers. Manager M6 remarked:

*The serious problems related to lack of consistent water supply and electricity outages have threatened our efforts in implementing QMS. Instead of investing in the procurement*

*of new hotel equipment, we are drilling boreholes, buying water and buying fuel for generators.*

Manager M4 also noted:

*Internet is very expensive and it contributes to our high bill of operating expenses.*

### **6.8.6 Sub theme six: Crime and corruption**

From the data gathered, the study showed theft of small items in the hotel by staff and guests as another factor also affecting the adoption of QMS in hotels. One manager M5 remarked:

*We have challenges of theft by staff members and we end up dismissing them and this has associated huge costs.*

Managers complained over corruption in the grading and licensing of hotels. Managers M4 pointed out that:

*We are in a tight situation especially as small hotels. The officials from authorities demand bribes for you to get the operating license even if you meet the minimum requirements, they will bother you. Even during the grading of hotels by the responsible authority we feel that it's not as per set standards.*

### **6.8.7 Sub theme seven: Customers**

The data show that customers are integral in the adoption of QMSs by hotels. Manager M3 remarked:

*We improve the way we do things according to our customers' expectations. Opera System we are using it as a result of the customers' input.*

### **6.8.8 Sub theme eight: Best practices**

The data show that best practices inform of practicing benchmarking by hotels influenced the adoption of QMS in the hotels. Manager H9 noted:

*In this hotel industry, we benchmark ourselves with hotels that are performing better than us and we do take notes from Cresta Oasis and NI hotels. We are copying better ways of doing business from those that we feel add value to our product here.*

When commenting about the function of their organisation, president from K3 and manager from K1 remarked respectively:

*K3*

*Our association is a voluntary association of hotels where we learn from each other on how to survive in this business.*

*K1*

*We organise workshops where we educate hoteliers and other players in the tourism industry on any latest developments and business best practices. Hotels exhibit at Sangnai Travel Expo on their unique services.*

### **6.8.9 Summary of the findings**

From the results, it can be summarised that, external factors contributing to the adoption of QMS in the hotel industry include a number of government regulations that stipulates high fees when registering hotels and industry specific taxes. Competition among hotels is actually increasing the adoption of QMS in the hotel industry. The fact that hotels need to get international recognition is influencing the adoption of QMS. The technology that takes the hotels global is very expensive and most independent hotels are failing to go on global reservation systems as a way to enhance quality of their services. Inflation is also affecting the adoption of QMS as the hotels are failing to do renovations and acquire the right technology as the local currency is failing to store value for future investments. There is lack of supporting infrastructure for the adoption of QMS in the hotel industry as there is lack of a regular supply of quality water and electricity outages demand expensive alternative investment. Internet is very expensive in the country yet the internet is a core component of quality enhancement. Alleged corruption by licensing authorities is also affecting the adoption of QMS. Further to this, benchmarking by hotels is also influencing the adoption of QMS among hotels. The hotel association also influences its members to adopt best business practices. In short, the factors contributing to the adoption of QMS can be summarised as:

- High taxes and licensing fees;
- Industry over regulation;
- High levels of competition and low levels of Coopetition;
- Economic challenges caused by hyperinflation;
- Poor industry supporting infrastructure;
- Corruption by authorities; and
- Lack of hotel customers' associations.

### **6.9 Theme four: The benefits of adopting Business Excellence as a tool for improving quality in Zimbabwe's hotel industry**

The results on the benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe's hotel industry are presented, analysed and interpreted under this section. Table 6.5 on the next page presents the issues raised on respective sub themes.

**Table 6.16: The benefits of adopting Business Excellence as a tool for improving quality in the Zimbabwe hotel industry**

<b>Sub themes</b>	<b>Issues raised</b>	<b>Key stakeholder</b>	<b>Managers</b>	<b>Focus Group</b>
Models of Business Excellence	<ul style="list-style-type: none"> <li>• Deming prize</li> <li>• MBNQA</li> <li>• EFQM</li> <li>• Zimbabwe National Quality Awards</li> </ul>	✓	✓	
Business results	<ul style="list-style-type: none"> <li>• Customer's satisfaction</li> </ul>	✓	✓	✓

	<ul style="list-style-type: none"> <li>• Profits</li> <li>• Employee's satisfaction</li> </ul>			
Leadership	<ul style="list-style-type: none"> <li>• Leading</li> <li>• Controlling</li> </ul>	✓	✓	✓
Customer focus	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Market relationship</li> </ul>	✓	✓	
Human resources focus	<ul style="list-style-type: none"> <li>• Employee's involvement</li> <li>• Training</li> </ul>	✓	✓	✓
Process management	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Strategic management</li> </ul>	✓	✓	✓
Information analysis	<ul style="list-style-type: none"> <li>• Management reports</li> </ul>	✓	✓	

**Source:** Research Data

### 6.9.1 Sub theme one: Model of Business Excellence

The study findings indicate that hotels do not use any of the BE models that have been developed internationally. Manager M3 remarked:

*We do not use any of the business models that are international. We have won Megafest and ZNCC awards several times.*

Most hotels which participated in this study further indicated that they have won local awards either at exhibitions or within their associations. This indicated that the local awards are serving as BE models.

### 6.9.2 Sub theme two: Business results

The study findings show customer satisfaction, profits, employees' satisfaction and community satisfaction as benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry. Manager M1 remarked:

*The awards that we receive are reflecting in our business results as our profits are increasing and our customers are happy with our service. We are trying to maintain our high levels of standards so that we remain in the contest so that we receive more of the awards.*

Manager M3 noted:

*As RTG group, we are giving back to the community through assisting disadvantaged families by awarding scholarships, supporting community development initiatives and partnering the government in developmental programmes. I can boast that we are the best employer in the hotel industry; we treat the welfare of our workers as our number one concern.*

### **6.9.3 Sub theme three: Leadership/management**

The study revealed that BE tools benefit management in leading and controlling the hotels' operation. One manager M5 remarked:

*Since receiving the ZNCC award in 2017, our management is keen to keep aligned to those good practices that led us to get the award.*

### **6.9.4 Sub theme four: Customer focus**

Managers were interviewed on how they produce services with a customer focus. From the data collected, it was shown that hotels involved their customers in product development. Manager M1 noted:

*We are in close contact with our customers by phone, on social media, by email and via our website. From our customers we receive feedback on how we can improve our products taking in their input.*

Manager M7 remarked:

*Failure to provide what the customers want; they will go to where they get what they want. We even organise events for our regular clients, during the events we get to know them better sharing ideas on improving products.*

One manager indicated that she interacts with customers during meals to get to know how they feel about their stay. Manager M4 remarked:

*Socialising with clients helps me to get first hand impression so that if there is an area that needs attention, I quickly attend to it.*

The findings show that hotels engaged customers in improving the quality of their products.

#### **6.9.5 Sub theme five: Human resources focus**

The hotel managers were aware of the benefits of including the employees giving them first priority in decision making. Manager M6 remarked:

*It is important to prioritise staff in decision making since they are the ones who make or break the quality of service. Taking a good position regarding their welfare needs can improve overall hotel product quality.*

Manager M7 also noted:

*Staff can only be committed to delivering quality service if they are involved in decision making.*

The findings show that hotel managers recognise the importance of human resources and it is therefore difficult to adopt quality management systems without involving the staff.

#### **6.9.6 Sub theme six: Process management**

Findings of the study show that five of the nine hotels (56%) had improved their operations using effective communication and strategic management in achieving quality services. However, four of the nine hotels (44%) are still lagging behind. Hotels had improved their operations by the use of computerised systems in sales, marketing and reservations. Manager M1 noted:

*Here everything is computerised, even when we are offline, we have online backup platforms. All departments' operations are integrated on the computerised management systems. Even employee's performance can be tracked online.*

Another manager, M5 noted:

*We now use strategic management with clearly communicated objectives divided into short-, medium- and long-term objectives. Roles, duties and responsibilities are clear in our operations now than before.*

Manager M4, noted:

*Most of our work is done manually. We manually enter information into computers when preparing reports. We are doing things not guided by the long-term plans.*

From the findings above, it is concluded that the benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry are positive business results, customer focus, human resources focus and improved management processes.

#### **6.9.7 Sub theme seven: Continuous improvement**

Findings of the study show that most hotels especially chain hotels continuously improve how they manage, design, and develop key issues linked to business processes, delivery processes, production processes and support processes in order to lower costs, improve quality and maximise returns. The hotels also constantly revised their product offerings. Manager M3 remarked:

*We strive to offer the best always, our menu changes regularly and we even introduce new menus that are appealing to season and times. As for food preparation equipment, we acquired modern machines so as to cut costs on food preparation.*

Manager M8 also remarked:

*We have recently rebranded signalling the change in our entire business system so that we reactivate our customers' interests and attract new customers. We have added new lines of products and remodelled the old products so as to give customers new and better experiences. We are now offering free laundry to our customers and organised city tours at affordable prices.*

The key stakeholder K4 president highlighted that:

*Hotel business processes are changing and hotel business today is different from the hotel business that was there five, ten or so years ago. The hotels are improving for the better. The ones that are failing to continuously improve are doomed to extinction.*

From the findings above, it can be concluded that the benefits of adopting BE as a tool for improving quality in Zimbabwe’s hotel industry are positive business results, customer focus, human resources focus, improved management processes and continuous improvement.

### **6.9.8 Summary of the findings**

Hotels in Zimbabwe do not use any of the internationally recognised BE models. Four of the nine hotels (44%) have won awards from local BE models that include the Zimbabwe National Chamber of Commerce Awards (ZNCCA) and Megafest Awards. The awards are not well documented and the awarding criteria are left known to very few. The results reveal the benefits of adopting BE as a tool for improving quality in the hotel industry as customer satisfaction, continuous improvement, training employees, effective communication, community satisfaction and employee’s satisfaction. BE tools improve management or leadership style as employees are involved in business decision making process. Customers become part of the product development process through the use of BE tools. BE tools lead to improved operations through the use of computerised systems.

### **6.10 Theme five: The external stakeholders influencing the adoption of QMS within Zimbabwe’s hotel industry**

The results on the external stakeholders influencing the adoption of QMS within Zimbabwe’s hotel industry are presented, analysed and interpreted under this section. Table 6.6 below presents the issues raised on respective sub themes.

**Table 6.17: The external stakeholders influencing the adoption of QMS within Zimbabwe’s hotel industry**

<b>Sub themes</b>	<b>Issues raised</b>	<b>Key stakeholder</b>	<b>Managers</b>	<b>Focus Group</b>
Government	The government allowed importation of capital goods on duty free,	✓	✓	

	established special economic zones and ZTA is promoting and registering the hotels.			
Financial institutions	Reserve Bank of Zimbabwe established a revolving fund to support the hotel industry. Banks not open for credit facilities.	✓	✓	
Customers	There are no associations representing hotel customers.	✓	✓	✓
Authorities and Associations	TBCZ, HAZ, NEC and other associations are influencing QMS in hotels	✓	✓	✓

**Source:** Research Data

### 6.10.1 Sub theme one: Government

The study acknowledges the government’s influence in the adoption of QMS within the hotel industry in the country through the economic policies it adopts and through the ZTA. Manager M3 remarked:

*We are benefiting from the special economic zones policy as we have one of our facilities in Hwange where we are paying minimum government taxes. For most of the renovations currently underway, we are importing the capital goods and we are not paying duty.*

Manager M3 also confessed that they attend training workshops organised by the ZTA and even run their own hotel business school where they train their employees and general hotel students. Manager M7 noted:

*We have just completed renovating our hotel and we imported most of the material from abroad duty free.*

All managers from independent hotels and three of the five chain group hotels raised concerns on the number of taxes paid to authorities. Manager M8 remarked:

*The taxes we are paying are too many and we are always in default especially on bed tax and VAT.*

### **6.10.2 Sub theme two: Financial institutions**

The study findings reveal that the hotels were not accessing credit lines to finance quality improvements. This was raised by six of the nine managers. Manager M8 remarked:

*The loans are available but they are not accessible due to stringent conditions, so it is just as good as saying there are no loans available.*

Manager M9 highlighted:

*If you visit the RBZ to make enquiries about loans, you are sent from one office to the other.*

Interviews with managers, it reveal that no hotel has accessed a loan from the RBZ's revolving fund. The hotels are accessing loans guaranteed by investors which are very expensive and with the current economic environment the banks are reluctant to advance huge loans.

### **6.10.3 Sub theme three: Customers**

The study findings reveal that hotels implemented QMS in order to satisfy customers. Most managers indicated that they do not know of any association lobbying or representing the interests of customers in the hotels. Manager M1 remarked:

*Most quality improvement activities that we embark on are in line with satisfying our customers. We are an international brand and we follow the international trends regarding customers' expectations.*

Manager M3 indicated that they even become aware of customers' expectations at travel indabas and expo. She remarked:

*We always take part at exhibitions so that we gather what the potential customers expect us to offer.*

#### **6.10.4 Sub theme four: Authorities and associations**

The study findings reveal that there are a number of associations and authorities that influence the adoption of QMS in the hotel industry in Zimbabwe. Key stakeholder K1 remarked:

*We are the voice of the tourism business in the country. Industry specific associations feed to us so that we engage authorities regarding issues that revolve around provision of quality products in the industry.*

Key stakeholder K2 remarked:

*There are certain minimum standards that are expected for a hotel to be issued with an operating license. The standards depict certain levels of service quality expected at a hotel.*

Key stakeholder k4 remarked:

*We organise workshops for members of the hospitality industry so as to improve the quality of products offered to customers*

Managers also commented on the several industry stakeholders that influence their adoption of QMS. Manager M5 noted:

*The National Employment Council for the Catering Industry (NECCI) set out guidelines on staff welfare including uniforms and salaries. By adhering to uniform minimum requirements, it even improves the quality of our product.*

The findings also show that local authorities influence the adoption of QMS. Manager M4 remarked:

*We are required to have basic infrastructure functional by the local authorities for us to be operational like tap water and proper waste management in place.*

The findings above indicated a number of external stakeholders that influence the adoption of QMS in the hotel industry. The stakeholders include the Tourism Business Council of Zimbabwe (TBCZ), the Zimbabwe Tourism Authority (ZTA), the Hospitality Association of Zimbabwe, the Standard Association of Zimbabwe (SAZ) and the National Employment Council for the Catering Industry (NECCI) for the catering industry.

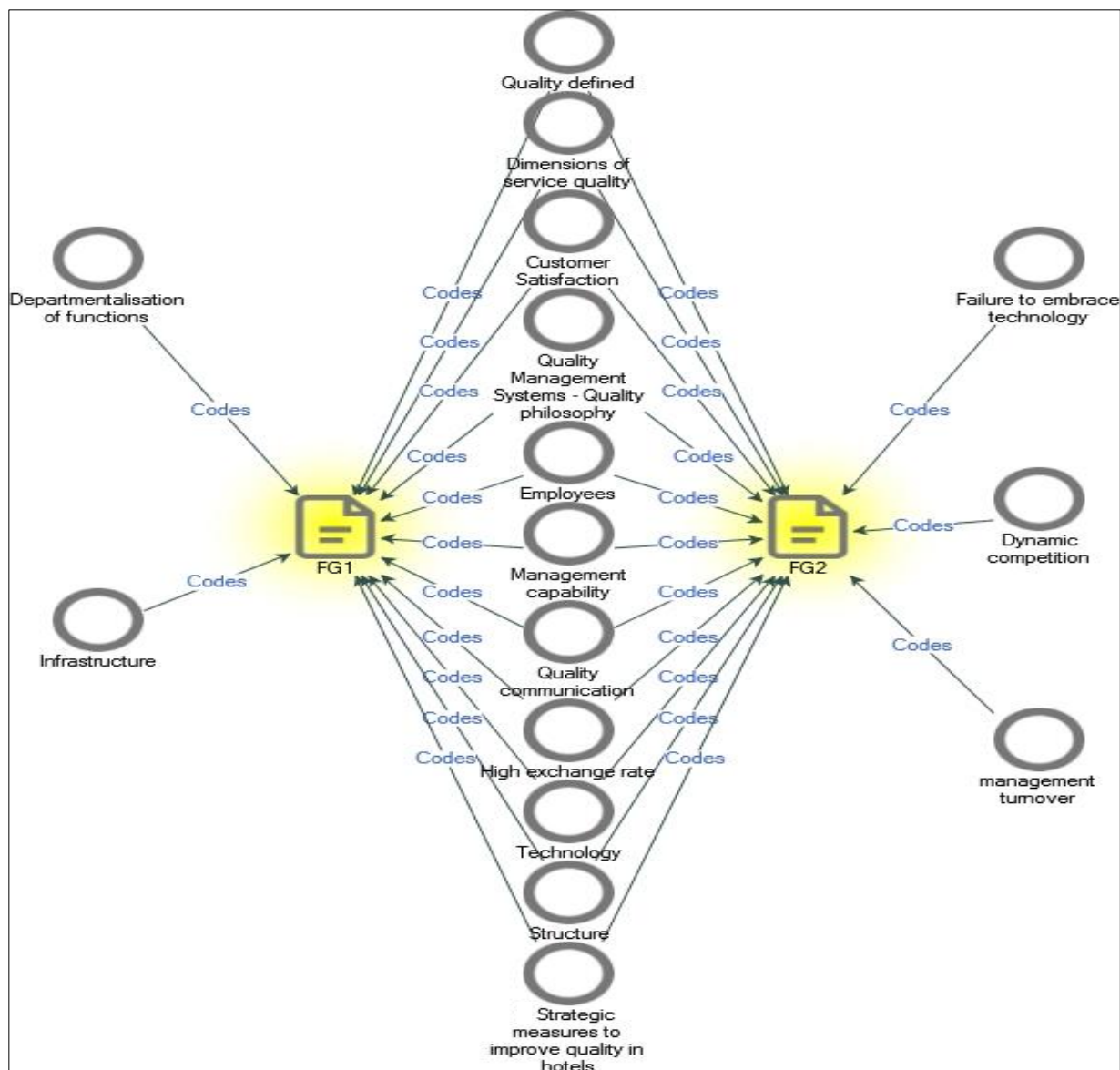
### **6.10.5 Summary of the findings**

It can be concluded that the government is one of the major external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe through the economic policies and statutes it implements. Banks are not advancing loans to hotels to finance the adoption QMS. Although the RBZ has a revolving loan facility established for the tourism and hospitality sector, it seems none of the hotels have accessed the facility. The main reason why hotels implement QMS is to satisfy the customers. The findings presented above also show that customer associations for the hotel industry are still non-existent. The ZTA, TBCZ, HAZ, SAZ, financial institutions and employment councils are also critical external stakeholders that influence adoption of QMS by hotels.

## **6.11 Relationships, patterns and testing of cases against full range of data**

### **6.11.1 Focus groups**

Of interest was the comparison of responses from focus group discussion of cases that have marginal differences. FG1 was conducted at a three-star hotel and FG 2 was conducted at a one-star hotel, the relationship of sub themes is shown in Figure 6.7 below. The results show that both focus groups responded to; definition of quality, dimension of service quality, customer satisfaction, quality management systems – quality philosophy, employees, management capability, quality communication, high exchange rate, technology, organisation structure and strategic measures to improve quality (68% convergence). The themes that were discussed inclusively in both groups are 16. FG1 exclusively responded to departmentalisation of functions and infrastructure (13% divergence) and FG2 responded to the issue of the extent to which hotels are embracing new technology, dynamic competition, and management turnover (19% divergence). The focus group responses show elements of mutual relationship in 11 themes and exclusive relationship under 5 themes in coding.



**Figure 6.19: FG1 and FG 2 comparison**

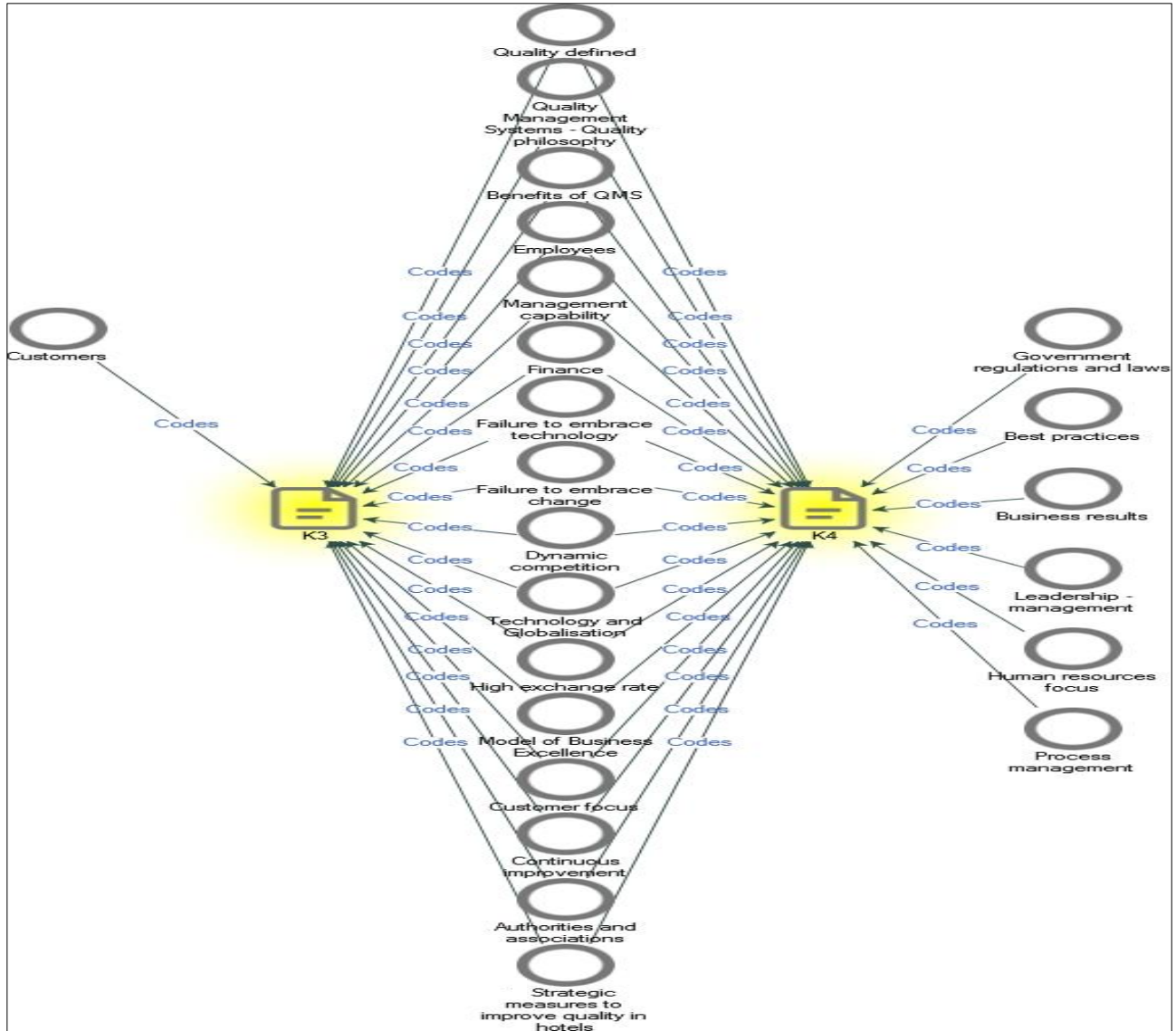
### 6.11.2 Managers' responses

Responses from managers showed that they closely relate. The responses were coded under forty-seven sub themes emanating from five main themes. A comparison of managers' responses from a city hotel M6 and a suburban hotel M5 showed that they converged in thirty-six of the sub themes (77% convergence). M6 exclusively responded to sub themes of failure to embrace technology,

failure to embrace change and infrastructure while M5 responded to crime, corruption and customers.

### **6.11.3 Key stakeholders' responses**

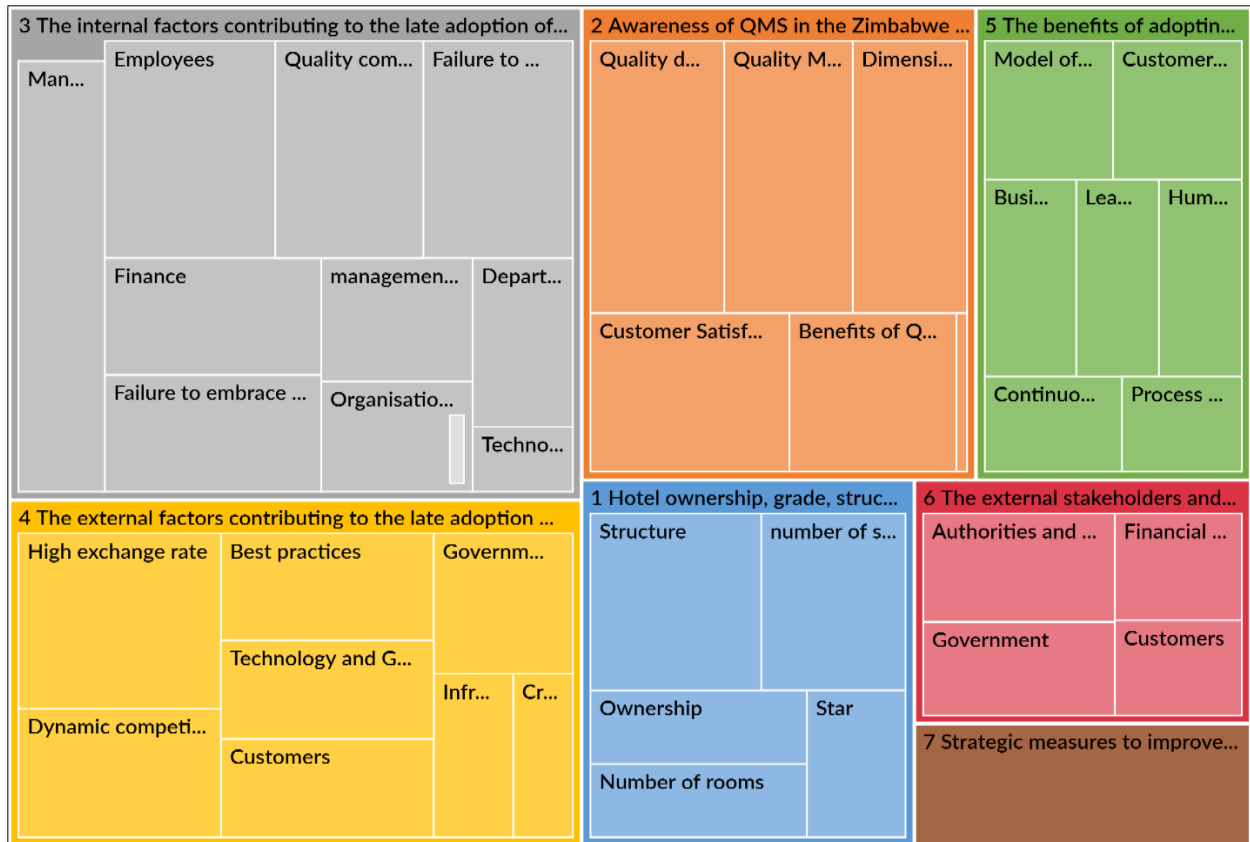
Key stakeholders' results showed a significant convergence (71%) relationship of codes under the sub themes. K3 and K4 showed exclusive relationships with 29% divergence, K3 having codes under customers and K4 having codes under government regulations and laws, best practices, business results, leadership management, human resources focus and process management as shown in Figure 6.8. K1 and K2 on the next page showed nearly no relationship as there was exclusivity in more than 75% of the sub themes. The results are attributed to the fact that the functions and purposes of the key stakeholders in the hospitality industry are completely different and they responded to the questions relating to their roles.



**Figure 6.20: K3 and K4 comparison**

### 6.11.4 Themes

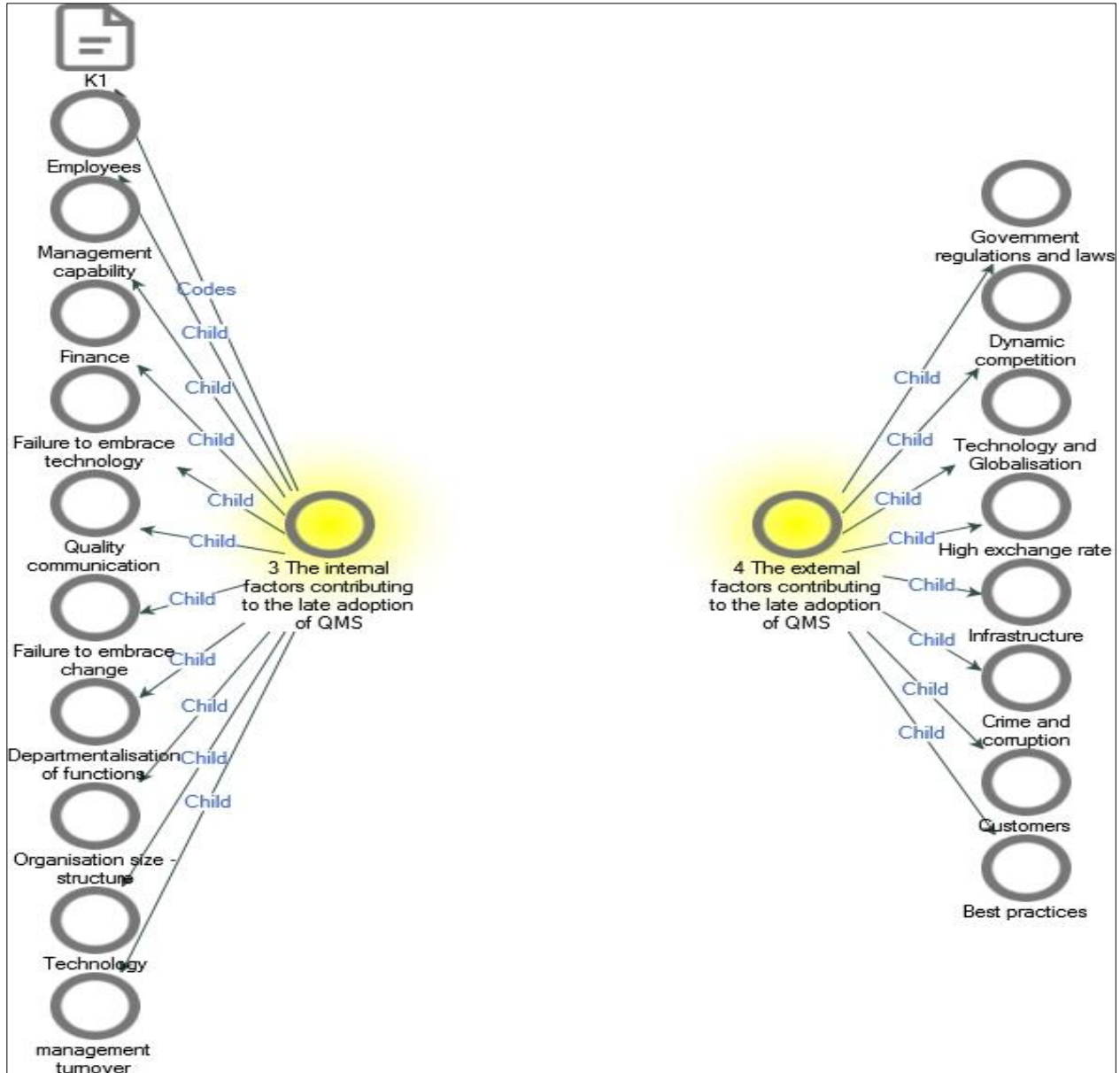
The hierarchy chart below shows the results of a number of items coded per theme. Seven themes are captured in the hierarchy chart, the codes colours are distinct indicating the independence of codes from each other. The results showed that most items were coded under internal factors contributing to the adoption of QMS in hotels and least items were coded under strategic measures to improve the adoption of QMS in hotels as shown by the box sizes in Figure 6.9 on the next page.



**Figure 6.21: Hierarchy chart**

*Incomplete words and statements: com -communication, to - to embrace change, d - dimensions, M - Management systems, Dimensi -Dimensions, of - of QMS adoption, Customer - Customer satisfaction, Busi - Business excellence, Lea - Leadership, Hum - Human Resources, Continuo, Continuous Improvement, Process - Process Management, Satisf - Satisfaction, Q - QMS, Depart - Departmentalisation, managen - management, Governm - Government, G - Globalisation, Infr - Infrastructure, Cr - Crime and corruption, compe - competition, and - and associations, improve - improve adoption of QMS*

The results also revealed that the themes do not have a mutual effect on the adoption of QMS in hotels. The internal factors and external factors contributing to the adoption of QMS exist independently as shown in Figure 6.10 on the next page.



**Figure 6.22: Theme codes comparison**

### 6.12 Discussion of the study results

This section discusses the significant findings of the study with reference to the literature and theories regarding factors contributing to the adoption of QMS in the hotel industry in Zimbabwe. Findings on the level of stakeholders' awareness of QMS, internal and external factors contributing to the adoption of QMS within Zimbabwe's hotel industry are presented and discussed. The section

also deliberates the benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry. The section concludes by discussing the identified external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe.

### **6.12.1 Theme One: The level of stakeholders' awareness of QMS in Zimbabwe's hotel industry**

The ensuing section discusses the findings in relation to literature on the level of stakeholders' awareness of QMS in the Zimbabwe hotel industry

#### **6.12.1.1 Definition of Quality**

The study revealed that the understanding of quality is synonymous rather than antithetical among managers and staff in the hotel industry. Quality was given different definitions and was appreciated in all the hotels and among key stakeholders in the hotel industry. This indicated that quality was a key factor in the sustainable management of hotels. The findings corroborate with Garvin's (1998) acknowledgements that disagreements on the definition are possible among and within different organisations and people as a result of their focus on different dimensions of quality. Most of the given definitions of quality were transcendent, product based, user based, value based and none of the definitions was manufacturing based. The interesting definitions of quality proffered by respondents from hotels include *quality is freshness, integrity, vibrancy, consistency and synergies in all that we do and quality is offering good service to our guest*. This definition of quality corroborates well with Feigenbaum (1991), Juran (1992), Crosby (1996), and Deming (2018) definitions of quality that they can be different on conformance, fitness, meeting specification and requirements of customers.

All the given definitions of quality indicated that there is high level of quality awareness in the hotel industry as the definitions capture the themes of definitions from quality gurus as noted by Goetsch (2021) that a definition of quality should be unifying with dynamism changing with customers' expectations and view of the world. The formal definition of quality that was given by SAZ as *totality of features and characteristics of a product or service that bear on its ability to*

*satisfy stated or implied needs* was found to be similar to ISO 9001:2015 since SAZ is an affiliate member of ISO.

The study also revealed that employees in hotels are given branded uniforms with the theme colours of the hotels they worked for. The findings are in line with Mmutle and Shonhe (2017) who observed that managers should pay more attention to the physical aspects of the service quality as customers gave lowest ranking of quality compared to expectations in the tangible dimension. Ali, *et al.*, (2017) also noted first hand impression would make customers more likely return in the future. Masrurul (2019) concurred that service quality is affected by employee motivation, perishability, tangible dimensions of the hotel and materials associated with the service. The responses of hotel managers inquest to offer quality service by sprucing appearance of hotel personal, physical buildings, facilities, surroundings, equipment and the way of communication proved that they are aware of service quality dimensions confirming to (Ramya, Kowsalya & Dharanipriya, 2019). If an effective image is portrayed to customers, it create a competitive advantage for the hotel (Tessera, 2016). However, two of the nine the hotels (22%) failed to adequately dress their employees and brand their materials and facilities. This ascends to Mmutle and Shonhe's (2017) warning that managers should pay more attention to the physical aspects of the service quality as customers gave lowest ranking of quality compared to expectations in the tangible dimension.

The results reveal that hotel employees were trained on customer service which showed a thrust for quality in the hotel industry. The training occurred at the hotels and was either conducted by managers or hired experts and even at organised seminars by key stakeholders like the HAZ's winter school. This focus on training is in line with Ali, *et al.*, (2017) argument that hospitality managers should train their personnel to offer polite, respectful and friendly service. Masrurul (2019) posits that excellent service embraces responsiveness with employees showing passion for service and for their work and ability to deal with emergencies. Customers judge a company's responsiveness by assessing the amount of time it takes and the attention given in response to their requests, questions, complaints and problems. There was no revelation of new quality dimensions such as environmental friendliness and the health impact of products as presented by Panizzut, *et al.*, (2021). This indicated that in Zimbabwe, issues related to consumerism and the environment

in the hotel industry are still not as topical as they are in other developed countries. Thus, as regards these two aspects, there is still less progress and transformational change in the industry.

From the results, it is also evident that two of the four independent (50%) hotels have employees with a mixed appreciation of service quality and have low levels of quality awareness. The hotels with low levels of quality awareness lacked skilled workers who are able to gain the trust and confidence of the customers, hence they are not competitive. Bichler, *et al.*, (2020) assert to this noting that if customers are not comfortable with the employees, there is likelihood that they will not visit the company again. Repeat business is gained if customers get the impression that they get tailor suited service and quality attention as most customers appreciate being recognised and given specialised service.

#### **6.12.1.2 Customer satisfaction and service quality measurement**

The study's findings showed that most of the hotels use customer questionnaires, feedback forms and comment books to get feedback from customers on their service. Chain hotels are ahead in receiving customer feedback as they even use a variety of media to receive feedback from customers such as telephones, emails, blogs, WhatsApp and websites. The process of getting feedback from customers is holistic as both managers and staff are involved in the process which highlights greater awareness on quality importance than what obtains in independent hotels. This is in line with Kasiri, *et al.*, (2017) who explain that evaluating customer satisfaction creates value for customers, anticipating and managing their expectations and demonstrates ability and responsibility to satisfy their needs. Kasiri, *et al.*, (2017) further argue that service quality and customer satisfaction are critical factors for success of any business and valuable source of sustainable competitive advantage and customer retention. Juneja (2018) observed that organisations which are able to swiftly understand and satisfy customers' needs, make greater profits than those which fail to understand and satisfy customer's needs. The independent hotels in Zimbabwe might be struggling as a result of failing to understand and satisfy customer's needs.

The findings of the study mainly revealed how the hotels obtained customer feedback but did not show any service quality measurement tool used by the hotels. However, Jankalova (2016) and Yeong, *et al.*, (2021) highlighted that it is very important to get customer feedback on the type of

service offered and use the feedback to measure service quality level so as to enhance service type offered with a view to meet customers' requirements. The postulated service quality measurement instruments appropriate in hotels are SERVQUAL, DINESERV, HISTOLQUAL, LODGEQUAL, DEVERPER AND HOLSERV (Bhuan, 2020; Rahman, *et al.*, 2019; Tefera & Govender, 2017; Adeinat, 2019; Jankalova, 2016) with SERVQUAL being the most appropriate measuring general service quality. It is important for hotels to measure their service quality so as to ensure sustainable competitive edge of their organisations.

### **6.12.1.3 Quality management s**

In relation to Quality Management Systems (QMSs) used by the hotels, the results showed that most of the independent hotels have developed their own QMSs that are not derived or linked to any quality accrediting institutions or gurus. Chain hotels have adopted accredited QMS (ISO 9001:2015) or are using recognised group affiliated QMS. The results reverberate well with Oakland's (2003) view that QMS demand for investment in people and time; time to implement new concepts, time to train, time for people to recognise the benefits and move forward into new or different organisation culture. QMS adoption requires investment of resources and independent hotels lacked the resources to invest in formal QMSs, despite the existence of many QMS frameworks against which organisations may be assessed or measure themselves. Yusof and Aspinwall (2019), and Neyestani (2017) categorised the frameworks as consultant or experts based, awards or formal assessment based and academic or empirical based frameworks. Only the chain hotels used either of these QMS frameworks as they have the capacity to make investment towards them. There are micro QMS which include Hazardous Analysis Critical Control Point (HACCP) and Assured Safe Catering (ASC) which are assumed to be of use in hotels as underlined by Mitreva and Sazdova (2019), Kushwah and Kumar (2017).

From the interviews and focus group discussions conducted, it concluded that the adoption of QMS in the hotels has operational, financial and managerial benefits. This is in line with Watiki (2014), Bruza and Rudancic (2020) and Masrurul (2019) who noted that organisations using QMS performed better with more effective relations with customers and employees. Madanhire and Mbow's (2016) findings corroborate with the results in improvement of quality awareness and awareness of problems within the work organisations. Financial benefits of adopting QMS that were realised

from the results inclined with capital consolidation, costs reduction and profit increase as a result of reduction in wastage and rework as observed by Hezer and Render (2014), Isabiry and Pelsler (2017), Chivandi and Maziri (2017), Biswakama (2017) and Zimon and Zimon (2020). The managers and staff indicated an improved working environment as a result of the adoption of QMS in the hotels. This is in line with assertions by Masrurul (2019) that culture is easy to transform and develop with QMS. QMS improves personal job satisfaction, morale and greater involvement and motivation within the company's workforce (Afthanorhan, *et al.*, 2019). The results also showed that hotels that had adopted QMS had higher manager and staff retention at work with good remuneration and benefits.

The results revealed that hotels adopting QMS are expanding, renovating, innovating and are receiving international customers. The renovations are being necessitated by the prerequisite standards a hotel needs to meet to get accredited. As noted by Lleshi and Syka (2016), the adoption of QMS intensifies an organisation's capability to find new markets, to maintain and increase the market share. This is also true with Ge, Chen and Chen (2018) who observed that organisations with certified products get international recognition and compete on the global market. Though in Zimbabwe some of the hotels are being renovated in order to implement QMS, other hotels are just old and they are also renovating just to get fresh appealing state.

It can be concluded that stakeholders in the hotel industry are very much aware of QMS, though three of the four key stakeholders (75%) are aware of it in abstract. The hotels appreciate the benefits of adopting QMS and the ones using the formal QMS are sustainably competitive in the industry. Chain hotels can be classified as high adopters of QMS and independent hotels as low adopters of QMS using Al-Ababneh (2021) cluster analysis of TQM implementation in hotels.

### **6.12.2 Theme two: The internal factors contributing to the adoption of QMS within Zimbabwe's hotel industry**

The ensuing section discusses the findings of the study relative to literature on the internal factors contributing to the adoption of QMS in the hotel industry in Zimbabwe.

### **6.12.2.1 Employees and management**

The study revealed that most of the hotel staff and managers had obtained recognised qualifications from colleges and universities meaning that they are highly competent for their jobs this was also observed by Vetrakova, Simockova and Pompurova (2019). This is in line with Oakland's (2014) assertion that educated and qualified employees are the asset of the organisation which contributes to the success of QMS implementation. However, the adoption of formal QMS in the hotel industry is very low, with only two out of the nine hotels ISO certified. This contradicts Muiruri's (2016) assertion that managerial qualifications have a positive influence on the performance of any organisation. In Australia, a developed country with well performing hotels, a study was conducted by Australian Bureau of Statistics (2018-2019) found that less than 15% of the managers and employees had a degree as their qualification. The industry is more interested in initiatives values and attitudinal attributes over skills and qualifications. The hotel industry in Zimbabwe might therefore, be suffering from managers and staff who have the right qualifications but who lack the attitude to perform their jobs well. The hotels need to help the employees gain the skills needed for their roles than employ on the basis of qualifications. Comparing Zimbabwe a developing country and Australia a developed country, the academic qualifications of managers in the hotel industry in Australia are not high like those of managers in Zimbabwe. This can be reflecting a completely different thrust of expectations among managers in the two countries.

The study's findings also reveal that there is high staff and management turnover (hiring and dismissal) in the hotels. During the focus group discussions staff members echoed that it is difficult to serve for many years in the hotels even the management changes frequently. Most of the staff members are not permanent employees in the hotels. The turbulent economic environment in the country might be contributing to the high turnover as signs of demotivation were noted during the data gathering process. Only a few managers indicated having been with one hotel for many years except with the chain hotels. The findings are in line with Han (2020) review of antecedents of employee turnover in the hospitality industry that management turnover disturbs the consistency of policies and subsequently, the overall performance of organisations. The results showed that in seven of the nine hotels (78%), staff members expressed discontent with remuneration and this might have been contributing to staff turnover. This is in line with Patrick, *et al.*, (2016) assertion that reward structure affects workers motivation, fulfilling work expectation, novelty and

attachment to the organisation. Correspondingly, Deming (2018b) noted turnover of management as the fourth deadly disease that impedes transition to stable QMS implementation. Recurrent changes in top management means continuous improvement efforts are broken and disjointed as the new leaders bring in a new philosophy of management. Similarly, Jankalova (2016) stresses frequent turnover of management as one of the potential barriers to the implementation of QMS and this affects key dimensions of service quality mainly reliability, empathy and tangibility (Yeong, *et al.*, 2021).

The study findings show that managers of the hotels were committed to quality, backing and mentoring staff. The staff confirmed this in the focus group discussions confirming the support they receive from management through training, job empowerment and enrichment. The employees have an opportunity to enrol at colleges so as to advance their education although they fund themselves and they also attend training workshops organised by the HAZ and ZTA. The findings corroborate with Maina and Awuor (2020), and Ahmed (2020) that subordinates are mentored by management, providing commitment, leadership and technical support in QMS adoption. Muiruri (2017) and Metaxas, *et al.*, (2017) found management support as the main factor in realising successful transformation to quality practice which is again in line with this study's results.

#### **6.12.2.2 Lack of finance**

Regarding the factor of finance, the results revealed that inadequate financial resources were correspondingly a deterrent in adoption and implementation of QMS in hotels. The hotels require a lot of money to train employees on quality, procure and install the required equipment and pay expert consultants. According to ISO Standard Consultancy (2021) cost of ISO 9001 certification for small to medium sized businesses from US\$5000 but can reach as high as US\$20000 or even higher depending on the complexity the business. Once your business is certified to ISO 9001, you must maintain compliance with the standard to retain certification. You will enter into a 3-year audit cycle with the certification body. The results also showed that two out of the nine the hotels (22%) are still using old technology whilst others were striving to invest in trend technology. The hotels approached banks to secure loans even from the RBZ's tourism revolving fund facility with

no success. Hotel proprietors were financing quality enhancement processes through their own means and from profits realised from the hotel businesses.

The findings correspond to Maphosa (2014), Sitharam and Hoque (2016), and ZTA (2019) in which the association reported access to finance as one of the major challenges deterring the growth and survival of the hospitality businesses. Muiruri (2017) noted that organisations require budgeting for QMS and they had to meet costs of upgrading the infrastructure to meet international standards. The issue of financing budgeting gap is exposed in the Government of Zimbabwe Budget (2020) with a lower budget for the travel and tourism industry and higher budgets towards the primary industries of agriculture and mining. Iqbal, *et al.*, (2018) confirms that due to lack of financing, businesses tend to reduce their investments in technology. Embracing new technology assist an organisation in storing information, transacting, communicating with stakeholders and improves the overall performance of business (Iqbal, *et al.*, 2018).

It can be settled that hotels in Zimbabwe are affected by lack of finance which also compromises technology implementation in the sustainable adoption of QMS in the hotel industry in Zimbabwe. If the hotels manage to overcome financial challenges during the adoption stage of QMS, the adoption of QMS can lead to harnessing and consolidation of capital at a later stage (Zimon & Zimon, 2020).

### **6.12.2.3 Quality communication**

The need for appropriate quality communication in hotels cannot be underestimated in the adoption of QMS in the hotel industry in Zimbabwe. It appeared from the study that different positive quality communication media and or strategies are used to encourage quality awareness and adherence to quality. These comprised the use of notice boards, meetings, workshops, bulletins, magazines, pamphlets, emails, WhatsApp and websites which showed that the hotels embraced formal and informal communication. On the issue of employee participation in the quality communication process, the employees are trained on any new concepts to be introduced in the hotels before being given policy documents as guidelines. The results are in line with Oakland's (2011) idea that quality goals and objectives can only be set, implemented and monitored using developed information systems, fliers, bulletins, notices and through education training. On the

other hand, the results revealed that quality communication is haphazard in independent hotels and hinders the implementation of QMS. Muiruri (2016) observed that uncoordinated quality communication is a big challenge in the adoption of QMSs in the Kenya's public sector. This resonates well with the conclusion of Watiki's (2014) and Anuar, *et al.*, (2017) study that lack of organisational information and data (awareness) is an obstacle in implementing QMS effectively and comprehensively. In most of the 1- and 2-star hotels, the staff members indicated that they are not privy to QMS issues and they are only informed by management at the implementation stage.

#### **6.12.2.4 Change embracing**

From the results it emerged that seven of the nine hotels (78%) have embraced change in terms of their products and two of the nine hotels (22%) failed to embrace change in terms of both their products and operations. Products have been improved in many ways to suite the international hotel standards. The results showed that in chain hotels employees are embracing change in their work as they receive training on their work. This is contrary to Popescu, *et al.*, (2017), that QMS programmes are often regarded with scepticism, and are meant to flop if they do not receive the full backing of the entire labour force. Again, the results of this study contradict Oakland's (2014) findings that it is very difficult to change the mind-set of the employees with regards to quality.

The results revealed that two of the four independent hotels (50%) are still offering old products and using old operating systems. The longest serving staff members in the hotels are very much comfortable with the status quo and the new employees coming from training institutions are unsettled. The results concur with Crosby (1996) that employees' resistance to change can be justified on human considerations. The results further suggest that in independent hotels managers are not determined to involve the employees in the QMS philosophy and share its benefits which results in resistance to change and its failure as noted by Hussain and Khan (2020). This corroborates with Chivandi and Maziri (2017) assertion that if employees regard as right that quality is an unnecessary task and additional cost, they are not likely to accept it as an essential part of the job.

#### **6.12.2.5 Departmentalisation of functions**

The study reveal that most hotels have departmental functions headed with specialists in food and beverages, rooms, maintenance, accounts, marketing and reservations. Of note was that most of the hotels have no specialised quality department handling the adoption and management of quality. Very few hotels had a department specialising in quality management. This is contrary to the literature on management as noted by Heizer and Render (2018) that teams are suitable for the proper coordination of activities, where work is supposed to be creative and unique, where most important breakthroughs in performance are obligatory. Mugondi (2015) confirms that departmentalisation of functions is a critical factor in service quality delivery on guest satisfaction in the hospitality industry and more effective if quality improvement is embedded in cross functional teams.

The study revealed that the hotels are of small to medium sizes with a structure which is different from that of standard hotels. The hotels adopted unique structures assigning different managers to each unit. The medium size hotels belonged to chain group hotels and their adoption of QMS was relatively higher than small hotels which are independent hotels. The findings affirm Luan, *et al.*, (2020); Magnini, *et al.*, (2020) and Biswakarma (2017) who point out that the existence of a connection between hotel size and the significance of quality certification. Magnini, *et al.*, (2020) highlighted the use of benchmarking as a quality management system which can be used in hotels of all sizes as a recovery tool from times of economic crisis that are induced by disasters. This is also in line with Chan (2011) findings that chain hotels are more interested in QMSs as control mechanism and a way of improving internal methods and procedures and they are capable of meeting certification and maintainance costs.

The findings specified that hotel organisation structure and size influence the adoption of QMS. The results showed pursuit to assure guaranteed service, standard service, advertising tool, financial prudence and knowledge as drivers for the adoption of QMS in the hotels.

### **6.12.3 Theme three: The external factors contributing to the adoption of QMS within the Zimbabwe hotel industry**

The ensuing section discourses the findings in relative to literature on the external factors contributing to the adoption of QMS in the hotel industry in Zimbabwe.

#### **6.12.3.1 Government regulations and laws**

The study revealed that government regulations and laws were contributing to the adoption of QMS in the hotel industry. The findings showed that for a hotel to be registered there are a number of authorities that require fees, from ZTA, local authority, Zimbabwe Broadcasting Corporation, Zimbabwe Music Rights Associations and others which stifle the hotels' resources. The results showed that most independent hotels find it difficult to meet all the statutory requirements. Maphosa (2014) observed that most of the hotels in Zimbabwe are small companies and have less ability to absorb compliance costs than bigger companies. This is in line with the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU) (2015) reported that there are too many costs of registering a hotel and a number of taxes that discourage innovation. In countries like Tanzania, VAT on the accommodation sector is very low and it is even exempted for foreigners in a way to support the tourism industry (Ndumbaro, 2016). The ZTA highlighted the need for the central government to consider increasing budgetary allocation to fund the tourism and hospitality industry as it creates a conducive business operating environment (ZTA, 2019). From the Government of Zimbabwe's (2017, 2018 and 2019) budgets it is evident that government policies on business incubation were not unswerving and not supportive in all industries, showing a bias towards mining and agriculture while tourism is on the edge. Magodi, Daniyan and Mpofu (2020), observed that funding and development grants propel the adoption of QMS and impact on overall business outcomes.

The results interestingly further revealed that inflation and change of currency from United States dollar (US\$) to the Zimbabwe dollar (ZWL\$) threatened QMS adoption efforts of many hotels. During the US\$ era a number of hotels managed to renovate their facilities and implemented the latest innovations in their operations as compared to the period of the ZWL\$ which is characterised by high inflation and the implementation of business survival strategies. This corroborates with United Nations (2020) assertion that inflation reduced consumers' propensity to spend and

inflation increases expenses which again reduces the profits of hotels which leads to diversion of investments to ensure business survival respectively. Chili and Matsiliza (2021) affirm this by asserting that economic factors distress all businesses despite sector and have an impact on QMS implementation.

It can be concluded that over-regulation and inflation are also affecting the adoption of QMS in the hotel industry. The hotels have experienced a positive business environment during the US\$ era. However, after the government re-introduced the local currency in 2017, the industry started to show signs of distress.

### **6.12.3.2 Competition**

From the results it emerged that hotels were faced with two wide extreme dimensions of either to be dynamically competitive or remain docile. Most independent hotels were not very competitive and have been focusing on low end market. Chain hotels showed that they were highly competitive in the industry as they embarked on renovations and acquisition of other hotel facilities. This is in line with Islami, *et al.*, (2020) notion that competition is distinctive in business and brings with it many benefits. The results show that hotels improved their product offerings based on customers' needs which affirms Barbosa, *et al.*, (2021) findings that in competitive environment hotels improve their products based on customer data. This is also supported by Iqbal, Hassan and Habibah (2018) who noted that competitive organisations can stay ahead through continuous product and service perfection.

Technologically innovative organisations can stay ahead through continuous product and service perfection. Organisations can attain competitive advantage by focusing on customer satisfaction when market and technological turbulence together with competitive intensity are low (Ge, Chen & Chen, 2018). Firms must move away from current customer needs and seek to satisfy latent needs to sustain a competitive advantage the moment market turbulence, competitive intensity, and technological turbulence increase. The uncompetitive independent hotels are not in line with Woyo and Slabbert, (2021) assertion that business survival hinges on competitiveness and meeting dynamic consumer needs and expectations, technological developments and market globalisation.

### **6.12.3.3 Technology and Globalisation**

The study findings revealed that chain hotels adopted the use of the latest technologies in their operations and three of the five chain hotels (60%) have presence in the region and beyond. The independent hotels are lagging behind in terms of technology and they have one facility at most. The chain hotels that are international use sophisticated systems that connect their operations, product offering and processes. This is in line with Woyo and Slabbert (2021) who pointed out that organisations that are technologically progressive are remaining ahead through ongoing product and service enhancement. Murphy (2016) assertions fully explain the position of independent hotels highlighting that access to apt technologies and information on available business systems is difficult for small firms and these are imperative in order to be modest and competitive in today's market. The results also showed that chain hotels use fantastic technologies in their business operations such as inventory management, payroll, distribution, bookings, sales and marketing. This is in line with Magodi, Daniyan, and Mpofu (2020) argument that hotels cannot suit themselves to strictly domestic business in the global economy as the market of travellers is far-reaching and extensively cutting across boundaries. Independent hotels' use of technology is low which might be in line with Quarshie and Amenumey (2018) and Ren (2019) observation that there is indecision to acceptance of technology solutions in small businesses classically giving excuses that there are more imperative tasks to utilise funds on and high costs of implementation of technology.

### **6.12.3.4 Infrastructure**

In terms of infrastructure, the results indicate that lack of consistent water supply and electricity hampered efforts of implementing QMS in the hotel industry in Zimbabwe. Hotel operators are incurring extra costs in acquiring alternative sources of electricity and water. The results also reveal that independent hotels are not using computerised internet-based systems because they cannot afford to pay for the internet services. This is in line with Mumvuma's (2016) assertion that the production of services and goods is affected by power shortages where the capability of businesses to improve on quality is limited. The results also confirm OECD (2020) report, that such services as water, electricity, sanitation, and transportation are important in the development of a country and are directly connected to the success of the hospitality industry.

### **6.12.3.5 Crime and corruption**

With regard to crime and corruption, the study revealed that hotels are grappling with theft of small items in the hotels by staff and guests. The results showed that owing to lack of funds, managers could not afford installing technology-based security systems that could prevent theft in their organisations. The results also show that small hotel managers face challenges with authorities when registering and renewing their licenses as they are alleged to demand bribes. The results are in line with Transparency International's (2017) findings that in Zimbabwe crime and corruption are very high compared to other developing countries. The assertion by Sitharam and Hoque (2016) is true for most hotels in Zimbabwe that when a company has a small asset base, a loss from theft can be a crippling blow and can threaten its very existence. The World Bank (2020) confirms that crime is one of the most frequently mentioned constraints among enterprises.

### **6.12.3.6 Customers**

The study findings reveal that customers influenced the management of quality in the hotel industry. The results show that hotels improve their products in response to feedback that they receive from customers through various means which include customer feedback forms, interviews and emails. The results show that customers are at the core of the hotel operations and their satisfaction is integral in the present and future competitiveness of the hotels. This affirms Masrurul (2019) postulation that the business environment is becoming more and more dynamic and the future is full of challenges for managers as it is getting more difficult to manage competition and customers' expectations. Roy and Ghose (2016) also acknowledged that out of the six essential interventions of quality management, number one was the clear identification and measurement of customer wants and needs. It can be concluded from the results that the customer determined the kind of products and services offered by hotels.

### **6.12.3.7 Best practices**

The study findings reveal that, hotels in Zimbabwe benchmark among themselves and the hotels performing better act as the leaders. The findings indicate that independent hotels benchmark

themselves with chain hotels, adopting attributes that add value to their own businesses. The results also showed that the hotels have an association which represents their interests and also acts as a benchmark platform. The hotels shared information at organised workshops, conferences and exhibitions in the tourism industry on latest developments and business best practices. This corroborates the findings by Jankalova and Jankal (2020) who observed that organisations are using frameworks of quality management as a benchmark to compare their services, products and processes against the ones of the tough competitors and of the organisations well recognised as industry leaders or world class perform better and develop.

This is also in line with Aletaiby's (2018) assertion that benchmarking is a better management notion in the adoption of best practices and is essential for quality improvement. Juran (2016) links benchmarking to QMS and it is understood in the framework of quality as an enabler towards realising quality management. The results indicate that there was benchmarking among the hotels but it was tied to hotels of relative similar size and classification, which fail to yield expected operational advancement.

#### **6.12.4 Theme four: The benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry**

The ensuing section discusses the benefits of adopting BE as a tool for improving quality in Zimbabwe's hotel industry.

##### **6.12.4.1 Models of Business Excellence**

The study revealed that hotels in Zimbabwe do not use any of the BE models that have been developed internationally such as the Deming Prize, the Malcom Baldrige National Quality Award (MBNQA), and the European Foundation for Quality Management (EFQM). The findings showed, that the hotels take part in local BE awards namely the ZNCC, Megafest and the National Annual Quality Award (NAQA) awards. The results showed that 4 of the nine the hotels (44%) in Zimbabwe have at one point won the ZNCC and Megafest awards.

#### **6.12.4.2 Business results**

The study revealed customer satisfaction, profits, employees' satisfaction and community satisfaction as the benefits of adopting BE in Zimbabwe's hotel industry. The findings showed that the hotels that have won the awards experienced high profits and positive feedback from customers. The findings depict a need by the winning hotels to maintain high levels of standards, and practice social responsibility so as to remain competitive in the awards. This is in line with Bimpong (2021) that implementation of TQM have a positive effect on customer satisfaction and customer retention which gives results in sustainable competitiveness in business. That means organisations give more attention to meeting and exceeding customer expectations to ensure the happiness of the customers. Pakurar, *et al.*, (2019) stated that customer satisfaction is the most vital key point for any organisation and takes it as an essential part in successful QMS adoption.

The findings showed that the award-winning hotels had satisfied employees and improved financial performance. This finding corroborated with De and Quadros (2019) that there is a robust relationship between a TQM organisation and workers attitudes and activities in the organisation. Results indicate that there is low management and employees in the hotels that have won BE awards. This was confirmed earlier by Dedy, *et al.*, (2016) that employee's satisfaction is also foundation of TQM and is one of the quality goals, as gratified employees are a fundamental component in the achievement of the desired business results.

#### **6.12.4.3 Leadership/management**

The study revealed that BE tools benefit management in leading and controlling the hotels' operations smoothly. The findings showed that the award-winning hotels' management is acute in the maintenance of good management practices in order to achieve good business results in terms of high profits, satisfied employees, stakeholders and society. The findings also showed that management empowers the employees in decision making and giving them opportunity to work without strict supervision. This is in line with Ahmed (2020) assertion that leadership or management is the key contributor in achieving operational excellence and managers are accountable for achieving results. However, the findings also showed that there is high management turnover within the hotel industry which contradicts findings by Vincenzo (2020). Vincenzo (2020) noted that managers concentrate on short plans using their expertise and authority

while leaders have ability to come up with long term plans, vision and strategies by inspiring, encouraging and motivating others.

The study's findings also showed that hotel managers were aware of the benefits of involving the employees in decision making. The managers took a good position regarding the employees' welfare since employees can make or break the quality of service. Employees' welfare within chain group hotels is better regarded than in independent hotels as showed in the results. This is in line with Oakland's (2014) assertion that employees involvement deals with how the firm empowers and enables its employees to develop their potential and how the employees are inspired to get the organisation's objectives. Employee's involvement gives attention and absorption to work as alluded to by Assen (2021) as sense of determination with fixated energy, effort, personal initiatives, adaptability and persistence.

From the above, it can be noted that management or leadership benefit from using BE as they managed to achieve employee and stakeholder's satisfaction achieving positive business results with employees' involvement in decision making.

#### **6.12.4.4 Customer focus**

The study revealed that hotels that use BE tools engaged customers in improving quality of their products. The results showed that the managers of the hotels involved their customers in product development by contacting customers by phone, social media, and website receiving insights from them on how to improve their product. The findings showed that hotels organise events for clients to get to know them better so that they continue receiving business from them. The managers indicated that they also interact with customers during meals to appreciate their impressions regarding their stay at their facility. The findings affirm what Oakland (2014) noted that customer focus builds and maintains strong relationships with customers. Oakland (2014) further points out that for any organisation to be successful there is need for it to establish quality goals that stems from customers' needs. EFQM (2017) considers that quality management starts with the understanding of customers' needs and it ends when those needs are satisfied, making customer focus a fundamental principle for firms when executing QMSs.

#### **6.12.4.5 Process management**

In terms of process management, the findings showed that most hotels had improved their operations using effective communication and strategic management in achieving quality service using BE tools. The independent hotels, however, are still behind in the use of computerised systems in sales, marketing, reservations and human resources management. The results depicted that in chain hotels most operations are integrated on computerised management systems with the use of strategic management concepts. The use of computerised management systems improved communication as noted by Ndizera (2018) that communicating effectively is important in pushing forward the hotel's brand image, advances stakeholders' engagement and community relations which will also provide a competitive advantage. Ndizera (2018) further alluded that big hotel tend to use process management more than small hotel which cannot afford the expenses when executing new projects owing to high costs and futile systems. Shen, Qian, and Chen (2020) advocated the use of websites, social media, guest information booklets, room signs, and media releases for effective communication in process management travel and tourism information.

#### **6.12.5 Theme five: The external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry**

The following section discusses results on the external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry.

##### **6.12.5.1 Sub theme one: Government**

First, the study reveal that the government of Zimbabwe influence's the adoption of QMS directly and indirectly in the hotel industry through the economic policies it adopts and through the ZTA. The findings showed that the hotels operating in special economic zones are benefiting from tax incentive and those importing capital goods are enjoying free duty. The results showed that the government organised workshops, exhibitions and conferences specifically for the hotel industry through the ZTA. This is in line with what other governments at international level are doing like in Singapore, Malaysia, Poland, Indonesia and Yemen where governments have supported the implementation of quality management by allocating funds for QMS as alluded to by Cwiklicki, *et al.*, (2020) and Nurcahyo and Habiburrahman (2021). In the context of African governments, in

Uganda the government is even supporting development of QMS in the local government (Musenze & Thomas, 2020). In South Africa the government is supporting implementation of QMS systems across all industries and encouraging SME for their growth and sustainability (Magodi, Daniyan & Mpofu, 2020) The results indicated that the government has allowed hotels to run tourism and hospitality training schools and established colleges which is line with Ramphal (2017) notion that setting up of educational systems and infrastructure signify key priorities for any government in her determination to sustenance of QMS. One of the nine hotels had a school of hospitality before. This also corroborates with findings by Neo, *et al.*, (2020) that the government can support QMS by giving moral support, legitimising and licensing quality training programmes.

However, on a negative note, the findings of the study revealed that hotels are paying too many taxes and there is over regularisation of the industry which is hampering efforts to adopt QMS. This is line with Munyoro, Chikombingo, and Nyandoro (2016) and United Nations (2020) assertion that the government should bear that regulations in any sector have latent to destroy or nurture economic growth in any nation. Frieden (2020), Woyo and Slabbert (2021), expound that government's initiatives expressively impact the educational, training, regulatory, financial, legal, and political as well as the economic environment.

#### **6.12.5.2 Financial institutions**

The study revealed that hotels were not accessing lines of credit to finance quality improvement. The findings revealed that independent hotels were the most hard-hit by lack of finance to invest in the implementation of QMS as they failed to acquire loans from banks. This in line with Khatter (2020) reasoning that capital is a key deterrent to small operators when they decide to implement QMS. The OECD (2018) established that financial institutions are reluctant to provide loans to small businesses in emergent economies and they are perceived risky due to an uncertain economic environment. In developed and progressive countries, the government is taking the duty to finance the adoption of QMS in the hotel industry in order to consolidate development of the industry (Varotsis, 2019). The Zimbabwean government is funding development of the industry in a broader spectrum and not specific to quality but the results showed the funding is difficult to access.

### **6.12.5.3 Sub theme three: Customers**

The study revealed that hotels implemented QMS in order to satisfy customers. The findings showed that there was no association or formal group representing customers' interest in the hotel industry in Zimbabwe. The results indicated that hotels also receive international customers' expectations at travel indabas and expos from travel agents and other intermediaries, which can be argued to be customer groups. This is in line with Ali and Gardi (2021) who alluded to this observation by pointing out that hospitality service providers must look for new ways to meet the customer's expectations and needs by organising customer groups.

### **6.12.5.4 Authorities and associations**

The study revealed that there are a number of associations and authorities influencing the adoption of QMS in the hotel industry in Zimbabwe. The results show that the TBCZ is the voice of the tourism and hospitality industry and it caters for the interest of all players in the industry. The results showed that the ZTA is mandated with the registration and grading of the hotels. It is also mandated by the government to promote tourism in Zimbabwe and abroad. Hospitality Associations emanated from the voluntary association of hotels representing the interests of hotels. The results indicated that SAZ and NECC influence adoption of QMS in the hotel industry respectively, SAZ as a government agency responsible for quality training and certification of industry players and NECC representing workers interests in the hotel industry. The results also showed local authorities as stakeholders influencing hotels' operations. If authorities and associations work together, the adoption of QMS systems can be enhanced resulting in increased economic performance, and the state of tourism offerings and tourism policy will be updated as it can bring in political stability (Makoni & Tichaawa, 2018).

Zimbabwe's political and economic challenges are affecting the development of the hospitality industry as reviewed by the relationship between the industry authorities and associations. Woyo and Slabbert (2021) supported the need for cooperation between tourism stakeholders for destination competitiveness in a country with political challenges. For successful adoption of QMS and development of the hotel industry there is need for coming together of stakeholders forming associations.

### **6.12.6 Relationships, patterns and testing of cases against full range of data**

The following section discusses results on the relationships, patterns and testing of cases against full range of data in the adoption of QMS within Zimbabwe's hotel industry.

#### **6.12.6.1 Focus groups**

The comparison of responses from focus group discussion of cases that have marginal differences showed elements of mutual relationship and exclusive relationship under certain themes. FG1 was conducted at a three-star hotel and FG 2 was conducted at a one-star hotel, the relationship of sub themes showed 68% convergence, FG1 13% divergence and FG2 19% divergence. Hotels rating provides an index of the overall level of service in hotels thus the challenges faced by 1- star rated hotel and 2- star rated hotel are different. For a hotel to attain higher star it reflects that it had overcome certain operational challenges. The convergence and divergence of themes in different star rated hotels reflects the differences in business culture of the hotels. Caccamo, *et al.*, (2018) observed a high positive culture of maintaining food safety in 5- star hotels. Despite the hotels being in the same category of rating divergences in factors affecting adoption of QMS can be noticed since star rating is a unit variant measure not an absolute measure. This is also confirmed by Adedipe (2018) in star rating attributes and accommodation performance of up market hotels in Abuja territory. Factor analysis was used to ascertain association and convergent of variable factors and Pearson correlation was used to establish pattern of relationship and association of the study variables. However in this study association of variables was performed using Nvivo.

#### **6.12.6.2 Managers' responses**

Responses from managers showed that they closely relate. The responses were coded under forty-seven of sub themes emanating from five main themes. A comparison of managers' responses from a city hotel M6 and a suburban hotel M5 showed that they converged in thirty-six of the sub themes, 77% convergence. The high convergence of codes of managers' responses can be attributed to the fact that all the managers are highly qualified for their jobs and have a strategic intent which is relatively similar based on their academic capabilities. However in developed

countries academic capabilities are not very significant for one to be appointed into hotel managerial position as noted by Australian Bureau of Statistics (2018-2019). Attitude and initiatives value are key to managers of hotels in developed countries as noted by Nyangadza, *et al.*, (2022) that understanding the antecedents of overall service quality and their effect on customer's attitudinal and behavioural loyalty is very important. Exclusivity in responded sub themes might be as a result the hotels niche focus for instance other pursuing digital business and others targeting clients that are not techno savvy.

#### **6.12.6.3 Key stakeholders' responses**

Key stakeholders' results showed a significant convergence (71%) relationship of codes under the sub themes. Stakeholders influence the organisational direction, actions, structure and internal processes as alluded by Freeman and Horisch (2021). All the four key stakeholders that were interviewed in the study are there to offer policy direction in the industry like the ZTA and TBCZ being guided by government statutes. The stakeholders' roles can be overlapping hence convergence of their responses. Exclusive relationships with 29% divergence, K3 having codes under customers and K4 having codes under government regulations and laws, best practices, business results, leadership management, human resources focus and process management can be as a result of specific mandates of the stakeholders. K3 being HAZ is mandated with hotel business operators interests while K4 being SAZ is mandated with quality training and certification of organisation.

#### **6.12.6.4 Themes**

The hierarchy chart in Figure 6.9 shows the results of a number of items coded per theme. The results showed that most items were coded under internal factors contributing to the adoption of QMS in hotels and least items were coded under strategic measures to improve the adoption of QMS. This is in line with Mitreva, *et al.*, (2019) determination of the development of the hotel capacities according to the pillars of the house of quality in adoption of QMS in hotels. Critical pillars are found with the internal system of the hotel and the internal system is the one that manages the external system by responding to in in adoption of QMS. The internal factors and

external factors contributing to the adoption of QMS exist independently as shown in Figure 6.10. This independence between factors is confirmed by Nasim 2018, however Drosos and Skordoulis (2017) in determining the impact of QMS adoption in tourism SME developed a framework that has dependence between factors. From the study results the researcher concluded that the product development process is the only factor that is dependent of external factors and internal factors in QMS adoption. This is shown in Figure 7.1, model for adopting quality management systems in the hotel industry.

### **6.13 Theories of adoption**

In the following section, theories of adoption are discussed in relation to the findings of the study.

#### **6.13.1 Resource-Based View theory (RBV)**

The study established that in Zimbabwe's hotel industry, the adoption of QMS is affected by the hotels' resource base. The results showed that hotels had internal challenges that affected the implementation of QMS which include high staff and management turnover, the non-existence of a quality department, lack of financial resources and lack of product development. These are the challenges in the hotel industry environment which delay or impede the adoption of QMS by hotels.

Apart from the above, hotels in Zimbabwe pay too many taxes and licensing fees. This challenge is worsened by the hyperinflationary environment in which they operate, poor infrastructure and corruption which all reduce and compromise the hotels' operations. Most of independent hotels could not afford to buy modern technologies to upgrade their facilities. Independent hotels employ casual staff and rely heavily on students doing internship as their key human resource because they could not afford to hire on permanent basis. This made it difficult for the hotels to adopt QMS as it requires training dedicated workforce. The hotels that are implementing QMS are mostly chain group hotels with a strong resource base and capabilities in various ways.

The study's findings corroborate the RBV theory of adoption which is grounded on the idea that resources and capabilities of organisations determine the capacity of a firm to implement QMS (Rothaermel, 2017) and access to resources by organisation determine their competitive advantage (Mweru & Muya, 2016; Alonso, 2017). Hotels that are implementing QMS have a higher

competitive advantage resulting from a number of resources and capabilities they possess which are Value, Rare, Inimitable, Opportunity (VRIO) (Mweru & Muya, 2016). Rothaermel (2017) confirmed that VRIO resources are a premeditated source of greater competitive advantage. In other countries, the players in the hotel industry put together resources through authorities which have the same mandate like the ZTA in Zimbabwe and conduct training, workshops, conferences and exhibitions in order to improve their human resource base. In Zimbabwe, results indicate that the resources pulled together are not much, key stakeholders are not supportive and the hotels are working as individual entities in improving sales. In Uruguay the tourism industry started to bloom after the private sector and the government started to work together, pulling resources which increased the industry's competitive advantage enjoying the VRIO of resources (Alonso, 2017).

Availability of diverse organisational resources and capabilities can certainly positively affect the adoption of QMS (Mweru & Muya, 2016). This means that appropriate dynamic capabilities and resources must be available in combination in hotels to create a better competitive advantage. Fatoki (2021) observed dynamic capabilities as the capacity of a firm to continuously develop its resources. In this view, organisational resources (Value, Rare, Inimitable and Opportunity) are collectively altered to produce QMS of competitive advantage in the hotel industry. There is need to take advantage of the resources base VRIO to increase sales of hotel products. In their investigation, Yuga and Widjaja (2020) proved that there is a positive relationship between sales and utilisation of resource-based view theory in the sales of small to medium enterprises with some change of capabilities namely *e*-market place management capability, online marketing capability, online networking capability and learning capability. Since most of the hotels in the country are of small to medium size, they need to improve their resource base by any means possible either through collaboration, seeking investors, borrowing and lobbying the authorities to improve their sustainable competitiveness.

### **6.13.2 Contingency Theory**

The findings of the study showed that chain hotels had standard operating procedures (SOPs) emphasizing quality on service delivery. The findings further showed that hotel managers train their employees on quality and customer service. The results indicated that hotels use customer

feedback (market intelligence) to improve quality of their products and their main reason of adopting QMS is to satisfy the customers. Hotels in Zimbabwe benchmark and learn about quality from each other at fora, workshops and exhibitions organised by key stakeholders. The results also revealed that the adoption of QMS by hotels aim at improving customer satisfaction. For this reason, hotels have established quality functions and committees to address customer issues. Four of the nine hotels (44%) follow local BE and have won awards, with results proving that employees are involved in decision making and customers are part of the product development process. The results showed that government is one of the major stakeholders that influences the adoption of QMS in the hotel industry.

The results conform to contingency theory (Wollmann & Steiner, 2017) considering the effects of external business environment on the organisation. According to the theory, the actions or strategies taken by the firm to gain competitive advantage depend on the prevailing situation. The theory focuses on the internal organisation to achieve efficiency through formalised procedures and specialisation. Firms therefore, respond to external factors in order to perform (Shala, Prebreza & Ramosaj, 2021). Thus, the flexibility of the organisation to the set structure is important to deal with environmental turbulence which forces firms to think of new ways and new behaviour for them to survive. The hotels studied conduct customer intelligence in order to meet environmental turbulence (Wollmann & Steiner, 2017). The theory considers that organisations should assess the business environment to gain knowledge and set a strategy that is appropriate for each environmental turbulence level (Shala, Prebreza & Ramosaj, 2021). Environmental turbulence may take the form of competition, technology, market turbulence and regulatory turbulence. Pandemics like COVID-19 have brought the worst turbulences in the hotel industry which calls for the adoption of certain quality standards to stop spread of the disease. It is emerging from the new challenges that there is need for multiskilling and professional development of the employees, increased sense of hygiene, sanitation and related standard operating practices, optimism toward revival of the industry, media roles, and need for better crisis preparedness (Kaushal & Srivastava, 2021). Following the main themes emanating from pandemics; health and hygiene, human resource management, continuity and concern, it is therefore important that hotels find ways to deal with customer needs in this turbulent environment. Scanning of the environment provides hotels with relevant and accurate information which helps them to adopt QMS and provide

products that meet customer needs, that are technologically advanced and that are competitive in the market.

However, contingency theory to some extent depicts planned actions in case of eventualities yet the adoption of QMS is not an eventuality but rather, it is a planned goal. Reed (2020) denotes those contingency measures in operation of any business are affected by the organisation size, resources, management and staff capabilities. Most of the hotels are of a small size and this affect their capacity to react to business environmental turbulence and it calls for the intervention of government and authorities for them to survive. Eventualities like the COVID-19 pandemic saw most of the hotels failing the world over and in Zimbabwe; small hotels were the hardest hit with all their quality demanding reconfiguration in response to the new demands. The government of Zimbabwe had to avail the tourism industry recovery loan facility to assist the hotels recover from the effects of the pandemic.

#### **6.14 Chapter summary**

From the generated data, the study showed that five of the nine hotels are chain hotels and four of the nine hotels are independent hotels. The hotels are at different stages of QMS adoption. It was observed that stakeholders in the Zimbabwe hotel industry are aware of QMS, although three of the four stakeholders (75%) are aware of it in an abstract sense. Only one key stakeholder, the SAZ had a clear definition of quality and is offering various QMS certification to the hotels including ISO 9001:2015. Hotel managers train their employees on quality and customer service. Benefits brought by the adoption of QMS in hotels pivot at customer satisfaction as integral. The study also showed high staff and management turnover, poor remuneration of hotel employees, lack of financial resources, poor product development, small size of hotels and the absence of a specialised quality function in the hotels' structures as key internal factors affecting the adoption of QMS in Zimbabwe's hotel industry. The study further showed that external factors contributing to the adoption of QMS in the hotel industry include government regulations, industry dynamic competition, high costs of technology, an unstable economy characterised by high inflation, corruption and the poor hotel industry supporting infrastructure. The study also showed that hotels in Zimbabwe do not use international BE tools. Only a few hotels subscribe to local BE and they appreciate the benefits of using BE tools. The study also showed that government is one of the

major external stakeholders which influences the adoption of QMS in the hotel industry besides banks, local authorities, ZTA, TBCZ, HAZ and SAZ

The subsequent chapter presents the summary, conclusions and recommendations of the study.

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## CHAPTER 7

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 7.1 Introduction

The preceding chapter, Chapter six, presented the results, and discussed the study's significant findings in line with literature on QMS related to the hotel industry in Zimbabwe. This chapter presents the summary, conclusion and recommendations of the study. Areas for further study are also suggested in this chapter.

Quality management concerns have become the most critical issues facing the hotel industry. Hotels in Zimbabwe are faced with the challenge of depressed business despite the phenomenal growth of the tourism industry (ZTA, 2019). Statistics from the Zimbabwe Tourism Authority (ZTA) have established that the period between 2007 to 2019 tourist bookings have dropped from an average stay of 5 days down to 2.5 days, the hotel occupancy rate in the country has never achieved an average of more than 53 percent at national level and the majority of tourists visiting Zimbabwe seek alternative hotel bookings. The Covid -19 slump between the period 2020 to 2021 exacerbated the nature of hotel occupancy to less than 10 percent in 2020 during the period of lock down, and reached a maximum of 53 percent in the current post Covid 19 occupancy rate (ZTA, 2022). The hotel occupancy rate has remained depressed despite the improved business in the tourism industry. A plethora of studies have established a connection that exists between adoption of quality management systems (QMS) and performance of the hospitality industry in the tourism sector (c.f. 2.5.9 and the studies have concluded that the adoption of quality management systems by hotels is an indispensable antecedence of customer satisfaction and an influence to tourists destination choice behaviour. Satisfied customers derive their judgement of quality from service delivery thus providing evidence to the view that high quality management systems have the capacity to satisfy customers and to meet customer needs beyond expectations. This motivated the researcher to carry out a study on factors that contributes to the adoption of quality management systems by hotels in Zimbabwe. In addition, the Standards Association of Zimbabwe highlights that only seven out of one hundred and thirty-two registered hotels in the country are ISO certified

(SAZ,2021), implying the statistical result that 94.6 percent of Hotels in Zimbabwe were struggling to meet international quality management standards, and a mere 5.4 percent are certified. The low rate in quality certification of Hotels in the country suggest a huge gap in quality standards of hotels in Zimbabwe but the question on why hotels are struggling to get registered for quality certification remained open ended. In the context of this study, the nexus between quality certification of hotels and customer satisfaction unlocked gaps for the researcher to venture into an academic study to answer the question of factors contributing to the adoption of quality management systems in Zimbabwe hotel industry. The limited occupancy rate in the country`s hotels (ZTA, 2019), the dynamics associated with customer satisfaction tastes in quality management judgement (Kotler, 2018), and the argument associated with the definition of quality dimensions in the service industry (Grant, 2020) created gaps and unanswered questions that provoked this study to be carried out. The main study question was to examine the factors that contributes to adoption of quality management systems in the hotel industry in Zimbabwe for their sustainable competitiveness.

## **7.2 Restating the research objectives and questions**

The main aim of the study was to investigate the factors which contribute to adoption of quality management systems within the Zimbabwe hotel industry for their sustainable competitiveness. Through understanding of the factors affecting the adoption of quality management systems in hotels, holistic measures can be employed to improve the adoption of quality management systems in hotels and improve their operations.

### **7.2.1 Research objectives**

The study focused on the following objectives as outlined in Section (1.6):

- To investigate the level of stakeholders` awareness of QMS in Zimbabwe`s hotel industry;
- To critically examine the factors contributing to the adoption of QMS within Zimbabwe`s hotel industry;
- To examine the benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe`s hotel industry;

- To identify external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry; and
- To propose a model of QMS adoption within the hotel industry in Zimbabwe.

### **7.2.2 Research questions**

The study sought to answer the following questions:

- What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?
- What are the factors contributing to the adoption of QMS within Zimbabwe's hotel industry?
- What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?
- What are the external stakeholders influencing the adoption of QMS within Zimbabwe's hotel industry?
- What QMS adoption model can be proposed to enhance the adoption of QMSs in the hotel sector in Zimbabwe?

### **7.3 Unique contributions**

This study made extensive contributions to the existing body of knowledge in the form of literature, methodology and management practice (practical contributions) as outlined in the following subsections.

#### **7.3.1 Literature contribution**

This study firstly contributes extensively to the existing body of knowledge on factors contributing to the adoption of quality management systems in the hotel industry. As noted in literature review, there is limited research on factors contributing to the adoption of quality management systems in the hotel industry in Africa and especially in Zimbabwe. There is also limited documentation of information on quality management systems in the hotel industry in developing countries, yet the impact of QMSs adoption in the hotel industry suggest a critical need to adopt QMS (c.f. 2.5.9). This study therefore provides insights on the debate on quality management systems in hotels by focussing on factors contributing to the adoption of quality management systems in Zimbabwe hotel industry.

Secondly, this study made a distinct literature contribution by doing a supply side analysis and critical examination of factors contributing to adoption of QMSs in the hotel from the views and perception of hotel managers, hotel employees and key external stakeholders – Zimbabwe Tourism Authority (ZTA), Tourism Business Council of Zimbabwe (TBCZ), Hospitality Association of Zimbabwe (HAZ) and Standards Association of Zimbabwe (SAZ). The findings of the study revealed that some of the factors contributing to adoption of QMSs in the hotel industry in Zimbabwe concur with a number of factors highlighted in literature such as high management and staff turnover, shortage of financial resources, hotel size, high taxes, and licensing fees, high levels of competition and economic challenges (c.f. 3.2; c.f. 3.3; c.f. 3.4). However, the study also revealed that some of the hotel managers interviewed did not fully understand the concept of quality management systems which implied a need for training and increased awareness in quality management systems (c.f. 6.6.1).

Thirdly, this study proposes a model for adopting QMS in the hotel industry to give guidance to hoteliers in Zimbabwe on how to adopt QMS (see Figure 7.1). The model for adopting QMS in the hotel industry proposed in the current study is the first of its kind addressing the factors contributing to the adoption of QMSs in Zimbabwe. The study also revealed the status quo with regards to adoption of QMSs in the Zimbabwe hotel industry which could provide answers to the status of QMSs adoption in the country

### **7.3.2 Methodology contribution**

This study firstly contributes to methodology by employing a one-pronged approach that investigated the supply side in order to critically examine the factors contributing to adoption of QMS in the hotel industry. This is different to the common method of using expert opinion alone to establish factors affecting adoption of QMS and developing QMS adoption model. Secondly, this study made a distinct methodology contribution by adopting a multi case study approach to collect and analyse research data. The data was collected from three different sources thus managers, staff and key external stakeholders using interviews and focus group discussions achieving data triangulation and method triangulation. Qualitative methods were used, both content analysis and Nvivo 12 were used in data analysis yielding more detailed and reliable results. Cases were compared drawing up patterns and relationships. Thirdly, another unique

contribution is the use of a multi-dimensional approach. Instead of investigating just one QMS, this study considered all QMS that are macro and micro. Macro QMS include total quality management (TQM), ISO 9001, six sigma, continuous improvement, lean production, benchmarking and business excellence. Micro QMS specific to the hotel industry include Hazardous Analysis Critical Control Point (HACCP), Assured Safe Catering (ASC) and ISO 22000 Food Safety Management (FSM). This enhanced deep understanding of different types of QMSs and what affect their adoption in the hotel industry in general.

### **7.3.3 Practical contribution**

This study's contribution comes in the form of a proposal of a model for adopting QMS in the hotel industry– an aspect that is currently lacking in existing literature, especially from a developing country point of view. This tailor-made model for adopting QMS in the hotel industry is specifically addressing Zimbabwe hotel industry. This model is proposed in Figure 7.1.

The model for adopting QMS in the hotel industry is a reflection of the integration between theory and practice. The model is a result of a merger between concepts and aspects picked from and discussed in literature and those aspects derived from the results of the study in hotels. Hotels, face challenges as they try to adopt QMS and these problems include resistance by employees to embrace QMS, lack of knowledge in management and staff on QMS, competition, unstable economy and lack of foreign currency. In addition, the hotels find it unaffordable to adopt QMS due to financial constraints. The model addresses how hotel managers can adopt QMS in their establishments. It proposes an eighteen (18) step process which managers can follow in adopting QMS. Seven steps are internal, ten are external and one is inexternal. A detailed discussion of the model and implementation of the model is discussed in Section 7.6.

## **7.4 Summary of the study's findings**

The subsequent section presents a summary of the study's findings.

### **7.4.1 Stakeholders' awareness of QMS in the hotel industry**

The study revealed that key stakeholders in Zimbabwe's hotel industry were aware of QMS, although three out of the four key stakeholders (75%) were only aware of it in abstract terms.

Managers and staff elucidated quality according to their own understanding and did not define it according to the definitions proffered by quality gurus or scholars. Among the hotels, seven of the nine hotels (78%) had written quality policy documents. Of the seven hotels that had quality policy documents, most of their managers and staff did not refer to the documents in their definitions of quality. Only one key stakeholder that is the SAZ had a clear definition of quality and is offering various QMS certification to the hotels including ISO 9001:2015. The study also showed that hotel managers train their employees on quality and customer service. The employees wear uniforms in order to improve service quality. Managers obtained feedback from customers through different ways which include questionnaires, feedback forms and online platforms like WhatsApp, Facebook, blogs, and websites. Hotels learnt about quality and QMS from each other and at meetings, workshops and exhibitions organised by key stakeholders.

Apart from the above, the study also established that hotels in Zimbabwe use QMSs that are adapt and fit to their own facilities and they do not follow any previously documented quality philosophy. The hotels that are certified with SAZ had their own QMSs that pass SAZ certification. Managers and staff admitted to the benefits brought about by the adoption of QMSs in hotels. Benefits of adopting QMSs include improved customer satisfaction, as integral among continuous improvement, improved reputation, competitiveness, organisational efficiency and employee satisfaction. Finally, the study revealed that, the level of QMS awareness was found to be high among chain hotels than in independent hotels.

#### **7.4.2 Internal factors contributing to the adoption of QMSs by the hotels**

The study revealed that in Zimbabwe's hotel industry, managers and employees in the hotels are well qualified which cannot be a cause for concern in the adoption of QMS. All the nine managers are holders of honours degrees and two of the nine managers (22%) are holders of master's degrees. However, the study's results showed a high management turnover with eight of the nine managers (89%) not lasting their organisation's strategic plan life span of five years. Most of the staff members were engaged on contract basis and a number of students employed on internship constituted a big part of staff. Finances affected the adoption of QMS as the hotels financed their initiatives from profits and shareholders contributions which proved difficult. Chain hotels were abreast with trend technology as all of them were using the latest technology in their operations.

Quality communication in the hotels was done using various media and more organised in big hotels than in smaller hotels. Embracing of change in the hotels seemed to be high in chain hotels products offering, operations and management, the hotels are offering beyond food and accommodation to include spas, tour operations, meetings, events, conferences and exhibitions. From the study's findings, it was also clear that independent hotels did not have specialised quality departments in their structures. The chain hotels have broad structures and the independent hotels have lean structures that affected quality implementation in the hotels. In two of the four independent hotels (50%) the personnel interchange roles serving in more than one department. The study showed internal factors affecting the adoption of QMS in the hotel industry as:

- High management and staff turnover;
- The hotels have no specialised quality function within their establishment;
- Poor remuneration of hotel employees;
- Shortage of financial resources;
- Lack of product development; and
- Hotel size and structure.

#### **7.4.3 External factors contributing to the adoption of QMSs by hotels**

The study showed that external factors contributing to the adoption of QMS in the hotel industry include a number of government regulations that stipulate high fees when registering hotels and industry specific taxes. Competition among hotels was increasing the rate at which hotels were adopting QMS. The need by local hotels to get international recognition was also influencing the adoption of QMS. Global Distribution Systems and technologies such as Amadeus and Galileo are very expensive beyond the reach of independent hotels. It was observed that the inability of independent hotels to afford global reservation systems compromised the quality of their.

Apart from the above, inflation also affected the adoption of QMS as the hotels were failing to do renovations and acquire the right technology as the local currency failed to store value for capital investments. The lack of supporting infrastructure in Zimbabwe's hotel industry also affected the adoption of QMS as lack of safe and clean water and electricity outages demand expensive alternative investment. The Internet is very expensive in the country yet its use is as at the core of

quality enhancement in the hotel industry. Corruption by licensing authorities is also affecting adoption of QMS. Benchmarking by hotels also influenced the adoption of QMS among hotels. The hotel association also influenced its members to adopt best business practices through workshops, seminars and conferences. The factors contributing to the adoption of QMS in the hotel industry can be summarised as:

- High taxes and licensing fees;
- Industry over regulation;
- High levels of competition and low levels of cooperation;
- Economic challenges of hyperinflation;
- Poor industry supporting infrastructure;
- Corruption by authorities; and
- Lack of hotel customers associations.

#### **7.4.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry**

The study showed that hotels in Zimbabwe do not use any of the internationally recognised Business Excellence (BE) models. Four of the nine hotels (45%) have won awards at some point from local BE models that include the Zimbabwe National Chamber of Commerce Awards (ZNCCA) and the Megafest Awards. The awards are not well documented, the awarding criteria are left known to very few and literature on the awards is scarce. The results revealed the benefits of adopting BE as a tool for improving quality in the hotel industry as customer satisfaction, continuous improvement, and training of employees, effective communication, community satisfaction, employee's satisfaction and good management. BE tools improved management or leadership style as employees are involved in the business' decision-making process. Customers become part of the product development process through the use of BE tools. Therefore, BE tools lead to improved operations by use of computerised systems and guided information analysis.

#### **7.4.5 External stakeholders influencing the adoption of QMSs in the hotel industry**

The study showed that the government is one of the major external stakeholders influencing the adoption of QMSs within the hotel industry in Zimbabwe through the economic policies and

statutes it adopts. Banks are not advancing loans to hotels to finance the adoption of QMS. Although the RBZ had a revolving loan facility set aside for hotels, from the study's findings, it seems none of the hotels had accessed the facility. The main reason why hotels implement QMS is to satisfy their critical stakeholder- the customers and it was also noted that customer associations are still unavailable in the hotel industry. Finally, the ZTA, TBCZ, HAZ and SAZ are also critical external stakeholders that influence the adoption of QMS by hotels in Zimbabwe.

## **7.5 Conclusions of the study**

The study investigated the factors contributing to adoption of quality management systems in the Zimbabwe hotel industry for their sustainable competitiveness. Through understanding of the factors affecting the adoption of quality management systems in hotels, holistic measures can be employed to improve the adoption of quality management systems in hotels and improve the hotel industry's competitiveness. It can be concluded that there is low and late adoption of QMS in hotel industry. There a number of factors contributing to adoption of QMSs. The study used a multiple case study research design underpinned in the interpretivism paradigm. Contingency theory, chaos theory and resource-based view theory were used to comprehend the adoption of QMS by hotels in Zimbabwe. Four key stakeholders, nine hotel managers and forty-eight staff members from nine hotels in Harare were selected purposively to be the study sample. Focus group interviews and qualitative interviews were used to collect data for the study. Content analysis was used to analyse the interview transcripts. Data was analysed for content using thematic analysis. The study's conclusions are presented below.

### **7.5.1 Stakeholders' awareness of QMS in the hotel industry**

It can be concluded that stakeholders in Zimbabwe's hotel industry were aware of QMS. However, they did not normally follow their written down standard operating procedures when referring to quality and they do not practice quality issues according to the tenets of the quality gurus or models (c.f. 4.2; c.f. 4.3). Quality awareness in the hotels was positively reflected in chain hotels that had prepared quality policy documents However, independent hotels reflected quality awareness but it was in an abstract sense. Hotels in Zimbabwe used QMSs that fit and adapt to the organisation's sizes. It can be concluded that the SAZ is the major stakeholder in the hotel industry empowering

hotels with quality training and offering certification to hotels including ISO 9001:2015. Three of the nine hotels are ISO certified. In order to empower employees on quality issues, hotels are training their employees on customer service and dressed them accordingly. Feedback from customers was used by the hotels to improve their products and services. However, independent hotels used limited feedback mechanisms. The hotels acknowledged the benefits brought about by the use of QMS and integral to the benefits was customer satisfaction.

### **7.5.2 Internal factors contributing to the adoption of QMS within the hotel industry**

The study showed high management and staff turnover, absence of a specialised quality function within the hotels, poor remuneration of hotel employee, shortage of financial resources, lack of product development and hotel size as major internal factors contributing to the late adoption of QMS in Zimbabwe's hotel industry (c.f. 6.7). It was concluded that high turnover of management and staff is likely attributed to poor remuneration and welfare levels for employees in the hotels. It was therefore further concluded that hotels that have stable employees' turnover, better finances, quality functions and that are innovative are well positioned to adopt QMS (c.f. 6.7.7).

### **7.5.3 External factors contributing to the adoption of QMSs within the hotel industry**

The study revealed high taxes and licensing fees, industry over-regulation, high levels of competition and low levels of cooptation, economic challenges, poor industry supporting infrastructure, corruption by authorities and lack of hotel customers' representation as external factors contributing to the adoption of QMS in the hotel industry (c.f. 6.8). It was concluded that hotels that are capable of strategically responding to the external business environment are competitive, taking advantages of adopting established quality management systems. Hotels are adopting QMS so as to get international recognition as the hotels also serve international customers.

#### **7.5.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry**

The study revealed that the hotels in Zimbabwe follow local business excellence and the hotels do not follow any of the international business excellence models. Local awards that have been won by the hotels include the ZNCC and the Megafest awards (c.f. 6.9.1). To date, no hotel has won the SAZ National Quality Awards. By following BE models, hotels have improved their leadership style, employee involvement, business results, community satisfaction and management reporting among a host of benefits. It was concluded from the findings that there is a positive relation between BE and the adoption of QMS in Zimbabwe's hotel industry.

#### **7.5.5 External stakeholders influencing the adoption of QMS within the hotel industry**

The study showed that the government, the ZTA, TBCZ, HAZ and SAZ as the major external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe. Local authorities and banks were also identified as critical stakeholders in the hospitality industry (c.f. 6.7.3; c.f. 6.10.4). It was concluded from the findings that the adoption of QMS is inevitable when there is a positive relationship between the hotels and the external stakeholders.

### **7.6 Recommendations**

The results of the study mirrored that there are a number of internal and external factors affecting the adoption of QMS in the hotel industry in Zimbabwe and there is need for an industry multi stakeholder strategy to better position the tourism and hospitality sector for sustainable business performance. The findings reflected that the adoption of QMS in the hotel industry bring a number of benefits that enable the hotels to be competitive locally and internationally. However, the study having been carried out based on a multi case study approach in Harare as a representative of Zimbabwe's hotel industry, provided an understanding of the internal and external factors delaying the adoption of QMS in the hotel industry. The proposed model for quality management systems adoption in the hotel industry enlightens stakeholders on how hotels can adopt quality management systems in an updated manner. The model outlines the planned procedures and actions that could be used to improve adoption of QMS in hotels for their sustainable competitiveness.

From the findings, the researcher suggests the following recommendations that could improve the adoption of QMS in Zimbabwe's hotel industry:

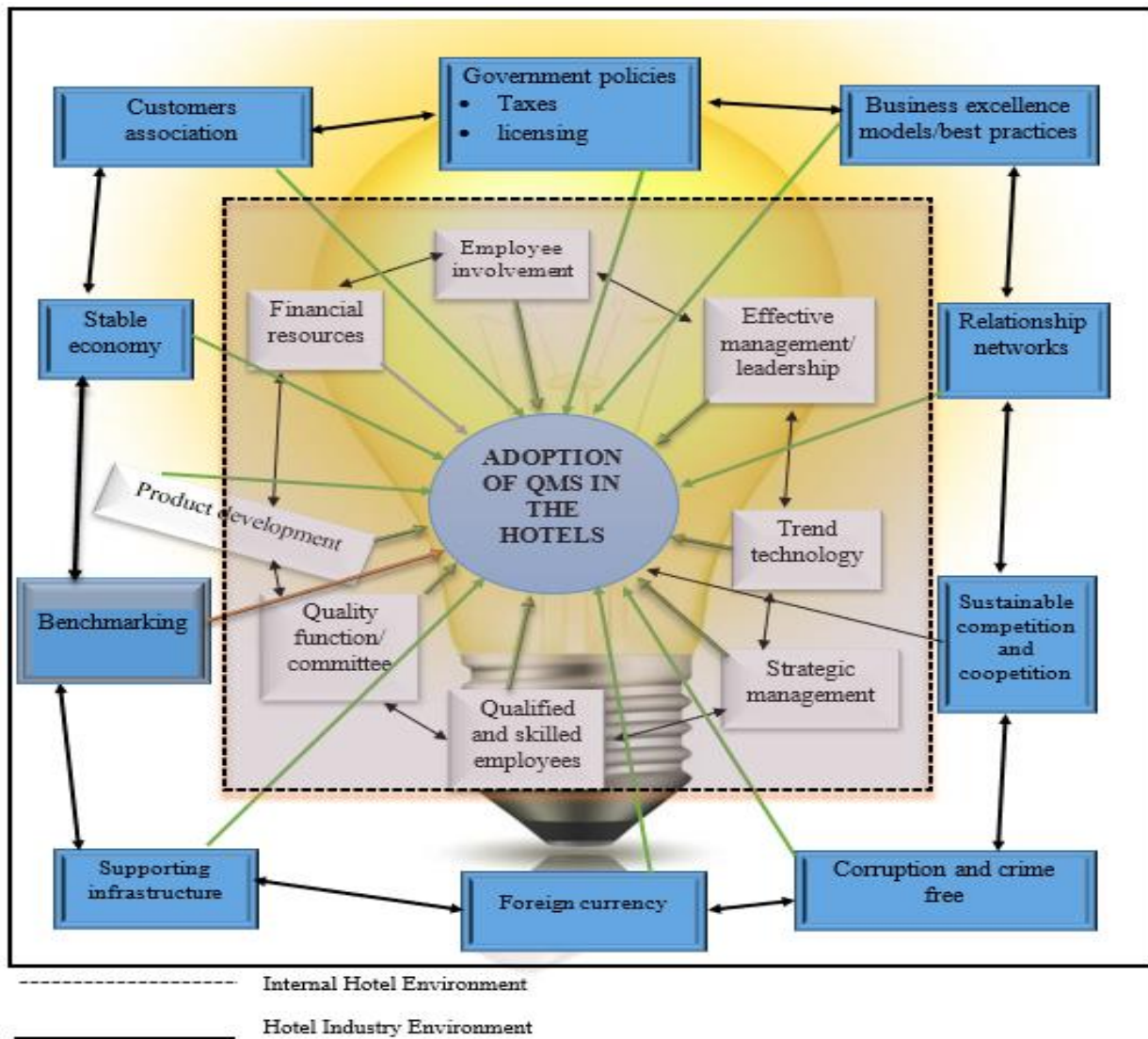
- ✓ Hotels in Zimbabwe should strategically prepare for adoption of QMS using informed models accommodating the internal and external factors influences in a systematic and integrated way (c.f. 3.2. c.f. 3.3);
- ✓ Independent hotels need to come up with standard operating procedures and quality policy documents to be referenced by their employees when performing their duties. The standard operating procedures assist the employees as quality handbooks and to adhere to the outlined quality management systems (c.f. 6.6.4);
- ✓ Small hotels should comprehend physical aspects of service quality, they need to dress their employees uniformly and spruce up the outlook of their facilities in order to improve their image as it create competitive advantage (c.f. 2.5.3.1);
- ✓ Hotels need to train their employees frequently so that quality concepts stick. It was observed that hotels in the study trained their employees but sometimes employees go for years without being retrained (c.f. 3.2.1);
- ✓ Hotels need come up with quality measurement instruments that are tailor-made based on modified well recognised service quality measurement instruments (c.f. 2.5.5). The quality measurement instruments can assist in measuring customer satisfaction in the hotels quantifying the benefits of adopting QMSs;
- ✓ The ZTA as the authority that licenses, grades and standardise hotels should develop minimum quality standards to be confirmed to by all hotels. ZTA should license hotels after the adoption of a clearly recognised QMS. The ZTA needs to relook at its role because from the study's findings, the ZTA claimed it had nothing to do with QMS in the hotel industry (c.f. 6.1.1);
- ✓ Hotels in Zimbabwe need to review management and staff salaries and their general welfare to become competitive so that they can reduce the high rate of turnover in order to fulfil strategic management decisions in pursuant of the adoption of QMS (c.f. 3.2.2; c.f. 4.3.5);
- ✓ The government of Zimbabwe should offer loans to support the hotel industry. Such loans should be accessible to all hotels with easy terms and conditions to enable the hotels to

finance their quality initiatives (c.f. 3.4.1). The adoption of QMS by hotels has proved to have positive multiplier effects on the country's economy;

- ✓ Before registering or renewing licenses, the ZTA should include a clause which stipulates minimum technology required at a hotel facility in terms of reservations, equipment, and conferencing and management systems (c.f. 3.3.3). This encourage the hotels to acquire better technologies which influence the adoption of QMS;
- ✓ Hotels should have a specialised department dealing with quality issues within a hotel regardless of its size (c.f. 3.2.7). If resources are limited at least a cross functional committee can serve the purpose;
- ✓ There is need for the government to realign laws that govern the hotel industry, a number of authorities' demand fees from the hotels which end up reducing the hotels returns leaving less to use towards improving quality (c.f. 3.3.1; c.f. 3.4.1);
- ✓ Hotels in Zimbabwe should practice coepetition as an alternative to competition. Coepetition pulls resources together, brings economies of scale while competition leads to waste of resources during market fights (c.f. 3.3.2). Coepetition can lead to the acquisition of global technologies and sharing of supporting infrastructure;
- ✓ Registration of hotels and renewal of hotel licenses should be done using electronic platforms to minimise corruption tendencies (c.f 3.3.8). Inspection of facilities should be done regularly not just once when registering the facility;
- ✓ A hotel customers' association is supposed to be formed in the country with the help of the hotels associations so that it can act as an advocate group for enhanced quality service delivery in hotels (c.f. 3.4.4). It should be mandatory for all hotels to affiliate to HAZ so that they benefit from HAZ programmes done in conjunction with other key stakeholders; and
- ✓ The ZTA should establish quality awards that are specific to hotels in order to encourage the use of business excellence tools in hotels (c.f. 4.4).

Apart from the above recommendations, the study proposed a model for adopting QMS in the hotel industry which is presented in Figure 7.1 on the next page. The model's key facets are discussed subsequently. The model's key facets are mitigates of factors affecting adoption of QMS in the hotel industry identified in the study results. The development of the proposed model fulfils the sixth research objective: To propose a model of QMS adoption within the hotel industry. The

supposition is that the model will help hotels in Zimbabwe to strategically adopt QMSs in order to improve their sustainable competitiveness.



**Figure 7.23: The model for adopting quality management systems in the hotel industry**

The proposed model for adopting QMS in the hotel industry has eighteen (18) key facets. Seven facets are internal, ten are external and one is inexternal. The model's key facets are briefly explained below:

- **Strategic management**

Management of hotels need to develop a vision that embraces quality and strategies for the adoption of QMS in the hotels that will control allocation of resources, products offerings and systems to manage ambiguities prevailing in the business environment. Staff at all levels should be involved in crafting the vision and strategies so that they support it, bringing in what they tap from the customers.

- **Qualified and skilled employees**

Hotels should hire qualified and skilled employees so that they add value to their quality strategies. The employees are useful in QMSs formulation. Their skills and qualifications also matter in the implementation of QMS including in the formulation of quality vision and strategies. Qualified and skilled staff are able to use systems and technologies appropriately.

- **Effective management/ leadership**

Management or leadership of hotels should be responsible and accountable for forming and communicating a quality vision and strategies for the adoption of QMSs to ensure organisational continuous improvement. Effective leadership or management styles that involve employees in decision making should be adopted so as to achieve positive business results.

- **Trend technology**

It is essential for the hotels to implement the latest technology in their operations; communication in and outside their organisation and storing information as this reduces operating costs and affords the adoption of QMS. Organisations that are advancing in technology enjoy maximum benefits through its utilisation.

- **Employee involvement**

Employees' involvement in decision making is one of the sustainable ways of adopting QMS in the hotels. Employees should at all times know and understand customer needs better and they should be part of QMS. Employees are capable of repairing dented service quality.

- **Financial resources**

The hotels need to set aside budgets for the implementation of QMS, to train staff, hire or pay quality consultants, procurement of necessary equipment and associated costs. Mechanisms to secure the finances by the hotels need to be in place before starting the process of adopting QMS so as to prevent wastage of resources if the process is half done.

- **Quality function**

The management of hotels should establish a specialised quality management department responsible for quality issues. Should they fail to have a quality function, at least a cross functional quality committee spearhead the adoption of QMS adoption as positive work culture is established when quality turns to be the duty of everyone to improve the ways work is done.

- **Product development**

Hotels need to involve employees and customers when developing new products, service delivery systems and any new ways of conducting business. Internal and external stakeholders' inputs in product development enable quality improvement to be realised.

- **Sustainable competition and cooptation**

Hotel managers need to consider sustainable competition and cooptation as fundamental pillars in the adoption of QMS. Only if a hotel is well resourced can it pursue competition and the small independent hotels can consider cooptation in order to enjoy economies of scale. Cooptation can bring in standardised systems among members which improves the quality of their products.

- **Stable economy**

Hotels can easily adopt QMS when operating in a normal stable economy with consistent economic policies for them to plan and invest towards it. Management of hotels should develop mechanisms of dealing with economic shocks so that the quality strategies are not disturbed. When the economy is performing well, hotels are in a better position to adopt QMS.

- **Foreign currency**

Availability of foreign currency is very critical for quality improvement in the hospitality industry. Hotels need foreign currency to buy the latest equipment and hotel management software that is

in most cases imported. Hotels need to focus on budgeting for quality using foreign currency which does not lose value due to inflation.

- **Corruption and crime free**

Hotels are not supposed to tolerate corruption in the licensing process and remittance of statutory fees if they are to embrace genuine quality in their organisations. The process of licensing and grading of hotels should be done in a manner which is auditable. Hotels need to implement computerised systems to curb theft of their small property from their premises like the use of CCTV and monitored check in and check out points.

- **Supporting infrastructure**

Managers need to make sure that there is an adequate and reliable supply of water, electricity and Internet as they are the basics of quality in the hotels.

- **Benchmarking**

Hotels need to learn from each other, copying quality strategies from those performing well and generating new ideas on how to improve. They should make sure that they match or surpass what their partners and colleagues in the industry offer.

- **Relationship networking**

Hotels need to affiliate or relate to key industry stakeholders, to cooperate and exchange resources, ideas, knowledge and information in the industry. Interface with customers, other hotels, suppliers, researchers and universities is critical for information sharing as hotels work towards the adoption of QMS.

- **Business excellence models**

It is imperative to develop local business excellence models or best practices that are specific to hotel industry. The business excellence models offer a platform for competition among the hotels with a clear judging and or awarding criteria that fosters sustainable hotel business growth. The business excellence models need to be feeding to national, regional and international business excellence models for greater exposure to best practices.

- **Customers association**

It is important to listen to customers' voices so as to improve quality in the hotels. Customers' associations lobby for the missing quality dimensions in the industry's products and it is important to consider them in quality improvement.

- **Government policy**

The taxes and license fees should be gazetted in a way that encourages the adoption of QMS in the hotel industry. Access to cheap funds and rebates encourages hotels to improve the quality of their products.

### **7.7 Recommendations for further research**

The study was conducted in one industry and is subject to disparagement for being too narrow and problematic to generalise the results and theory creation. Nevertheless, the study gives better control over differences in characteristics of industry and challenges that are explicit to the industry. Single industry study can be replicated in other industries and relating the results cross sectional and longitudinal over time. Hence, it is recommended that similar study to be conducted in other industries and again in the similar industry at a later time and compare the findings.

It is recommended for further research to consider taking the views of customers and hospitality trainers, the study only considered managers, staff and key stakeholders views on the factors affecting adoption of QMS in the hotel industry in Zimbabwe. While this study adopted a qualitative methodology, it is recommended that further research could adopt a quantitative methodology to validate the results. The study used case hotels in Harare only especially the 1-3 star rated hotels. Future research can use other high rated hotels, chain hotels and independent hotels outside Harare to evaluate if the results are valid.

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## APPENDICES

### Appendix 1 Hotels in Harare

<b>Hotel</b>	<b>Size /Number of rooms</b>	<b>Ownership /Affiliation</b>	<b>Grade (star)</b>	<b>Location</b>	<b>Level of Service</b>
Rainbow Towers Hotel	305	Chain	5	Suburban	Luxury
New Ambassador Hotel	72	Chain	3	Downtown	Mid-range
Meikles Hotel	312	Independent	4	Downtown	Luxury
Cresta Jameson Hotel	122	Chain	3	Downtown	Mid-range
Cresta Lodge Hotel	175	Chain	4	Suburban	Luxury
Cresta Oasis Hotel	110	Chain	3	Downtown	Mid-range
Russel Hotel	26	Chain	1	Suburban	Economy
Harare Safari Lodge Hotel	12	Independent	1	Suburban	Economy
Holiday Inn Harare	201	Chain	3	Downtown	Mid-range
The N1 Hotel -Samora Machel	30	Chain	2	Downtown	Economy
N 1 Hotel - Rotten Row Harare	32	Chain	2	Downtown	Economy
Bronte Hotel	102	Independent	1	Suburban	Mid-range
Monomotapa hotel	180	Chain	4	Downtown	Luxury
Pandhari Hotel	71	Independent	3	Suburban	Mid-range
Queens Hotel	35	Independent	2	Downtown	Economy
Hotel Almond	40	Independent	1	Downtown	Economy
Mandel Training Centre	?	Independent	?	Suburban	Mid-range
ZESA Training Centre	140	Independent	?	Suburban	Economy

The Grand Selous Hotel	50	Independent	2	Downtown	Economy
Queens Hotel	?	Independent	1	Downtown	Economy
Holly's hotel	?	Independent	?	Downtown	Economy
Mushandira Pamwe Hotel	?	Independent	?	Suburban	Economy
Chivendera Villa - House Of Elegance	27	Independent	?	Suburban	Mid-range
Golden Peacock Hotel and Villa (Segecoa)	154	Chain	3	Suburban	Mid-range
Capstone Hotel [former Courtney Hotel]	33	Independent	1	Suburban	Economy
Grand Selous Hotel	50	Independent	1	Suburban	Economy
The Harare International Airport Hotel Arlington	?	Chain	2	Airport, Suburban	Mid-range
Island Hotel	72	Independent	2	Suburban	Mid-range
Horizon Inn	23	Independent	2	Suburban	Mid-range
Pentagon Hotel	28	Independent	2	Suburban	Mid-range
Elizabeth Hotel	?	Independent	1	Downtown	Economy

**Source:** Zimbabwe Tourism Authority (2019)

## Appendix 2

### Theoretical foundations and research gaps

Key concept / School of thought	Principal author and other authors	Approaches and key concepts, research gaps/anomalies
<b>Quality Management</b>	Shewhart (1931) and Deming (2018a)	Control chart and Plan-Do-Study- Act (PDSA) cycle, 14 obligations of top management (14 principles in quality), seven deadly sins and diseases/ PDCA The cycle works best when conditions are perfect/normal.
	Feigenbaum (1961)	Total quality control, steps to quality; make it right the first time, stress on designing of quality programmes, participation of every division personal and use of statistical methods.
	Crosby (1996)	4 principles for quality management and 14 steps to quality improvement. Alleged top management is hundred percent accountable for quality problems more than employees.
	Juran (1992)	The Juran Trilogy: quality planning, quality improvement, quality control and cost of quality
	Ishikawa (1991)	Company Wide Quality Control (CWQC), started Quality circles and introduced fishbone diagrams
	Oakland (2003)	TQM Model, 7 steps TQM framework with 4ps (people, planning, performance and processes) and 3Cs (communication, culture and commitment) is shallow.
	Kehoe (1996)	The dimensions of quality management. Dimensions of quality management are varied depending on the nature of product and purpose of it.
	Shingo (1989)	Zero quality control system; Poka yoke, source inspection, mistake proofing, just in time. Shingo approach to quality in real world companies is not clear and lacks underlying theory on how the systems work to improve quality.
	Taguchi (1984)	Three stage design process: system design, parameter design and tolerance design
	<b>External factors</b>	Selznick (1957)
Aguilar (1967)		PESTEL
Porter (1985)		Porter's five forces model; new entrants, suppliers, buyers, substitutes.
Porter (1985)		Potters' generic strategies: cost leadership strategy, differentiation strategy and focus strategy.
Motinho (2000)		Social, cultural, economic, physical, technical, international, communications and infrastructure, administrative and institutional, legal and political (SCEPTICAL)
Ansoff (1988)		Strategic Contingency Theory/ Strategic fit – the environment is made of four different but related factors: complexity, rapidity of change, familiarity and visibility of change.
<b>Internal factors</b>	Ansoff (1957)	Ansoff's product- market matrix. Four strategic diversification options between product and market.
	Kotler and Armstrong (2017)	Portfolio analysis. BCG matrix (dogs, cows, stars and unknown/ question marks)

		The model uses market share and growth rate dimensions in decision making. Management may make premature decisions if used BCG matrix alone in decision making.
	Kaplan and Norton (1992)	Balanced scorecard Does not include employee contribution and fails to include competition as part of the model. It focuses only on results at the expense of employees
	European Foundation for Quality Management (2006)	EFQM excellence model – self assessment tool Customer scoring contribution not reflective of importance of hotel industry. Prevention and team work not included in the model (Kanji, 2012)
	Humphrey (1969)	SWOT analysis (Strength, Weaknesses, Opportunities and Threats) Does not work in a dynamically changing environment with competition. There is no benchmarking with competitors.
	Porter (1980, 1985)	Five forces and three generic strategies: cost leadership strategy, focus strategy and differentiation strategy. Need for identification of strategic position and strategic strength.
	Austin (1990)	Four macro influential factors (economic, political, cultural and demographic)
	Boardman, Shapiro and Veining (2004)	Strategic analysis consisting of all factors
	Johnston, Scholes and Whittington (2008)	PESTEL framework - political, economic, social, technological, ecological and legal It is important to find the key factors affecting QMS than overwhelming all the details of the environment factors, as the factors vary in industries.
<b>Business Excellence</b>	Kanji (2012)	Kanji's Business Excellence Measurement System Further validation and testing of model within local environment
	Potter and Tanner (1998)	Japanese Union of Scientists and Engineers: Demming Prize application of company-wide quality control. Contextualisation of analytical models
	European Foundation (1991)	European Foundation Quality Award (EFQA)
	National Institute of Standards and Technology (2006)	Malcom Baldrige National Quality Award (MBNQA) – quality management excellence and performance. Contextualisation of analytical models MBNQA does not explicitly consider internal customers' satisfaction,

**Source:** Literature

### Appendix 3

#### Sample dimension and sample justification

Strata	Star rating	Data Code - N	Sample size (n)	Justification	
Holiday Inn Harare	3	M1 - 11	1	Operations manager	Operations manager was assigned by the general manager to attend the interview. The operations manager was found to be appropriate since he is in charge of smooth functions of all the three hotels under the chain group of Holiday Inn Hotels in Zimbabwe
		FG1 - 108	7	<ul style="list-style-type: none"> <li>• 2 from food and beverages department,</li> <li>• 1 from front office,</li> <li>• 2 from housekeeping,</li> <li>• 1 from maintenance, and</li> <li>• 1 from marketing and sales department</li> </ul>	The seven employees selected were the most senior staff members in their respective departments. In order to manage group dynamics in focus group only 7 employees were selected. The hotel had 108 permanent employee.
Golden Peacock Hotel and Villa (Segecoa)	3	M2 - 7	1	General manager	The general was the most appropriate person to interview.
		FG2 - 92	5	<ul style="list-style-type: none"> <li>• 1 chef from kitchen department,</li> <li>• 1 from restaurant a waiter,</li> <li>• 1 cleaner, and</li> <li>• 1 from functions department</li> </ul>	5 members were considered in the group as they were the ones seconded to the discussions by their department heads as they had knowledge on the issues under investigation. The hotel had 92 employees.
Ambassador Hotel	3	M3 - 8	1	Front office manager	The researcher requested to interview the front office manager since the manager was college mate at University of Zimbabwe. She understood better my research focus. The manager had worked at three hotels out of six hotels under RTG.
		FG3 - 72	7	<ul style="list-style-type: none"> <li>• 1 from front office,</li> <li>• 1 from housekeeping,</li> <li>• 1 from human resources.</li> <li>• 1 from security,</li> <li>• 1 from maintenance,</li> </ul>	The 7 members were considered in the discussion based on their knowledge and work experience. Main departments at the hotel were fairly represented. There are 72 staff members at the hotel.

					<ul style="list-style-type: none"> <li>• 1 from food and beverages, and</li> <li>• 1 from ICT department</li> </ul>	
Bronte Hotel	2	M4	- 3	1	General manager	The general was the most appropriate person to interview.
		FG4	- 23	4	<ul style="list-style-type: none"> <li>• 1 from house keeping</li> <li>• 1 from food and beverages department –chef,</li> <li>• 1 from housekeeping, and</li> <li>• 1 from accounts</li> </ul>	The 4 staff members were considered in the interviews based on their work experience. The hotel structure is very lean and the four represented key departments. The hotel had 23 employees
Pandhari Hotel	3	M5	- 5	1	General manager	The general was the most appropriate person to interview.
		FG5	- 47	5	<ul style="list-style-type: none"> <li>• 1 from front office,</li> <li>• 2 from housekeeping,</li> <li>• 1 from maintenance, and</li> <li>• 1 from food and beverages</li> </ul>	Senior staff at the hotel were mainly from housekeeping department and that is the reason why 2 were from the department. The staff members were very busy during the times of interview and the manager only released 5. There are 47 employees at the hotel.
The Hotel	N1 - 2	M6	- 6	1	Marketing executive	The group marketing executive was assigned to attend the interview.
Samora Machel		FG6	- 41	5	<ul style="list-style-type: none"> <li>• 2 from housekeeping,</li> <li>• 1 from maintenance, and</li> <li>• 2 from food and beverages</li> </ul>	The focus group had 5 members only and this was appropriate as they were all in good position to discuss meaningfully in the interviews. They are only 41 permanent employees.
Cresta Oasis Hotel	3	M7	- 9	1	Functions manager	The manager was assigned by the general manager and the manager is also an academia and he happen to appreciate the research better.
		FG7	- 90	6	<ul style="list-style-type: none"> <li>• 1 from security department,</li> <li>• 1 from front office,</li> <li>• 1 from housekeeping,</li> <li>• 1 from maintenance,</li> <li>• 2 from food and beverages</li> </ul>	The focus group members were organised by the Functions manager. The comprised represented the staff members at the hotel very well as it draws members from relatively all sections. The hotel had 90 staff members at the facility.
Capstone Hotel	1	M8	- 3	1	General manager	The general was the most appropriate person to interview.
[former		FG8	- 19	4	<ul style="list-style-type: none"> <li>• 1 from front office,</li> <li>• 1 from housekeeping,</li> </ul>	The group had only four participants since the hotel had 19 employees.

Courtney Hotel]				<ul style="list-style-type: none"> <li>• 2 from food and beverages</li> </ul>	
Grand Selous Hotel	1	M9 - 4	1	General manager	The general was the most appropriate person to interview.
		FG9 - 20	5	<ul style="list-style-type: none"> <li>• 1 from house keeping</li> <li>• 2 from food and beverages department –chef, porter, and</li> <li>• 2 from housekeeping, and</li> </ul>	The manager organised the group based on their experience and knowledge of the subject under discussion. The hotel has a staff complement of 20 people and its structure is very lean.
<b>Totals</b>		<b>M - 56</b>	<b>9</b>		
		<b>FG - 512</b>	<b>48</b>		
Tourism Business Council of Zimbabwe TBCZ		Manager	1	Chief Executive Officer	The Chief Executive Officer of TBCZ manages all issues arising from the tourism industry sub sectors. Hotels are also a subsector to TBCZ. Operational and quality challenges are brought to the council for collective redress.
Zimbabwe Tourism Authority (ZTA)		Manager	1	Manager, Registration and grading	ZTA has three main division that are Finance and administration, Marketing and Research, Registration and grading of facilities. The registration and grading of facilities manager was the most appropriate manager to interview on issues to do with QMS adoption in hotels.
Hospitality Association of Zimbabwe (HAZ)		President	1	President	The president of HAZ was the most appropriate to interview since he leads an association that have hotels as its members among others that include restaurants, conference centres, leisure centres and lodges. The president is appreciate better challenges faced by hotels in their operations
Standard Association of Zimbabwe (SAZ)		Manager	1	Standards development and information division	The manager was chosen to participate in the research since he is the responsible for standards development and information of all registered operators. He is also responsible for training before certification. This manager was availed for interview by quality assurance manager after he failed to meet the scheduled interview due to other commitments. The organisation has 9 managers reporting to three respective directors.
<b>Total</b>			<b>4</b>		

## Appendix 4

### Introduction Letter

COORDINATOR, GRADUATE SCHOOL OF BUSINESS



Cell: 0772 241 401 0772  
Fax: 263 – 271 – 7620  
Email : dmaravanyika@buse.ac.zw

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**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

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8 May 2019

**TO WHOM IT MAY CONCERN**

**INTRODUCTORY LETTER: MR BASERA VITALIS: PHD STUDENT: REG. NUMBER: B1850011**

This letter serves to confirm that Mr Basera Vitalis is a Doctor of Philosophy [D Phil] student in the Graduate School of Business at Bindura University of Science Education.

His thesis title is: **'Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.'** Mr Basera's supervisors are Dr T. Chingwaru and Dr. S. Ruturi.

We would be grateful if you could please give him any assistance he may require.

Please do not hesitate to contact us if you require any clarification or additional information.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'D. Maravanyika'.

---

**DR. D. MARAVANYIKA**  
**COORDINATOR**



## Appendix 5: Consent Form



# BINDURA UNIVERSITY OF SCIENCE EDUCATION

## RESEARCH AND POSTGRADUATE CENTRE

### CONSENT TO PARTICIPATE IN RESEARCH

**Research Topic:** Factors contributing to the doption of quality management systems in the hotel industry in Zimbabwe.

**Researcher:** Vitalis Basera [vitalisbasera@yahoo.com](mailto:vitalisbasera@yahoo.com) 00263773543934

**Supervisor:** Dr. Samson Ruturi [samruturi@yahoo.com](mailto:samruturi@yahoo.com) 00263712221348

### STATEMENT OF CONSENT

I have read and understood the information provided about this research study.

I have had an opportunity to ask questions and have them answered.

I understand that the interview will be audio-taped and transcribed.

I understand that I may withdraw myself or any information that I have provided for this study at any time prior to the completion of data collection, without being disadvantaged in any way.

If I withdraw, I understand that all relevant tapes and transcripts, or parts thereof, will be destroyed.

I agree to take part in this research.

**Please tick the relevant box below:**

I agree to have this interview audio recorded.

I do not agree to have this interview audio recorded.

**Participant's signature:** .....

**Participant's name:** .....

**Date:** .....

## **Appendix 6**

### **Interview guide for managers**

The following interview questions seek to gather information on the following:

- a) Level of stakeholders' awareness of QMS in Zimbabwe's hotel industry.
- b) Internal factors contributing to the adoption of QMS within Zimbabwe's hotel industry
- c) External factors contributing to the adoption of QMS within Zimbabwe's hotel industry.
- d) Benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry.
- e) External stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe.

1. What is your highest qualification?

*Prompt: What is your area of specialisation?*

*Prompt: What are the other managers in your organisation?*

*Prompt: What are the qualification of the employees in your organisation?*

2. Are you an independent or a group chain hotel?

3. How many departments or functions are there in your hotel establishment?

4. What is the grade of your hotel?

5. How many rooms do you have?

6. What is your hotel staff establishment?

*Prompt: How many are permanent, contract and attachees?*

7. What is quality?

*Prompt: What are the dimensions or elements of quality that you know?*

*Prompt: Which of the quality dimensions do you consider the most important in your organisation?*

8. What is your organisation's quality management system?

*Prompt: Where do you derive your quality management system from?*

*Prompt: Do you use any quality philosophies derived from quality gurus?*

*Prompt: How important is quality in your operations?*

*Prompt: Do you think a hotel can function effectively without quality management systems?*

9. How do you communicate your organisation's quality policy to your employees?  
*Prompt: Why is it important for employees to be aware of the organisation's quality management systems?*  
*Prompt: How do you ensure that employees understand and operate in line with the organisation's quality standards?*
10. Which quality management systems do you use in your organisation?  
*Prompt: Of the QMS you use, which one do you find very effective?*  
*Prompt: Which benefits are you deriving from using the QMS?*
11. How do you measure customer satisfaction in your organisation?  
*Prompts: Why is it important to measure customer satisfaction?*
12. Which challenges affect the implementation of QMS within your organisation?  
*Prompt: How are you trying to manage the challenges?*  
*Prompt: How do you finance implementation of QMS?*  
*Prompt: With the size of your organisation, do you have a function or a person responsible for quality?*
13. To what extent do you engage your employees and customers in implementing new QMS?  
*Prompts: In your view, why is it important to engage them?*
14. What are the external factors affecting the adoption of QMS in your organisation?
15. Are there any laws that are set by the government to compel you to adopt certain quality standards?  
*Prompt: When applying or renewing your operating licenses, are there any prescribed standards to be met?'*
16. How is globalisation/ internationalisation influencing your QMS?  
*Prompt: What is your take on ISO 9000 and ISO 22000?*
17. What is the effect of the country's economy on the implementation of QMS in your organisation?  
*Prompt: How are QMS affecting your profits?*  
*Prompt. Are you influenced by customers' pressure groups in your management of quality?*
18. To what extent are your products, services and operations affected by the QMS of your competitors?  
*Prompt. How do you maintain your market competitiveness?*

- Prompt. How do you respond to competition?*
19. How do you benchmark with other organisations?  
*Prompts: Why is it important to benchmark with other organisations?*
20. How do you embrace BE?  
*Prompts: Are there any BE models that you follow?*  
*Prompts: Are you realising any benefits from embracing the BE?*
21. How do you monitor the effectiveness and efficiency of QMS activities in your organisation?  
*Prompts: How successful are some of the strategies?*  
*Prompts: Are there any challenges in this regard?*
22. How do you hire, retain and motivate your staff?  
*Prompts: Why is it important to motivate your staff?*
23. How do you enhance skills development of your employees?  
*Prompts: In your view, what is the importance of skills development?*
24. How is the government influencing the adoption of QMS in your organisation?  
*Prompt: What support if any, are you receiving from the government?*  
*Prompt: Which policy can be revisited by the government that is affecting the adoption of QMS in your industry?*
25. Can you finance the implementation of QMS in your organisation by borrowing from banks?  
*Prompt: How flexible are the credit lines?*
26. How are authorities and associations in your industry like the ZTA, HAZ and many others influencing you towards implementation of QMS?  
*Prompt: Are the authorities and associations not too many to the extent of stifling the adoption of QMS?*  
*Prompt: Is grading of hotels really reflecting quality standards?*
27. What strategic measures can be implemented to improve the adoption of QMS in hotel

## **Appendix 7**

### **Focus group discussion guide for the staff members**

The following questions are meant to guide the interviewer in gathering information on the level of employees' awareness of QMS and factors contributing to the adoption of QMS within Zimbabwe's hotel industry.

- 1) What is quality?
- 2) What are the dimensions (measurements/variables) of quality?
- 3) What do you consider to be very important when offering services?
- 4) Which type of QMS is used in your organisation?
- 5) To what extent does your organisation involve you in the implementation of quality management systems?
- 6) What do you think is affecting quality management within your organisation?
- 7) What are the external factors affecting quality management in your organisation?
- 8) To what extent is senior management accountable for production of quality services?
- 9) How do you get to know of new QMS being introduced in your organisation?
- 10) Do you receive training in QMS before they are introduced?
- 11) How often do you retrain on QMS?
- 12) Do you use sophisticated technology when doing your work?
- 13) How supportive is the management in the generation of new quality management ideas?
- 14) To what extent are your ideas incorporated in the running of the organisation?
- 15) How do you handle suggestions raised by your clients?
- 16) How do you address complaints from your clients?
- 17) To what extent are you empowered in making decisions?
- 18) How is your reporting structure affecting the management of quality?
- 19) What strategic measures can be implemented to improve the operations of hotels?

## **Appendix 8**

### **Interview guide for key external stakeholders**

The following interview questions seek to gather information on the influence of the hotel industry key stakeholders on the adoption of QMS in the hotel industry. The interview questions also seek to understand the factors affecting the adoption of QMS in the hotel industry from the hotel industry key stakeholders' perspective and probe for their suggestions towards improvements in the adoption of QMS.

1. What is the role of your organisation in the hospitality industry?
2. What is quality?
3. In your understanding, is the management of quality in the hotels very important?
4. Are you responsible for enforcing quality standards in the hotels?
5. What are the different QMS being used/implemented by hotels in the country?  
Prompt: Of the QMS being used in the hotel industry, which ones are effective?
6. What are the benefits of using QMS in the hospitality industry?
7. How many hotels are quality certified in the country?
8. What is affecting the implementation of QMS within Zimbabwe's hotel industry?
9. How is globalisation affecting the implementation of QMS in Zimbabwe?
10. Can business excellence improve quality in Zimbabwe's hotel industry?
11. As an organisation, do you give/organise awards (monthly, biannual, annual awards) in recognition of best QMS?
12. Is your organisation a government agent?
13. How are you influencing the adoption of QMS in the hotel sector in Zimbabwe?
14. How do you rate the adoption of QMS in the hotel sector?
15. What strategic measures can be implemented to improve the adoption of QMS in hotels?

## Appendix 9

### Language editor's certificate



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**College of Sciences, Theology, Humanities and Education -English Unit**

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13 May 2021

Bindura University of Science Education  
Graduate School of Business, Faculty of Commerce

Bindura

Dear Sir/Madam

**RE: Confirmation of language editing of Mr Vitalis Basera's PhD thesis (Candidate number: B1850011)**

This letter serves to confirm that, for the past month, I was seized with editing Mr Vitalis Basera's PhD thesis with the title: *Factors contributing to the late adoption of quality management systems in the hotel industry in Zimbabwe*.

I hereby certify that the thesis mentioned above, submitted in fulfilment of the requirements for the degree of Doctor of Philosophy with your University has been edited for language, presentation style and in-text and out-of-text referencing. While specific corrections were made in the thesis using the Track Changes function of Microsoft Word, below are some highlights of the major aspects, corrections and suggestions made for the candidate's considerations and further action:

- Editing preliminary issues i.e. the title, declaration statement, dedication, acknowledgements and abstract for lexis, style, register, grammar, punctuation and syntax;
- Editing of the Table of Contents, List of Appendices, List of Abbreviations and List of Figures for language, numbering and presentation;

- Editing the thesis' chapters for style, coherence, register, lexis, in-text citations, punctuation and grammar;
- Editing the References list for presentation, accuracy, consistency and completeness according to the chosen style for citation of sources; and
- Editing the appendices for style, coherence, register, lexis, punctuation and grammar.

While the standard of English language in the thesis is generally satisfactory, a number of language errors that could potentially affect the quality of the thesis were corrected. Some of these language and presentation mistakes included, but were not limited to the following:

- Spelling errors and inconsistencies in the use of British and American English spellings;
- Shortcomings in pronoun reference, repetition, sentence structure, word order, as well as sentence and paragraph transitions;
- Spacing and punctuation mistakes;
- Shortcomings in the use of definite and indefinite articles;
- Shortcomings in syntax as some sentences were unnecessarily long, incomplete or incorrectly punctuated;
- Weaknesses in register- where register was perceived as being low for the level, alternative words were used;
- Weaknesses in lexical variety especially those regarding the use of attribution verbs and transition words; and
- Tense errors in some sections of the chapters where the candidate indiscreetly used the past, present and future tenses.

Additional suggestions were also made in the thesis using the track changes function for the candidate's further considerations and action. Provided the candidate takes note of the suggestions I made and takes measures to correct the errors, I guarantee that the quality of English language, presentation and technical aspects of the thesis generally meet the standard expected for the candidate's level.

Yours faithfully,



Paul Svongoro (PhD, Wits)

Senior Lecturer - English Unit  
 Member (ALASA, SA; SATI, SA)  
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## Appendix 10

### Originality Report

Basera

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ORIGINALITY REPORT

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<b>9</b> %	<b>8</b> %	<b>4</b> %	<b>%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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PRIMARY SOURCES

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## **Appendix 11**

### **Personal Journey**

This expedition started in February 2015 when I came across a book titled *Beyond Total Quality Management: Towards the Emerging Paradigm*, written by Bounds, Yorks, Adams and Ranney (1994) in search of theoretical quality solutions at my work place - University Catering Services. An interest further arose to investigate quality issues in the hospitality industry specifically hotels. Initially, I intended to look at quality management systems implemented by hotels in the city of Chinhoyi to find a guide to quality solutions at his work place.

Questions without answers arose which comprised: If quality management is very important, are hotels embracing it so that they remain competitive? What are the benefits of implementing quality management? What type of quality management systems are being implemented in hotels? How best can quality management be implemented in hotels for competitiveness? From a review of the literature, adequate answers to most of the questions were inept. Then I chose this area of study after realising that it was not well researched in the context of hotels. The area caught my attention to the extent that I became passionately attached to quality management issues.

The study that induced my devotion was Ndhlovu's (2015) study: *An assessment of the innovative measures employed by small to medium size hotels in Harare: Zimbabwe*. Ndhlovu (2015) referred to quality management systems (QMS) as the innovative measures and noted the positive business results from empirical studies.

Later in 2016, I chose to start this PhD and there was no doubt as to the area of study - it had to do with tourism, hospitality and QMS. After the provisional acceptance by the Bindura University, I struggled for some time to get the precise topic to pursue. It began as '*A study of the endogenous and exogenous factors contributing to the adoption of quality management systems in the hotel sector: A case of hotels in Chinhoyi*', where I believed of dispelling the awkwardness of QMS implementation in hotels. After meetings with study leaders, I rephrased the topic as '*Factors contributing to the adoption of quality management systems in the hotel industry in Zimbabwe*'. The study leaders suggested conducting the research from a national perspective for the study to be more representative.

After two years into the study, I penned a research article titled: '*A snap on quality management in Zimbabwe: A perspectives review*'. This article surveyed the extent to which quality management systems are implemented in various industries in Zimbabwe. However, the article did not focus on tourism and hospitality alone. Six papers were written and published in cementing the thrust of the research and are published in referred journals; *Annals of Management and Organization Research*, *Journal of Gastronomy, Hospitality and Tourism* and *African Journal of Hospitality, Tourism and Leisure* (Declaration: Publications, page. vi). A notable development in this PhD study is that it was presented as work in progress at the 1st World Tourism Day Symposium 2019 in Harare, Zimbabwe. By then data collection was still an on-going exercise. Data collection was challenging given that the targeted respondents were busy at their work stations, sometimes you book for appointments it fail and rebook the appointment which led to a prolonged time in data collection. A methodological triangulation was used to make sure sufficient data was collected.

I feel very grateful for an opportunity to make an input, not only to knowledge but also to quality issues in the hotel industry. It bring him joy to see hotels become more competitively sustainable through implementation of QMS and ultimately improvement in Zimbabwe economy.

