SERVICE QUALITY, EMPOWERMENT AND ETHICS IN THE SOUTH AFRICAN HOSPITALITY AND TOURISM INDUSTRY AND THE ROAD AHEAD USING ISO9000/1

by

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APPROVAL

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DECLARATION

I declare that this research study:

  "SERVICE QUALITY, EMPOWERMENT AND ETHICS IN THE SOUTH

    AFRICAN HOSPITALITY AND TOURISM INDUSTRY

    AND THE ROAD AHEAD USING ISO9000/1"

except where specifically indicated to the contrary in the text, is my own work both in conception and execution.   All sources that have been used or quoted have been duly acknowledged by means of complete references.

By   :   ………………………….

Angelo Nicolaides

ACKNOWLEDGEMENTS

DEDICATION

This thesis is most respectfully dedicated to my God, my wife Angelique and my children Stephanie and Alexander who have enriched my life so much and also to my colleagues in the School of Tourism and Hospitality at the University of Johannesburg. I thank especially Professors Jane Spowart and Krishna Govender for bolstering my understanding of hospitality management and appreciate their many kindnesses and courtesies over the years of our association.

ABSTRACT

The study investigates the concept of quality service in the Hospitality and Tourism Industry. What quality service means to different customers may vary considerably from individual to individual and from country to country. It is nevertheless an indispensable aspect of business which has far more points of congruence than diversity. Customers are the very lifeblood of a service industry business and indeed all businesses. It is therefore vital that management permanently remove any and all of the obstacles which appear in quality service provision. What is the remedy to poor service and how can management be proactive in the pursuit of excellence in quality service provision? This research strives to analyze various opinions and theories on what it is precisely that quality service means and how hospitality and tourism managers can benefit their operations by ongoing commitment to quality service provision and by genuinely empowering and motivating their employees. South Africa as a growing international tourist destination needs to improve its service provision to meet global standards-ISO9000/1 is the ideal tool.

To an extent, using the WEB and Internet can also greatly improve the Tourism and Hospitality industry quality service provision in South Africa and give the country a strategic competitive advantage in the international marketplace.

Ethical behaviour in the hotel industry is also non-negotiable. Ethics is "good economics". Suggestions are made as to how an ethics policy including a formal code of conduct can be developed which defines the standards of personnel behaviour in hotels. All employees can and should be motivated to provide excellence in service quality and positively influence the behaviour of employees under their charge. An appropriate and conducive to business approach is not only desirable but non-negotiable. ISO9000/1 certification implementation in the hotel industry has many benefits for companies which hold it and addresses most of the issues stated above.

Brief motivation for the study and mind-map of thesis

Purpose- This study aims to examine what can be done to enhance the quality of service provision in South Africa, which is sadly lacking, in terms of especially a QMS (Quality Management System)-in this case ISO9000/1. Today's hotel guests, especially those from abroad, require and demand quality service and value for money and consequently prefer hotels with a 'service personality' which have a recognizable standard in place such as ISO9000/1. The purpose of this thesis has been to offer an overview of the concept of service quality in the Hospitality Industry, the use of ISO9000/1 in a sample of five South African hotels and to show how ethics and employee motivation are vital ingredients to success. Given that tourism is growing in leaps-and-bounds drastic action is necessary to improve appalling service quality in the South African hospitality and industry.

Originally, the researcher was to submit five articles to Leeds Metropolitan University for qualification in the degree 'PhD by publication' but opted to study through Unizul for various reasons. He was initially told to use the Harvard Style of referencing which shows only (author : year), and is unable to retrace his steps to exact page references as over the five year period, computers have been stolen and much material has been discarded as the study was to be purely 'philosophical in nature'. He now realizes the importance of a scientific and empirical proof of research basis and has made great efforts to address this shortfall in his submission.

Methodology/design/approach- The researcher has written four articles on namely: empowerment of employees, the future of tourism in South Africa, business ethics management and on the motivation of hotel employees. These articles have all been double-blind peer-reviewed have been published in journals as well as proceedings.

The researcher has used these to place in context the situation in South Africa and to demonstrate the shortfalls in service quality provision. He has then proceeded to elucidate on the Concept of Service Quality in tourism and in this case, its major role

player, the hospitality industry. The researcher used key sources of information on ISO9000/1 usage. Literature that is in the public domain has been gathered. The working knowledge of experts in the Hotel Industry formed the basis upon which the survey was developed. The researcher surveyed five hotels with not more than ninety employees' each and solicited information from especially managers, and by requesting the assistance of junior managers and other employees depending on availability. The researcher also decided to explore the broader thinking of participants about the use of ISO9000/1, the current and emerging practices in the industry, and strove to encourage discussion of its specific application and practices in the context of employee training and quality management issues.

Practical implications-If management is committed to quality service provision, the many obstacles to great service delivery such as intangibility, guest participation in service delivery, predictability of service, different guest perceptions can all be removed, all leading to better quality service provision. For management to succeed, service quality requires a market focus and well trained employees in a well designed process. Authority needs to be devolved and all employees must have a clear understanding of what service quality means. It is also necessary to have very effective external and internal communication systems. If we refer back to our initial definition of service quality, as a primary focus on the customer's experience during the process of transaction, then the hotels which reported great improvements all-round were those with ISO9000/1 certification. Each of these businesses saw their relationship with the guest as a long-term one. They also tended to pay much attention to the employee/guest interface, especially at the front desk. The successful hotels were those which had new ideas for service quality provision grounded firmly in guest needs and wants. Overall, every effort was made to ensure that the guests' perceived service standards were greater than their expectations. Employees believed that they obtained value for money by adopting ISO9000/1 certification standards.

Results of the current study revealed that all employees' perceptions, either negative or positive, are highly correlated to their' overall satisfaction in the worklace. Moreover, the
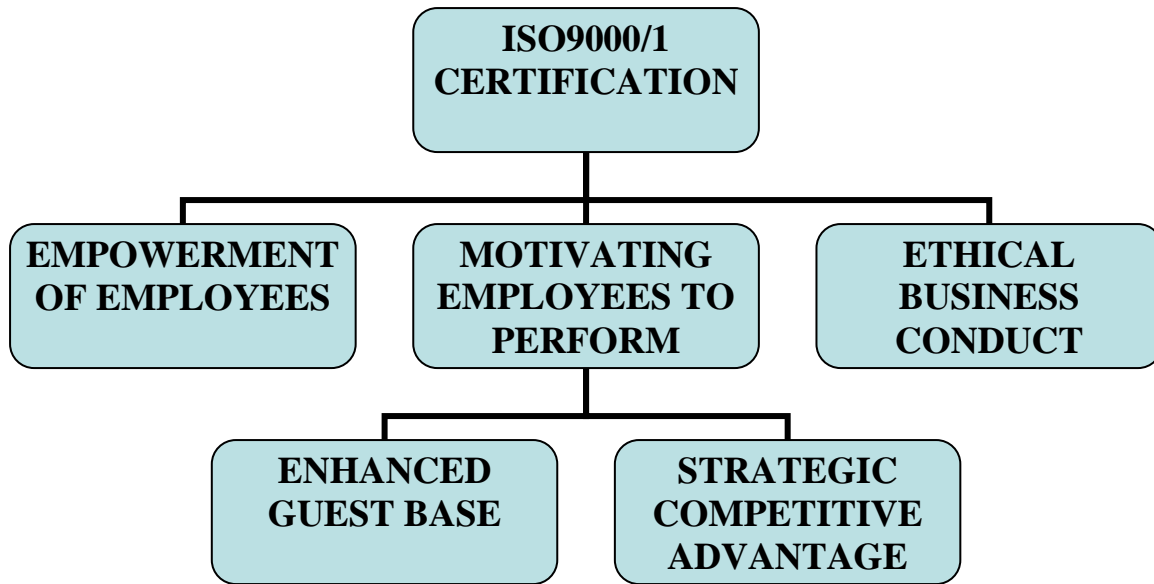
study traced the impact of ISO9000/1 on employees' perceptions and overall satisfaction with it in the workplace. The findings in this context confirmed the correlation between these variables. Employees' did feel that they required more training in the workplace with regards to ISO9000/1 and believed that despite lack of enough training on ISO9000/1, it had many benefits for the business.

When studying responses based on employees' profiles and the characteristics of ISO9000/1, it was concluded that employees' behaviors, impacted on by use of ISO9000/9 have great effect on overall employee satisfaction regardless of their age, racial background or social status. It can also be confirmed that in the hotel sector, where hotel management relies on employees to deliver service of the highest quality, and thus gain a strategic competitive advantage, ISO9000/1 is a very effective tool.

Value/originality- The study presents a framework integrating various service quality performance influencing forces, namely, ethics, empowerment, motivation and surveys a sample of South African hotels on their experiences with the adoption of ISO9000/1. The thesis will help hotels in clarifying the importance of certification with ISO9000/1as a means to obtaining a strategic competitive advantage in the marketplace. The researcher believes that the thesis has both managerial and research implications for hospitality operations strategy formulation and that it captures the effect of ISO9000/1 in hotels. The study further augments earlier studies developed to understand the importance of service quality excellence for the hotel industry.

Visualisation of study

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CHAPTER 1

ORIENTATION TO THE STUDY

1.1 INTRODUCTION

For most customers the quality perception of a service operation starts at the front entrance and in what the facility appears to offer them. For others it begins at the front-office desk and the attitude of all employees. Wherever the perception begins it is a vital aspect of successful business conduct.   A competitive strategy which is based on enhanced service quality is the most effective means for a service operation to gain a meaningful position in its market. This requires total commitment from all employees and all managers. The service quality provision should first and foremost be highly consistent at all times and in all situations. Employees should be empowered to make a greater commitment to the goals and objectives of the business and to take personal responsibility for their performance (Barry: 1993).

The involvement of all concerned is paramount to success because all customers irrespective of their budgets, always attempt to select services or products that offer them quality and to their minds the greatest value for money. Customers are however not always clear on what precisely that they want from a service provider (Ojasalo, 2001). This aspect should therefore be a cause of great concern for providers in the service industries and they should try to determine exactly what customers want and need from them. Customers have both implicit and explicit expectations. The service providers are usually self-evident services that the customer assumes will be in place automatically.   The customers or consumers are conscious assumptions or desires concerning service provision. According to Nield and Kozak (1999), the hospitality industry is becoming increasingly competitive on a global scale. Many hotel groups are desperately striving to increase their competitive advantage by adopting carefully orchestrated service quality policies.

1.2   STATEMENT OF THE PROBLEM

The hospitality industry which is also referred to as the lodging industry, is a professional field serving many markets, that is generally considered to be part of the larger tourism industry. International tourism is expected to rise in revenue from almost 500 billion US$ in 1995 to 2000 billion US$ in 2020 (WTO, 2006). In the global village that is the world of today, many new markets appear on a daily basis for both services and products. The markets are filled with customers with greatly varying needs and wants. The life- style of the average traveler has changed to a very large extent in the last few decades. In the 1960s and 1970s customers went on holiday as a novelty and it was a privilege to go on a holiday. Today customers on holiday view their trip as a right and they expect consistently high quality service irrespective of what they are paying. There is an increased need for excellent service provision in which customers are expecting standardization and reliability in the service encounter whether in hotels or restaurants, guest houses or motels or whichever other hospitality industry operation. Unless there is a rapid intensification in the drive for total quality cultures in hospitality operations in South Africa, which are service industry related, the country will fall behind in the global race to capture tourism markets. There is thus a need for improved employee motivation and commitment in the industry where the service product is typically a service function or set of functions that are marketed as a public service. If employees are not motivated to provide excellent service, we will not be in a position to compete with even the countries in the southern African region.

Besides the intrinsic and unchanging service characteristics, some hospitality operations differentiate themselves in the market in terms of their price levels and the waiting time their customers' experience, while others strive to provide service excellence in all aspects of business. Based on current literature, it is the latter which ultimately succeed the most. Hospitality operations which are part of the lodging "service industry", are involved in economic activities which take the salable form primarily or exclusively of a personal service, such as a hiring of a room or purchasing of a selected meal in a hotel restaurant, as opposed to material commodities. The lodging industry is one which provides hospitality services to guests and has the potential to generate vast amounts of foreign exchange and

income. Hospitality is a somewhat complex industry to classify but the standard industrial classification includes hotels and catering, motels, guest houses, restaurants, snack bars, cafes, fast food outlets, pubs and bars, night clubs, camping sites, banqueting, conferencing, popular catering such as Wimpy, Steers, KFC and Nando's amongst others.

There are various models of lodging operations within South Africa. These include privately owned and operated hotels, guest houses, lodges, motels, some of which may be operated within a chain management affiliation, such as the Three Cities Group. Then there are chain owned and operated operations such as Protea Hotels, franchise operations such as Formula 1, chain-owned and operated operations such as the Holiday Inn, Hyatt and Sheraton hotels. Essentially there are many different varieties and combinations of the foregoing but all provide service to guests. The general picture of the hospitality industry is thus one of small business and large business employing small number or large numbers of employees in each establishment. The service delivery system of employees in the hospitality industry is critical to success. It is thus imperative to change the ways in which hospitality employees perform their jobs delivering services to guests who have many needs and wants requiring satisfaction. Johnson et al. (2005) stress, that because hospitality operations operate in an extremely competitive business environment, it is often critical for the managers to develop a highly unique experience for their increasingly discerning customers.

If we are to succeed in South Africa in being a global tourism player, it is vital to have motivated employees who are also committed to the objectives of the organization in which they are employed. While motivated employees may not all necessarily address the needs of guests in a hotel, for example, it is clear that most motivated employees will relish the opportunity to be as hospitable as they can be, particularly if they have a sense of empowerment in the workplace and work in an ethos of total quality (Rodrigues, 1994).

If hotels are to provide quality service they need an efficient, well trained and high motivated employee base. The managers and supervisors in a hotel for example, must all be motivated and possess a clear vision of service quality. They must have the ability to inculcate service quality provision in the ethos which pervades the business, (assuming

that the upper echelon of management shares this commitment- which is most likely). In this regard there are numerous conceptual models that managers in service industry businesses can use in pursuit of quality enhancement. A model of quality should allow managers to identify problems in quality service provision and identify sources of high quality. Where problems are identified, a quality improvement programme can be launched in which employees obtain clarification as to which areas of their service provision need urgent attention and how these can be rectified and brought to fruition for the benefit of the customer, employer and employee. Businesses clearly need a market and customer focus (Jones & Pizzam, 1993). A business which does not take the trouble to service the needs and wants of its customers and which provides a service quality which falls well short of their expectations is courting disaster. Parasuraman *et al* (1991), maintains that satisfying customers is vastly different from service quality. He explains that a satisfied customer is happy because he has compared predicted service to perceived service and found them to be one and the same. He says that service quality differs however. It refers to the comparison the customer makes between the desired service and the perceived service. If a customer expects the quality of service to be higher than what he perceives, he or she is likely to judge the service as being poor. This is disastrous for a service provider such as a hotel because hospitality is all about quality service provision (Gray, 2002).

How customers perceive an organization depends primarily on their interactions with employees, especially the front-line employees. Even the doorman and security guards need to exhibit a genuine welcoming attitude towards customers. It is the employee who is responsible for interpreting customer needs and wants. It appears that employees who are eager and willing to provide quality service are what most customers essentially desire. In a hotel scenario the customer is concerned about efficiency, prompt service, a warm welcome and service quality which exceed his or her expectations. It is therefore absolutely vital for service providers to implement and create a quality culture that is able to pervade the spirit of a business and all of its employees (Heskett *et al*, 1990).

Service organisations whose objective is to gain a competitive edge over other businesses are more and more concerned with the emotive aspects of the employees encounter with customers. The employees whose feelings exude a feeling of welcome and apparent

concern for customers are highly successful in producing feelings in customers which are positive. Ashness & Lashley, (1995), maintain that guests in the hotel must be treated as though they were guests in an employee's house. What is basically expected is that employees manage their emotions in such a way that they are able to positively impact on the customers' experience. An employee should be trained to deal with difficult types of service encounters and be able to react in an emotionally appropriate manner (Fineman, 1993).

I have been driven to undertake this research by listening to managers pleading for advice on how to upgrade their establishments and exact greater profits. Clearly the major needs are to address poor service quality provision, a lack of necessary employee empowerment and a lack of emphasis and action in some cases regarding ethics in the workplace in the South African Hospitality and Tourism Industry.

1.3   DELIMITATION OF THE PROBLEM

The aim of the literature study is, first, to gain a body of knowledge regarding the constructs *service quality*, *empowerment*, *ethics in the workplace, motivation*; and to understand the relationship between these constructs and service quality excellence. Secondly, the literature study provides a better understanding of the hospitality industry, which is the context within which the case studies are derived for this research. Finally, the factors that may influence service quality provision in the hospitality industry are identified.

In the area of focus under investigation, the research approach adopted was qualitative, reflecting current thinking that the holistic and dynamic nature of the South African hospitality industry business favours the collection of data that is rich in descriptive characteristics. This means that deductive thinking was favoured. This thesis came about in a response to requests to speak about some of the collective wisdom that has been generated over decades by individuals in management and how these ideas could impact on current thinking in the tourism and hospitality industry in South Africa. The researcher has a keen interest in understanding and conducting good research, but especially of social research which is more conscious of its underlying assumptions, its action consequences and the values which drive it. Given his orientation towards humanities, where he has three

doctorates, he mostly use qualitative methods that are concerned with perceptions, attitudes and the opinions of hospitality employee about their hotels and their offerings.

The researcher thus made observations and conducted long, in-depth interviews and a survey. He gathered descriptive information by interviewing employees using questionnaires (Appendix 1). This was primarily a series of questions designed to help investigate the use and success of ISO9000/1 as a quality standard in a standard of medium-sized South African hotels. The survey was put to respondents by in-house methods and personal interviews. Some respondents took a while to respond to the survey questions based on their time availability. The researcher found it easier to obtain information by personal interview. What was particularly tricky was identifying who exactly would be interviewed in the various hotels.

1.3.1   Conceptual Delimitation

An explanation of the terms that will be used in the study and in what context are they going to be used follows.

1.3.1.1   Empowerment

The term 'empowerment' is used somewhat liberally by many businesses and in many industries. It is however different things to different people. In the hospitality industry, it is essentially concerned with helping businesses gain a competitive advantage by enhancing the quality of service that is provided to customers and all the other stakeholders (Hubrecht and Teare : 1993).

1.3.1.2   Service Quality
In business every person one comes into contact with is the most important contact that will be made. Commitment to our clients' satisfaction is the reason why customer service must be second to none. The term 'quality service' which is synonymous with 'service quality' thus implies:
- Superior work employees can be proud to put their name to,
- Timely service,

When guests need quality right away, one delivers immediately and does it right the first time. Quality also means giving our customers more than they expect and industry employees are readily accessible and always available to serve guests.

1.3.1.3   Ethics

Business ethics is increasing in importance globally and many companies realize that in order to succeed, they must earn the respect and confidence of their customers. Like never before, corporations are being asked, encouraged and prodded to improve their business practices to emphasize legal and ethical behavior. Companies, professional firms and individuals alike are being held increasingly accountable for their actions. Ethics in this study, is thus about direction- how you create products and services people value; culture- the way you do things in your business; policies- how you define policies and turn them into practice; relationships- how people relate to your business.

1.3 2 Spatial Delimitation

1.3.2.1   South African Hospitality Industry

All of the research was geared toward enabling the local industry to deliver excellent or superior service relative to the expectations of all our tourists, both foreign and domestic. My research was conducted in two stages. Initially I engaged hotel managers in Johannesburg and Durban and surrounds in discussion to determine the level of service quality provision they were at, including ethics programmes promotion and the empowerment of their employees. I attempted to ascertain heir strengths *vis-à-vis* their competitors and to pinpoint areas where they faced many challenges in developing their service quality provision to globally acceptable standards. In this way, the many issues of service quality and its potential for defining a competitive advantage were allowed to emerge naturally from the discussions. Discussion focussed on the topic "being a guest" and the participants were asked to adopt this role. With the insights gained from this exercise they were then asked to extend their thinking and consider how their guests were likely to view the service their business provided. Asked to consider their service quality strengths, the participants identified areas such as 'personal touch', employee

motivation, speed of service advantage, flexibility, immediate decision making ability, image in the local community and innovation. Participants were then asked to consider what they regarded as the potential competitive advantage grabber.

The second stage of my research revolved around investigation in far greater detail of the numerous issues which had been distilled inductively through discussions with hotel and guesthouse managers and employees. I researched numerous academic sources on all the issues regarding the provision of quality service provision as is evidenced at the end of each chapter of this study. The main findings and key emergent issue emphasized the importance of managing the long-term relationship between a business and its customers and pointed to the fact that an international standard such as ISO9000/1 is non-negotiable for the South African hospitality industry if it wishes to remain abreast of global standards.

1.4   PURPOSE OF THE STUDY

The 21st Century has seen the emergence of a new concept in service quality management. The catchword is now Global Quality Management (GQM). This concept tends to focus on service quality in a globally competitive environment. It is more pertinent for use in international hotel chains which emphasize a global customer focus but is also suited to domestic operations. This study emphasizes that quality includes many aspects such as having empowered employees who work ethically and provide service quality excellence in all that they do. Globally ISO9000/1 has become a major service quality standard in use by many of the large international hotel chains and this in my opinion, makes provision for service quality excellence and as such is a standard that could be obtained by all hospitality operations in South Africa, assuming they are serious about quality service provision.

It is important to note that quality is neither absolute nor unchangeable and it is certainly not stable. It is a dynamic process in which the customer is responsible for "moving the goal posts" of service quality. What was acceptable yesterday and today may well be discarded tomorrow (North *et al*, 1998). A prime example of this is a chef who comes out

of his kitchen to ask customers if they have enjoyed their meal. Ten years ago a chef would remain in his kitchen and only leave if he or she was summoned by a customer who was intent on complaining about some or other aspect relating to the meal.

The study is intending to highlight that without quality service provision, ethics in the workplace and an empowered employee base, a business is not likely to be successful.

1.5 THE SIGNIFICANCE OF THE STUDY

The study is intended as a contribution to the ongoing conceptual development of service quality, empowerment and ethics in the South African hospitality and tourism industries. The evolution of the concepts is discussed and analyzed and how they can be applied especially in hotels. Some of the key points emphasized in this study include the following: How and why excellent service quality provision, empowerment and ethical business conduct can be enhanced to make the hotel guests experience a unique one. The case is also made as to how quality standards such as ISO9000/1 are invaluable towards the achievement of positive outcomes relating to guest experiences and efficient management practice in hotels, creating greater likelihood for corporate sustainability. The research justifies ISO9000/1 as a unique quality standard worthy of further study

 It is essential that all hospitality businesses be people-driven and close to the customer in terms of empathy and sentiment (Peters & Waterman, 1982). Hospitality enterprises should thus hire the appropriate personality-type employees and train them to perform at optimum levels. Role-play sessions could be useful in training employees how to deal with difficult customers. Training sessions can be utilized to provide employees with a hospitality 'mentality' (Cox, 2002). Kinesics is an important aspect of training as it is body language which accounts for 93% of communication between employees and customers. It is no good hiring front-line employees who detest interaction with other people. If such employees are hired they will undermine the aims and objectives of the industry which is after all out there for the benefit of customers who have needs and wants and require prompt and caring attention. The employees must also be motivated to deliver service with quality. Quality service must always try to meet the ever-increasing expectations of

consumers and in fact exceed those expectations. Employees need to understand that each and every customer has unique needs and expectations based on past experiences.

Once employees are cognizant of these facts, their skills will hopefully be upped by their own initiatives and their knowledge improved to such an extent that they are able to provide excellent service to guests and realize that they need to act ethically at all times and strive to empower themselves to achieve greater things in the workplace.

1.6   DEFINITION OF TERMS

The following section defines some key terms that are used throughout the study. Concepts that will be defined are tourism, hospitality, motivation, tourist and quality

(Source ; Tourism and the Hospitality Industry, AHLA)

1.6.1   Tourism

A purposeful, planned and motivated behaviour requiring time, money and health, a mode of transport and an interest in travel, of people called tourists who are engaged in travel both domestically and internationally, for either business or pleasure or both. It encompasses all the services required for the tourist - including those in the country of origin, if international. Especially lodging operations have a stake in satisfying the demand and volume of tourists. This term is the focal point of the entire study. How can tourism be enhanced?

1.6.2   Hospitality

Providing accommodation and food and beverage services and establishing personal rapport and goodwill with hotel guests through service and attention to individual guest needs. Generally the promotion of in-house products and services, entertainment of guests, especially in hotels but including establishments such as guest houses, motels, bed and breakfast businesses. It is with these businesses in mind that this thesis is written. They are to upgrade their efficiency and service levels which are to all intents and purposes not up to world standards.

1.6.3 Motivation

The act of developing employees by creating a climate in which they want to work in and with - rather than against. In order to motivate employees, employers must guide and influence employees positively and understand their needs, interests and goals. Factors influencing motivation are a function of each individual's background, personality, intellect, attitude and other characteristics. The challenge for employers is to get to know employees and create conditions that encourage them, in the context of this study, to provide service quality excellence to guests and to always act ethically with all stakeholders. There is no doubt that a motivated employee base will be more intent on providing quality service to tourists in the hospitality and tourism industry and will be far more inclined to act ethically in the workplace.

1.6.4 Tourist

A person who travels away from home and who tends to stay away for at least one night or more. A tourist can be either, a domestic tourist (for example resident of Johannesburg staying one night in Pretoria), a regional tourist (a visitor from Swaziland spending one or more nights in Kwazulu-Natal) or an overseas tourist (a resident of France staying one or more nights in Mpumalanga). A tourist travels for different purposes including business, leisure, conference and incentive. It is the tourists who require excellent service provision and they are increasingly more demanding in this regard.

1.6.5 Quality Standards – ISO 9000

ISO refers to a group of quality standards approved by the International Standards Organization (ISO) that define a quality assurance programme for various industries. Businesses that conform to these standards can receive ISO 9000 certification. ISO registration provides assurance that customer needs and expectations are being satisfied by whichever business is certified. (Source www.iso.ch).

1.7 HYPOTHESES

This thesis opens a new avenue for investigation of quality issues in the hospitality and tourism service industry. The two main underpinning hypotheses in the study are:

(A) that a substantial portion of service failures is the result of human error in the delivery process, and much of this is based on employer apathy and that from a theoretical perspective, one can expect that the positive and negative responses employees experience (from the employer) as consequences to their on- and off-task behavior in the workplace can promote or undermine their engagement with guests and co-workers As a result of effective employee training programmes on quality service provision, there should be a significant difference in employee attitudes at work and in a willingness to be more productive and motivated to perform well. ISO9000/1 would go a long way to address failure and lead to success.

(B) In the absence of effective training and motivation there will be a significant decrease in employee provision of quality service to guests and in this scenario, unethical behaviour is likely to be prevalent in the workplace. This study demonstrates how all areas of quality can be addressed by empowering employees and by motivating them, as implied in ISO9000/1, resulting in service quality excellence. This thesis also addresses the issue of service design specifically that, of designing the service encounter for improved quality by implementing quality standards such as ISO9000/1/1 and by encouraging ethical employee conduct.

1.8   AIMS OF THE STUDY

The purpose of the study is to identify the factors that impact on service quality excellence in the hospitality industry in South Africa, especially the use of ISO9000/1, and to provide recommendations to assist the industry with promoting service quality excellence, ethical business conduct and empowerment amongst its employees, all of which greatly enhance the industry in a highly competitive global environment.

I wanted to establish all the issues surrounding service quality from the perspectives of hotel managers themselves and from employees, rather than prejudging these in the light of conventional models of service quality. Research methods such as discussion and in-

depth interviews as well as a survey were used, although numerous hotel managers at various levels in the companies hierarchical chains requested to remain anonymous in this study (probably as they disagreed with their current workplace practices with regard to service quality provision).

1.9 OBJECTIVES OF THE STUDY

The purpose of this study is to identify the factors that impact on Hospitality and Tourism industry quality service provision, and to provide recommendations to assist especially hotel operations with promoting excellent quality service by primarily attending to quality standards issues, ethics in the workplace, empowerment of employees and motivation of employees. The use of ISO9000/1 as a quality standard is investigated.

1.9.1 Primary objective

The primary objective is to identify factors that greatly influence the behaviour of employees in the hospitality industry in particular so as to make them service quality excellence oriented. These are identified as a service quality provision ethos, ethics in the workplace, empowerment and motivation of employees. The study focuses on the question as to whether managers are perceived to be assisting employees to become service quality excellence oriented by using ISO9000/1 or any other EMS. In order to do this I examined the employees' perceptions of their managers' attitudes and behaviour relating to ISO9000/1 and there opinions as to the benefits or otherwise of ISO9000/1. Thereafter, their perceived attitudes and behaviour concerning ISO9000/1 and its relationship to service quality, encompassing *inter-alia*, ethics, empowerment and motivation and those of their co-workers was measured.

1.9.2 Secondary objectives

In order to achieve the primary objective the following secondary objectives for this study have been set:

- to determine whether management is supporting employees in the hospitality industry to provide the best possible service levels resulting in very happy guests.

- to identify the levels of empowerment of employees if any at all and to suggest how to empower them and motivate them to perform impeccably in the workplace.

- to identify how to make employees more cognizant of workplace ethical conduct.

- to identify any organizational boundaries that hamper service quality excellence, empowerment of employees and aspects that induce unethical conduct in the workplace-especially the lack of a suitable quality standard.

- to identify the aspects which promote service quality excellence, employee empowerment and ethical business conduct.

- to identify what needs to be done to promote all of he above and to suggest that the introduction of the quality standard ISO9000/1 in all hotels in South Africa would go a very long way in promoting service quality excellence, employee empowerment and also encourage ethical business practice and conduct**.**

1.10 STRUCTURE/ DEMARCATION OF THE STUDY

Chapter 1 is the orientation of the study and is a discussion of the background and important concepts and investigates the concept of quality service in the Hospitality and Tourism Industry. The chapter orientates the reader to the core problem behind this research study and presents, the objectives and exposes the hypotheses of the study, the spatial and conceptual delimitation of the study, the significance of the study, and the definition of operational terms. The problems addressed are defined. What quality service means to different customers may vary considerably from individual to individual and from country to country. It is nevertheless an indispensable aspect of business

which has far more points of congruence than diversity. While customers expect a certain standard of quality of service provision, they often perceive a vastly inferior quality of service and are thus highly disappointed by their experiences in guest-houses, hotels, motels and restaurants of all shapes and sizes. Consequently these customers do not return to conduct further business.

Customers are the very lifeblood of a service industry business and indeed all businesses. It is therefore vital that management permanently remove any and all of the obstacles which appear in quality service provision. What is the remedy to poor service and how can management be proactive in the pursuit of excellence in quality service provision? This research strives to analyze various opinions and theories on what it is precisely that quality service means and how hospitality and tourism managers can benefit their operations by ongoing commitment to quality service provision and by genuinely empowering their employees.

Chapter 2 provides information on empowerment of employees and concerns the need to empower especially front-office employees. Involving employees in decision-making has been given numerous titles in the last twenty-five years. It has been called 'participatory management' and 'team-building' and has even been included under the banner of 'total quality management.' Since about 1998 employee involvement has been called 'empowerment'. Besides creating motivated employees, what are the real goals of this 'empowerment' concept and what type of working environment is needed to meaningfully allow the concept to be effectively put into operation?

Chapter 3 defines the exact location of the study area as South Africa.   It is in this chapter where the researcher has gone into details in as far the geographical setting of the study area.   He suggest that service quality provision does not take place in a vacuum but it is space and human related and an analysis is made of the development of South Africa as a growing international tourist destination which is in the position of critically capitalizing on opportunities presented by exogenous shocks such as 9/11 when hijacked aircraft plowed into the World Trade Centre in New York city and

demolished them and the SARS (Severe Acute Respiratory Syndrome) virus to the global tourism economy. The country is at the crossroads as far as its tourism and hospitality industries are concerned. Urgent and critical planning and sound policies are indispensable to the establishment of South Africa as one of the world's premier tourist destinations. The necessary human and capital resources need to be developed and expanded as a matter of urgency if the country's rich cultural heritage and natural beauty is to be used to boost the economy and relieve unemployment whilst empowering the masses. Planned and coordinated development of tourism must be sustained. Using the WEB and Internet can greatly improve the Tourism and Hospitality industry quality service provision in South Africa and give the country a strategic competitive advantage.

In Chapter 4, some ideas are explored towards bringing solutions to the problem presented, including ethics. It is argued that ethical behaviour in the hotel industry is non-negotiable. Ethics is "good economics". The way employees behave in the hotel industry is essential to good business. The goodwill and reputation of a hotel depends to a very large extent on how its personnel acts in any given situation, whether dealing with customers, suppliers, colleagues or other members of the community at large.I have investigated how four different hotels in Johannesburg have tackled the problem of trying to infuse ethical principles throughout their operations. My research yielded a surprising array of results. Every hotel preferred to communicate that they act ethically all the time. However, some employees acted in profitable but unethical ways while others were ethical but not profitable. One hotel applied ethics training so as to gain a marketplace advantage while two others did so as they believed it would lead to superior employee performance. A fourth hotel believed that ethics is simply common sense and that employees should not be given ethics training at all as this would lead to a reshaping of some of the elements in its culture. Suggestions are made as to how an ethics policy including a formal code of conduct can be developed which defines the standards of personnel behaviour in hotels. Members of the board in hotels and indeed all employees should be required to subscribe to such a code and undergo ethics training. Transparency enhances the prospect for ethical behaviour at all levels of employment.

Chapter 5 suggests ways in which employees can and should be motivated to provide excellence in service quality and positively influence the behaviour of employees' under their charge. An appropriate and conducive to business approach is not only desirable but non-negotiable in the hospitality industry.

Chapter 6 is an investigation into ISO9000/1 certification implementation in the hotel industry and the benefits it has on companies which hold it. ISO9000/1 is seen as means of improving the internal processes and enhancing customer focus. In this regard however, it has been found that some companies do not report a significant positive benefit in the short-term after ISO9000/1 certification. It is rather a certification which has a long-term impact but which is very necessary in the South African Hotel industry.

Chapter 6 also deals with the Research Methodology on ISO9000/1 in hotels and presents the main findings. The methods of collecting and the management of data is exposed. Survey results are analyzed here. Data management in the chapter encompasses among other components data analysis where the statistical design used and the statistical analysis undertaken is forwarded. There is an Exposition and Analysis of data, and conclusions and recommendations are offered. Results are explained and the contributions of the study discussed. The general conclusions, summary, recommendations, possible areas for future research and conclusion of the research study have been laid down in this chapter.

1.11   CONCLUSIONS

The study is carried out with regard to the factors influencing service quality excellence within the hospitality industry and the research analyzes many opinions, theories, parameters and conditions and concludes that delivering excellent service with quality requires not only knowledge but essential commitment. A conceptual framework for service excellence and ethical behaviour in the workplace is dependant on empowerment of employees and on the use of effective quality systems such as ISO 9000/1, developed on the basis of current knowledge. To an extent this is also

dependent on the prevailing cultural-environmental workplace variables at a macro level. Social factors such as treating employees well, mainly contribute to their provision of quality service to guests; whereas the lack of these factors influences the employees directly, to provide mediocre service and not display real interest in a business. Once the environmental conditions are conducive, the human factors become the determinants contributing to the occurrence of service excellence at the micro level.

The researcher was aware of the study's limitations. First, it would have been preferable if he could have included national and regional hotels with ISO9000/1 compliance as well. Secondly, being able to gather data from "private" as well as "franchise" hotels, working in the same operational environment, would have further enriched the data and given greater weight to the results.

There are a number of important assumptions underlying this study inter-alia:

a) That service quality excellence can be identified, promoted and evaluated so as to assist a hospitality organization arrive at their chosen mission destinations- in this rega. ISO9000/1 plays a vital role.

b) That where there are improvements in service quality initiatives such as in the implementation of ISO9000/1, and the empowerment of employees is real, there is likely to be an increase in the development of productivity levels and enhanced service for guests;

c) That increasing the productivity of employees and focusing on service excellence will, if correctly managed, lead to increases in hotel profitability; and

d) That effective management practices are core to the achievement of service quality excellence standards.

CHAPTER 2

Literature Survey and Empowerment of Front-Office employees in a sample of Gauteng Hotels

2.1 Introduction

In order to survive in a highly competitive environment, empowerment is seen as an innovative means of enhancing the creativity of employees so as to make them provide exceptional service to highly demanding customers. For the duration of their vacation, employees should be empowered to assist guests with everything from reservations at restaurants to their laundry and dry-cleaning needs, ensuring that every aspect of their stay is flawless. The mission of all employees should be to ensure that all guests enjoy an unforgettable stay. From making arrangements for baby-sitting, to arranging transfers, to organizing other events for guests, employees must feel able and willing to take personal service and attention to a new level so as to give their hotel a competitive advantage.

In this study I am primarily interested in employees' perceptions of their managers and peers as compared to themselves, in particular as regards to service quality excellence and what drives it in a hotel.

There is a great variance on service levels across South Africa. This is due mainly to the fact that hotel groups have different management styles. Hotel management structures in South Africa have traditionally been hierarchical and segmented, with a clear division between the various departments and vertical communication. Increased operating costs, employee inefficiencies and generally inflexible guest services have often been the result of poor management styles. Quality service may not be peculiar to hotels, but is certainly vital to their success in attempting to retain customers. Social scientists tend to recognize that a gap may exist between what a manager recommends or thinks ought to be done or intends to do in the workplace, and what he or she actually says or does in any given situation concerning service quality excellence, ethics, empowerment or motivation. Whilst this gap is acknowledged, various researchers

remain bent on trying predict future behaviour from employees' current intentions or based on normative opinion. Research which has been presented in Weber and Gillespie (1998) represents a very valuable contribution to this field of study. There has also been much descriptive work in the field of study for example the models of Ferrell and Gresham (1985).

If a "Service Quality Excellence" philosophy is to pervade the operating ethos in a hotel, it is essential that there be a close inter-departmental working relationship such as for example, between housekeeping and front office, or restaurants and room service. It is equally imperative to afford employees the opportunity to be empowered to take some important operational decisions and also to solve problems that plague an operation on a daily basis, especially in the absence of a line-manager.

Most hotels in South Africa have generally aimed to reduce their management levels and seek to adopt new managerial styles which will invariably improve both horizontal and upward communication channels.

Some hotel groups and individually owned operations have reduced management levels and encouraged existing managers to act as supervisors, mentors and trainers. As examples, the Hilton hotel in Sandton and the Mount Nelson in Cape Town, have attempted to adopt management styles which include control with greater employee involvement or empowerment, and have also improved existing communication channels. Quality Circles, Sigma Six and, in some instances, Total Quality Management (TQM) programmes, have been implemented to encourage employee participation and ownership. These enable employees to participate and be more involved in day-to-day operations and they feel a sense of ownership which was hitherto absent. Within such operations, communication flows freely both vertically and horizontally.

The Protea Karridene hotel in Kwazulu Natal, under the very able leadership of the General Manager, Robert Treahaeven, encourages greater employee communication by conducting a series of small, work group meetings, this is echoed by the GM of Garden Court, CapeTown, Richard Keet.

In research conducted by Jones and Kavanagh (1996), in which an experimental design was used, they examined both peer and managerial influences on workplace performance and ethics. They concluded that the ethical behaviour of employees is lessened as a result of the unethical behaviour of their managers and fellow employees. When managers' are seen to be more sincere in their efforts to act correctly in the workplace and sincerely seek to empower employees to be more service quality oriented, the attitide of the employees improves and they are motivated to be the best they can be in the workplace. Hotels should focus on ensuring that regulations/codes of conduct are put into place that can be adhered to in which they have had some input. The codes should include issues such as empowerment of employees and the striving for the best possible service provision by all employees. Such codes would make managers more likely to consider their employees and therefore positively influence their attitudes and productivity. Managers could thus become perfect role models for the behaviour and attitudes of their employees.

The hotels I have studied are at very different stages in their definitions of service quality excellence and the measurement of quality standards. Clearly, some of them have adopted Quality Service Excellence philosophies and have gradually implemented quality enhancement programmes, others opt for an evolutionary process of change. Some have opted for ISO9000/1 certification and others have not. All appear to realize that service transcends departments and is something which needs to be in evidence in all departments of an operation. Poor service is certainly not conducive to increased profitability.

2.2 Literature Survey

Employee empowerment is a term which has been receiving greater attention than was the case in the past (Zani & Pietrantoni, 2001). In South Africa, the term empowerment has two distinct meanings. When linked with the words "Black economic", it refers to the necessary moves by business to empower previously disadvantaged persons, usually blacks, by placing them in relative positions of authority in the organisations in which

they serve. The second meaning, which is more general, refers to individuals being afforded opportunities to decide on certain matters in the workplace without having to necessarily first ask senior managers for their inputs. In this study, the second definition is intended.

There is no doubt that empowerment of employees goes a long way in fostering an ethical workplace ethos. Much literature supports the view that the major determinant of empowerment, by category, is the psychological variables affecting it (Menon & Hartmann, 2000, and Dimitriades, 2002). By empowering or 'granting power' to an employee, an organisation is seen to be acting ethically as it is considering the employee's human dignity and is according him/her a status of worth. The employee has a sense of having free choice in "initiating and regulating" his or her actions (Spreitzer, 1995) and is able to shape his/her work role and context. In essence, employees have a locus of control in which they believe that they, rather than external forces, determine what happens in their workplace environments and thus feel empowered.

Imai (1998) maintains that all people are capable of contributing to improving their workplace as they spend at least a third of their lives there. What is needed is the right attitude and an awareness that every aspect and seemingly minor detail is essential to the achieving of success in a business. This 'right' attitude is not developing adequately in the hospitality industry as employee retention is a critical issue. While adequate remuneration is a vital factor in employee retention, what is even more important is how employees are made to feel in the organization. Are they manipulated and taken advantage of with no reward in sight? Are they devoid of empowerment?

The empowerment of employees allows them to hold positive attitudes towards their employers and their work in general. They become far more committed towards the organization and their emotions are managed in a way which allows them to demonstrate the desired emotional response to customers they encounter (Lashley,1995). Businesses which give a high priority to service quality excellence are those which pay close attention to how employee behaviour is able to generate feelings of customer delight even in very

trying situations (Barbee & Bott, 1991). If employees are empowered they will provide far more responsive service and deal with customer complaints promptly. This will result in delighted customers who will invariably return to conduct more business with the organization concerned. Employees will also tend to be more motivated and stable in tenure. Their output will be higher and they will provide high quality (Scarnatti &Scarnatti, 2002). A high priority must be given to quality service provision throughout an organization and all employees must be offered the opportunity to participate in and feel a sense of ownership in the workplace. But in the real time world, there is very little opportunity for employees to actually be in control of circumstances. Their managers over-control them and their managers are also over-controlled (Watson, 1994).

Hospitality organizations will have to have far more realistic expectations of empowerment and how it can lead to increases in sales and increased market share and especially how it can lead to a truly competitive advantage for their business.

2.3 What forms does empowerment take?

There are undoubtedly a diversity of forms that empowerment takes which are due to a variety of managerial intentions (Lashley : 1995). The idea is to get employees to feel more committed to their work and to take increasing ownership and become far more involved in their work. In all businesses where the employees provide large scale customized service, such as in hotels, they are required to display the skills normally attributed to a consultant as they attempt to successfully gauge the service requirements of their customers. Employees are expected to advise customers and assist them in making their final choices for aspects as diverse as room types and food items on the hotel restaurant menu. The employees cannot do this effectively if they are not satisfied in their jobs. If they feel that their employees are half-hearted about empowerment and do not trust them, they will not offer themselves to the cause of the hotel. They will not see the bigger picture where a shared vision between employer and employee can provide benefits for all. Managers must of necessity make employees accountable for their actions and give them the authority   to

carry out their jobs in such a manner as to feel a strong sense of ownership. Token empowerment will simply not do.

Where did the idea of employee empowerment emanate from and what is it precisely?

Employee empowerment as a term was first used by Hardy and Leiba-O'Sullivan (1998). It has however been part and parcel of various organizational decision-making strategies in the past and has been 'disguised' in initiatives such as 'team building' (McCann and Galbraith : 1981) and 'total quality management' (Dean and Bowen : 1994). It was especially Deming (1986) who drove the idea of increasing the influence of employees in the workplace while Peter's and Waterman (1982) also favoured the idea of allowing employees in the lower echelons of a business to have a say in the decision-making process of a business. A key function of managers is thus to create an environment at work in which employees can achieve meaningful goals.

The suggestion has been made that empowerment is a strategy used by employers to make their employees more committed to business (Watson : 1986). One may thus assume that empowerment as such is concerned with the amount of control employees such as front-office workers, have and their level of commitment to a hotel. Empowerment of employees increases their influence and has numerous benefits for a hotel. Employees are likely to display greater productivity and will have a greater morale if they are empowered as they should be (Umliker : 1992). They will tend to be far more teamwork oriented and play an increasingly active role in the hotel. Many will display intense concern for the highly competitive position of their hotel which they realize is obtained by providing exceptional customer service (Von Dran : 1996).

2.4 Important Questions to consider concerning empowerment

As front-office employees play a major part in providing quality service to customers who must at all costs be 'delighted' with the quality of service that they receive, the focus of the

study is on how selected hotels go about empowering these indispensable front-liners. A number of important questions are raised in the course of the study which it is believed have a direct bearing on how successful or unsuccessful empowerment can result.

- How do General Managers of hotels and the Human Resources managers try to engage their employees on an emotional level so as to make them far more receptive to customer-care and service quality excellence?

- Do managers give priority to listening to front-office employees? Is there mutual trust and a spirit of co-operation between managers and front-line employees?

- Does the average manager comprehend what empowerment of employees means and does he/she commit themselves to implementing changes to make empowerment a reality and a success?

- Are managers themselves empowered and are they able to co-ordinate the efforts of employees without resorting to autocratic and dominating tactics?

- Does the hotel provide a climate of participation by all in which joint decision-making is fostered and do employees play a role in defining the values, mission and goals of the hotel?

- Do employees at all levels feel liberated and able to take the initiative in most aspects of their work? Is their open communication and active listening on the part of managers?

General responses to these questions by employees suggest that employees are not engaged by managers in general in any emotional way, so as to make them more receptive to customer-care and service quality excellence. Managers do not listen to front-office employees and neither the employees nor managers seem to trust each other based on their responses. Five out of ten managers see the value of empowered employees and try to make changes in this regard. Eight out of ten managers believed they are not empowered in a meaningful way. Most hotels do not have a climate of participation and joint decision-making in place and employees do not generally feel liberated to be able to take the initiative in most aspects of their work.

2.5 The Motives of Managers

Lashley (1995), points out that managers have a number overlapping motives for empowering employees. These include empowerment through involvement, commitment, participation and de-layering. Apart from the last one which deals with changes in the organizational matrix of a hotel, the first three are ways in which front-line employees can be empowered. Hotel businesses that claim to have empowered their employees maintain that the benefits of having done so are impressive. The negative feelings in employees, that 'non-empowering' hotels create, by not involving their employees in the business operation in a meaningful way, are very difficult to turnaround and ultimately create problems in these hotels. Employees need to be seen as people of worth who can make a meaningful contribution to the hotel in which they are employed. In essence, the employee needs to be engaged on an deep emotional level before he/she is able to function at an optimum level (Johnson : 1993).

Tannenbaum and Schmidt (1973), see empowerment as a means by which managers consult with employees at task level and focus on enhancing service quality which exceeds customer expectations. There are however according to them limited opportunities for employee decision-making because it is the managers who ultimately make the decisions. Conger (1989) maintains that empowerment that is real allows employees to feel in far greater control.

2.6 Scenarios : 'empowerment' set-ups

This low-budget hotel had a decentralized managerial structure in which there were only two managers below the General Manager. These managers had very broad areas of responsibility and were very much in favour of teamwork as stated by the four front-office employees who were employed there. There was no formal empowerment strategy in place but each of the front-office employees felt that they had the 'necessary' responsibility and authority to enable them to work efficiently and they enjoyed their work. The like the idea of job rotation which was in place and felt that learning new skills in other departments

was an empowering tool but should be used only where employees agree to it – although none disagreed with what they had been asked to do. The front-office employees said that they were in a position to solve problems by themselves and could thus take decisions immediately on issues concerning front-office work. They were given free reign to try out 'new ideas' and did not feel they would be sanctioned by the manager they were responsible to if they made a mistake or two in trying out these 'new ideas'. They had time to investigate new ideas and were able to research the latest industry front-office trends. They were encouraged to meet with front-office employees of other hotels and share experiences with them and were allowed time to do so - although the two hours a month per employee was not really enough time it was 'better than nothing at all'. What they found very useful was the daily short meeting with their immediate manager in which business strategy was a regular issue under discussion.

These front-office employees were warm-hearted and it was evident that the enjoyed their work immensely. They greeted customers by name and provided immediate attention to guests. They came across as very sincere in all their communications with each other, with their supervisor and the guests. It was pleasing to note a spotless environment in which cleaning staff were constantly busy with something or other.

The front-office employees said that although their direct manager was not trained as a front-office person himself, he had the learned the necessary front-office skills and was now virtually 'an expert'. He had taken the trouble to obtain the specialized knowledge that was needed and constantly encouraged them to do so as well. He was always more than willing to train them and provided regular on-the-job coaching for them in a spirit of teamwork. His bubbly nature generated much enthusiasm from the front-office employees but what appealed to them most of all was his willingness to involve them in decisions that directly impacted on the desired behaviours the hotel was striving for. What was considered to be encouraging was the constant appearance of the General Manager who was always eager to help out. One of the front-office employees said that although she knew she could earn more money at another hotel, she would never think of leaving her current employ as she was treated 'like a human being' and enjoyed the ambience and

ethos of the hotel which was conducive to successful business. There were numerous letters from customers on the board at the front-office attesting to the high levels of satisfaction they had obtained at the hotel. Most of them stating that they would definitely be returning at a later stage of the year. What also stood out was the 'employee of the week' award posted on the same notice board. The employees were very proud to have obtained this award and valued the two cinema tickets that went along with it on a weekly basis. If an employee had won this eight times, he/she would be given a day off work. This was further noteworthy incentive to encourage excellence in the workplace. Not surprisingly, the employees were more than willing to work on 'beyond knock-off time if necessary'.

The manager responsible for these employees said that he still needed to train the employees to provide more efficient service in some areas of the front-office but he was on the whole, very satisfied with their performance at work and their 'dedication to the hotel'. This hotel, a very 'hands-on' operation, was clearly winning in the empowerment stakes. It had exceeded its expected profits for the last five years and was in the process of planning a new wing and a swimming pool for completion by 2007. If I were a guest in this hotel I would return without any doubt at all.

The mid-budget hotel front-office employees provided a sharp contrast to that of the low-budget hotel. The managerial system was highly centralized and each department had a specific manager. The Human Resources manager said that there was an empowerment strategy in place but that each specific manager could 'do their own thing' in this regard. The Front Office manager was responsible for six employees and insisted on standard operating procedures. She would not allow the employees any leeway for creativity and everything had to be 'done by the book'. It was apparent from the outset that the employees were only going through the motions at the front-office. They employees felt helpless in trying to solve immediate problems at the front-office and had to pass all 'tricky questions' by their Front Office manager before any final decisions could be reached on what were considered to be 'tricky' questions. All that seems to have mattered to these employees was their own narrowly defined duties. Each of them worked in isolation with no

input from their peers. Each of the six front-office employees was seeking a new job elsewhere. Neither of them believed they would still be in their current position four months from now. All but one of them were cold and robotic in manner and had a condescending attitude towards guests that bordered on outright disrespect for each other and customers alike. The Front-Office manageress was ridiculed and maligned behind her back at every available opportunity.

Employees maintained that they had no control over what they did and were constantly checked-up on which they found most annoying. They were powerless to make any changes that they saw fit and were nowhere near as effective as they believed they could be. If they had the odd meeting or so with their manager, nothing much came out and it was simply 'the same old stuff over and over'. They were simply told what to do all the time. No attempt whatsoever was made to engage them on an emotional level. They were in fact told on numerous occasions that if they did not like the set-up they should simply leave as there were 'many others out there' waiting for their jobs. The Front-Office manageress lacked the commitment and experience to make a meaningful contribution. She did also not display organizational skills and was not prepared to spend time training the employees to offer better service. She was very pessimistic and was certainly no role model for her employees. She relied on the Human Resources department to do her job for her.

Efficiency did not appear to come into their equation on customer service. Customers were kept waiting without even the slightest acknowledgement that they were in the building at all. A customer and his family were shunted from pillar to post as they passed me in the lobby no less than four times carrying their clearly very heavy luggage from London with no porter in sight although I was assured there were two on duty every day. One of the employees stated that there were constant guest complaints at the front-office about poor room service and the quality of food. These complaints were simply shrugged off as the responsibility of the Housekeeping and Food and Beverage departments respectively. There was 'neither the need nor the desire' to see beyond each person's individual box. 'Knock-off time' was the main priority of the day. Two employees said that

they had not seen the General Manager for about two weeks and they thought he was overseas. He was in fact upstairs in his office as I had seen him earlier in the day and he was 'very happy with his employees' at the front-office. The hotel had failed to reach its expected profit margin for the last two years but this was attributed to a 'tourism slump' and its profits were expected to rise 'soon'. The ambience of this hotel did certainly not appeal to me and if I were a guest I would never return.

The superior-budget hotel had a seven employee front-office complement and was part of a major international hotel chain. It also had a decentralized managerial system in place but management realized that a competitive edge could only be gained through improved service quality which emanates from empowering of employees at all levels. Each operational department was independently managed but there were weekly inter-departmental meetings in which the feelings of all employees, amongst other issues, were recognized and at which managers were encouraged to engage employees at the emotional level. Employees were encouraged to take responsibility for their own performance and in improving this. The brand of the hotel played a great role in setting the minds of customers at ease as to quality but it is ultimately the front-office employees' attitudes that are a crucial ingredient for success as it is they who are the 'first-contact' with highly demanding international and domestic customers. Equally important was the hotel's commitment to providing the necessary skills training to the front-office employees to help them to become more competent in carrying out their fundamental duties. The employees were encouraged by the Front-Office manager to accept greater personal responsibility and exercise more control over how they carry out their jobs - all in line with the policy of the Hotel. They were made to feel part of the decision-making process although it was clear that not all their decisions could or would be taken into account all the time. They were also trained on a monthly basis in how to create real value for customers. Refresher courses on check-in systems were available on a monthly basis as well so as to enhance the technical skills needed to perform efficient front-office work. Service delivery are the buzzwords of this hotel and if there is a customer complaint in any area of operation it receives a great deal of immediate attention. There is a spirit of teamwork and the employees exude a spirit of warmth, commitment and professionalism

second-to-none. The regular team-briefing sessions were considered to be very effective in encouraging service quality excellence. The front-office employees were potential winners of a weekly award for excellent service and dedication to the hotel and to each other.

Each of the front-office employees felt that the management was confident in their judgement and would be willing to support them to be creative within certain set parameters. Although two employees said that they would like greater notice to be taken of their innovative and creative ideas they realized this might not always be possible in a large group were standardized services are part of the branding. Despite this drawback they were very happy at work and looked forward to each daily encounter. They also liked the idea of possible overseas posting.

2.7 Findings

The challenge facing certain South African hotels is to do more in the area of Service Quality Excellence using empowerment as a vehicle. Rising labour costs, and a shortage of hospitality labour with skills, due to high employee turnover is a serious issue confronting the industry. Many employees seek greener pastures abroad and Australia, New Zealand and Dubai actively poach South Africans with skills to bolster their industries. Productivity in service occupations is generally difficult to measure, and is usually been confined to housekeeping and food and beverage operations.

Each of the hotels studied, focuses on standard and basic productivity ratios including the number of rooms serviced per employee and the cleaning time per room, for example.

The rooms serviced / housekeeping employee ratio, varies greatly due to various issues, such as the size of rooms. Cleaning times also vary accordingly with room size, the nature of guests, and different functions. For front-office employees, there are different challenges. Most seek teamwork and regular training sessions on service provision. Technological development such as having new front office computer systems, were regarded as vital to effective business practice. Each of the hotels studied have

introduced new reservation systems. The front office computer is regarded by all front office employees as the most vital of hotel service delivery processes. Clearly the greatest impact on both service quality and productivity in the hotels studied is the introduction to lesser or greater extent of empowerment strategies which are considered by the surveyed employees to be motivational in nature. These can only derive from efficient and effective management practices.

The high turnover of employees in hotels necessitates innovative solutions. The hotels with comprehensive recruitment strategies have higher service levels. Those with a mix of full-time, part-time, casual and "internal casual" employees have poorer service levels. Employee quality in all hotels needs urgent attention as well as effective empowerment strategies and this has been established in two of the hotels studied.

After the selection of employees it is imperative for hotels to develop their skills and empower employees to offer quality service of the highest order to guests who are after all, the life-blood of the business. Any practices which assist in the achievement of overall hotel service quality excellence objectives, and ensure effective employee performance and foster motivation, are desirable to business success. Each of the hotels studied offer regular in-service training and up-skilling for employees, but some are clearly more committed and successful as a result.

Some hotels endeavour to effect culture-change and genuinely seek to enhance employee motivation by cross-skilling them in quality service provision in other departments. Many hotels in South Africa are since only recently exploring the effectiveness of employee "empowerment" approaches.

The study in this chapter has made it abundantly clear that hotels which show interest in empowering their employees, do ultimately gain a competitive edge through the high quality service that their employees deliver. Empowerment must however begin with the highest level of leader in a hotel, specifically the General Managers, as it is they who influence others to accept new responsibilities that come with increases in power.

Empowerment is an innovative means of increasing the potential of employees to offer the best service they can. A sense of ownership, as demonstrated by the superior-class hotel front-office employees, leads to greater job satisfaction in employees which in turn enhances their performance. This also increases the financial performance of the business. Hotel managers need to give their employees accountability and the necessary authority to conduct their jobs in such a way so as to feel that they are important stakeholders. It is ultimately the General Manager who needs to involve middle and low-level managers, supervisors and the employees in all departments, in defining the values, mission and goals of the hotel. All employees need to be shown how their individual efforts contribute to the success of the hotel.

General Managers and managers in the lower echelons of a hotel cannot allow their personal feelings of insecurity to blemish the necessary employee empowerment that should be in place for the business to flourish. The management need to act as role-models and trust their employees. They should also commit themselves to being team members and not the dictators that many of their employees perceive them to be. If the management is initially uncomfortable about empowerment it should be introduced at a gradual pace until total trust in employees can be gained by them. Employers must create the necessary conditions for empowerment to flourish. To this end, employees must also be trained and provided with the necessary support structures which will allow empowerment to take its rightful place. Training, on-the- job coaching and ongoing support of employees is essential to successful empowerment. Each and every employee must be made aware of the impact of his/her job on the hotel and how this ultimately relates to the desired aims and objectives and long-term strategic plan of the hotel.

It was evident from the study that empowerment of employees is by no means a simple remedy for improved performance by them. It is rather, a highly complex and multifaceted process which requires a great measure of employer and employee commitment and continuity if it is to be successfully implemented and ultimately enhance the competitive edge of a hotel.

The study made it abundantly clear that the culture of each hotel business plays a great role in whether or not empowerment programmes will succeed. The hotel must from the outset have a clear cut definition of what empowerment means to the business and how it is to be implemented. Secondly, the hotel must then make certain that all employees have understood its culture and its goals.

The span of control at the front-office must be extended so as to allow low-level employees to assume responsibility for their actions and to do so in a participative teamwork-type atmosphere. It is vital that the aims, objectives and the mission of the hotel are in unison with those of the hotel's employees. This can only be realized if there is, from the outset, an open communication path and managers are themselves empowered. To this end, departmental managers must think "beyond their boxes" and actively co-operate with other departments in the identification and solving of mutual problems.

From the responses of front-line employees it is apparent that successful service is determined by employees who feel empowered. It is they who are committed to delighting customers and who are prepared to do everything in their power for the customers who are regarded as critical for success. These employees also display greater levels of commitment to the objectives, aims and mission of their hotel and also have the necessary autonomy to satisfy customer expectations and to exceed them as they see fit.

Empowerment took on a variety of guises in each of the three hotels studied. In each of them however, the common denominator was employees who said they felt empowered if they were valued by their fellow employees and could count on the support of subordinate employees and managers alike. Each of these employees had a high level of self-esteem and had meaningfully absorbed the culture and values of the hotel in which they were employed. It was also abundantly clear that it was not conceivable for managers alone, to be the sources of knowledge. Low level frontline employees definitely needed

to be involved in the decision-making process. Employees who are intrinsically motivated and can take independent action inside the hotel in which they work are employees who are truly empowered.

Institutional support for empowerment has a positive impact on employee behaviour and levels of commitment.   Empowerment is seemingly judged by the extent to which employees play an active role as opposed to a passive role in decision-making. Management that enabled employees to personally play a great part in determining outcomes and to control large portions of what they do in the front office of a hotel was considered to be truly liberated and a pleasure to work with by virtually all respondents. Conversely, employees interviewed who felt powerless were to a large extent estranged from the other employees and somewhat disaffected. A number of these employees were facing disciplinary proceedings and were not really aware of the objectives, aims or mission of the hotel in which they were employed. They had no clue as to the values of the hotel and displayed great unhappiness with 'petty' managers. These employees felt that they were not supported by their fellow employees and tended to reinforce negative attitudes in other employees. This is clearly not a situation conducive to providing customers with exceptional levels of service. Employees felt they must be given greater opportunities to exercise discretion in all aspects of their work as this would also increase their service performance and creativity in dealing with all stakeholders of the business. Some frontline employees felt that their managers did not actively listen to their problems and did not have the necessary skills required to handle employees. Many employees appeared to feel alienated in their work and thus found it easier to withdraw in indifference. They were in their opinions not faithful to the employer and did not feel congruence with the hotel as far as their values and the hotels values were concerned. They would therefore not make any 'special sacrifices' and would seek other employment at the earliest opportunity.

The most important benefit of empowerment, according to almost all the employees interviewed, is that customer satisfaction will be enhanced if they are able to use their own discretion in offering service to ever-increasingly demanding customers. Most of the

respondents felt that they needed greater assurance from their managers at all levels that the hotel values their creativity and judgement and would support their efforts on an ongoing basis. In today's highly competitive global hospitality industry which managers cannot afford to empower employees to do just that and still succeed?

Employees who are truly empowered demonstrated a sense of personal efficacy and said they took pride in their dealings with all stakeholders. Empowerment must nonetheless be consultative and must allow managers to effectively communicate a hotel's policy to employees. Furthermore, employee suggestions can and should be taken into account. In essence what is required is that employees become self-directed but yet share a common vision and values with managers. This implies that benefits should also be shared with employees when it comes to issues concerning salary increases and other benefits and incentives. If employees perceive inequality in the way they are handled, they are unlikely to perform at optimum levels. All employees need to feel a sense of ownership in the hotel and should be praised where praise is due. Their efforts in 'going that extra mile' to delight customers must not go unnoticed and they should be made proud of the fact that are indeed contributing to satisfying customers and exceeding customer expectations. They must be continually made aware of the fact that by providing great customer service they are allowing the business to reach its objectives.

True empowerment does result in greater motivation for employees and allows managers to get the best effort out of them on a continuous basis. It is simply not good enough to talk empowerment, it is a technique that must be implemented if employees in a hotel are to be truly committed to the business and to providing excellent customer service. The customers' repeat business is essential to success and it is unlikely they will return to a hotel if customer service is not seen to be outstanding all the time. Bryan Smith, an independent consultant and editor – Industrial and Commercial Training says: "To empower is to give power, to open up, to release potential of people. In these terms it can be viewed as a commonsense activity carrying with it immense potential for improving productivity" (Smith : 1997).

2.7.1 What is quality then?

What does the concept of quality mean in terms of the perspective of the customer? Generally what customers perceive relating to quality is determined by the service they receive. Customers remember comfortable facilities but also and more importantly remember there interaction with employees (Hastings, 1999). There is no doubt that customers worldwide are becoming far more discerning as far quality is concerned. They expect more for their money and frown upon "poor service" (Gilling, 2001). Despite the fact that many customers complain about tardy service they still appear to tolerate this. Customers are only really interested in services even though they may seem to buy a product (Juran, 1994).

Service quality is an intangible aspect which does not exist beyond an individual customer's perception. It may however be commonly defined as service which balances the needs and expectations of customers, employees and owners It must correspond to the customers' expectations and satisfy their needs and wants consistently (Edvardsson, 1998). Customers expect employees to be reliable, responsive, empathetic and competent. They should also always be easy to access and courteous, considerate and well groomed at all times. Employees must be credible and able to communicate effectively with customers. The hotel in which a customer stays must be secure and safe and value the confidentiality of its customers. The facility must be tidy and well maintained and the operation must be as flexible as possible in customizing its service to meet the customer's needs.

Groönroos (1984), defines quality as having both technical and functional facets. The technical facet refers to what the customer receives while the functional is dependent on how a customer is served. If a customer is dissatisfied with the quality of service he or she receives they will simply not return. This is a highly undesirable situation as all businesses should strive to enhance their image in the customer's eyes. If employees are empowered they are more likely to be committed to quality service provision (Foy, 1994). If a business empowers its employees it is far more likely to effectively satisfy the needs of its customers. Nixon (1994) asserts that employee empowerment is a "new fuel for a growing

workplace"(Nixon 1994 : 25). Hotel employees who are able and willing to empathize with customers and who are committed to satisfying their needs and wants are positively reinforcing the ethos of their business in service quality provision and gaining a competitive advantage for their operation.

What is quality? This is a highly subjective area. In the hospitality context customers needs and wants must be met and exceeded and customers must be delighted in the service they receive (Juran, 1994). Employee empowerment is closely associated with Total Quality Management (Rodrigues, 1994). In Total Quality Management (TQM), quality is the heartbeat of a business and affects the attitude and behaviour of every employee. It is a spirit which pervades every nook and cranny of a business and all are expected to be involved. Although TQM is used in many operations it does fall short where senior management is not committed to it or lacks the necessary vision to implement it effectively. The customer is not the focus of the business in such operations and TQM thus fails (Takikonda & Takikonda, 1996).

Today's employees are far more at ease with the idea of interacting with customers. Customers are also now more casual than before but more demanding about service quality and "value for money" aspects. According to Ingram and Daskalaris (1999), most customers in the hospitality industry base their decision to purchase or not on factors such the price of a product or service, value for money and the satisfaction derived from their encounter in their chosen hotel or restaurant.

The technical quality of service is essential to a customer. This could include the price one pays for a room in a hotel and the physical condition of that room. The functional quality on the other hand is primarily concerned with the employee – customer interaction. Is the employee courteous and does he or she take time and trouble to find out what it is precisely that the customer wants and needs? The corporate image depends on the customers' perception of the operation. Aspects such as the physical location, appearance, price, technical and functional quality and the competence of employees all create an image in the customer's mind which is equally important to the marketing strategy and advertising that the operation adopts (Groönroos, 1992).

Service quality provision is one way in which employees can be empowered and productivity greatly increased. This process begins with quality education and training which will improve an operation and the performance of employees. The latent skills and talents of employees can be brought to the fore for the welfare of the operation and the customer base (Ripley & Ripley, 1993). It is necessary first and foremost that employees be happy in what they do and with their employer and conditions of employment in general. In this regard hospitality operations need to shift from being control-oriented to trust-oriented in culture (Sternberg, 1992). This mode of operation must be developed by all employees in concert with upper management and should gradually permeate the culture of the business (Bowen & Basch, 1992). The employees must be able to make suggestions and bring up issues concerning them and their service quality provision through brainstorming sessions and suggestion schemes. A sense of ownership will provide employees with a greater commitment towards service quality provision. Scarnati & Scarnati (2002), is of the opinion that quality is a profound philosophy and an attitude. It is a way of thinking which promotes serving customers in an efficient and highly effective manner and in which service quality excellence is ensured. One of the most important factors is the hiring of employees who are skilled and able to deliver service of a very high quality.

Employees have the power to greatly influence the service encounter with the customer and many do manipulate it and the customers perceptions (Pizzam & Ellis, 1999). Front-line employees are the most critical link with customers and need to understand what quality means and be committed to its provision. They thus need training and should first be deemed capable of providing quality and also capable of working in teams to achieve desired outcomes. They must plan and organize for quality and design systems for quality provision. The quality needs to be carefully monitored by supervisors and middle managers (Oakland, 1991).

CHAPTER 3

The Future of the Tourism and Hospitality Industry in Southern Africa
and the African Continent

3.1 Introduction

This chapter is aimed at placing in context the South African hospitality industry drive to enhance service levels, by describing the current scenario vis-à-vis tourism to Africa. South Africa's growth in relation to Southern Africa and Africa in general is discussed.

As the continent's economic power-house, South Africa is strategically placed to aid the African Renaissance by collaborative and co-operative efforts with its immediate neighbours in the area of tourism development. The South African scenario of the tourism industry for the foreseeable future must include a roadmap of global competitiveness in all areas of the leisure industry especially in the hospitality sector. An examination of recent trends from the global tourism industry especially in Africa and its related sectors raises important questions about the potential impacts of tourism on the South African economy and the Southern African region in general. Service Quality Excellence is essential in this equation. If South Africa is to capture larger tourism markets its service levels must be far greater.

The economic impact which has been generated by the growth of international tourism to South Africa is increasingly becoming an important factor in the economic development of the country and its immediate 'neigbourhood' of Southern Africa. The tourism and hospitality sectors have experienced immediate growth since the 9/11 attack on the World Trade Centre in New York City and to a lesser extent the outbreak of the SARS (Severe Acute Respiratory Syndrome) virus in the Orient and Canada. This bucks the trend in numerous countries where the economic climate has been adversely affected. In the United States the downswing has been of such a nature that two airline companies, transporting greatly reduced numbers of passengers, have applied for bankruptcy protection from their respective creditors. While the demand for travelers to visit

developing countries is markedly up, Africa attracts only a miniscule percentage of these travelers. This is surprising as Africa is comprised of 53 counties and thus makes up about a quarter of all countries in the world. It has some of the most beautiful scenery and a dazzling array of fauna and flora and should be attracting millions more international travelers.

According to the World Travel Organization (WTO : 2002), Africa only received 3.5% of all international arrivals in 1993 and only 5% by 2001, numbering some 28 million international tourist arrivals. Of these arrivals, North Africa received 10.6 million international tourist arrivals with Morocco and Tunisia obtaining the largest percentage. Southern Africa accounted for some 8.5 million international tourist arrivals with South Africa obtaining the lion's share of these, some 5.9 million. Eastern Africa received 5.9 million tourists, Kenya being the main recipient with a total of 841 000 tourists. The political instability in certain African countries and the perception of chaos created by the media, while to an extent valid in the case of some of these countries including Liberia and Zimbabwe, has unfairly disadvantaged the majority of African countries where there is no instability prevalent. In the case of Zimbabwe, a thriving tourist intake of over 1.8 million in 2000, dwindled to a mere couple of hundred thousand in 2001 (WTO 2002 : iv). In 2000, Zimbabwe and Kenya attracted larger numbers of tourists than in 1999, compared to Mauritius and Tanzania, but despite this Mauritius and Tanzania earned considerably more money from tourism (WTO 2002 : x). Mauritius has been able to become a huge success in terms of tourism because it has specialized in superior class high revenue beach resort type tourism and has been able to do this while still maintaining its fauna and flora. Hotels such as the Sofitel Imperial, Hilton, The Oberoi and numerous properties of the Sun International group amongst others offer outstanding value for money and service of the highest quality in relatively safe and tranquil surroundings. The economic benefits accruing from tourism in Mauritius are well recognized. African countries should likewise pursue the promotion of tourism as an integral part of their economic development strategies and not rely on 'handouts' from the international community for their survival. They should rather seek assistance in developing a vital tourism industry that will serve to bolster national coffers and relieve

unemployment of economic proportions in most cases. Investors should be sought who are keen to develop responsible tourism and who will happily invest in less developed areas of South Africa and the region in general. By investment, not only financial input is meant, but also the necessary transfer of technological know-how and other essential skills of the tourism and hospitality industry.

The liveliest activity in terms of global tourism growth is occurring in East Asia which had a recorded growth rate of 5.5% in 2001. This represents 6 million more tourists for the region than in 2000. Africa's international tourist arrivals increased by a useful 4.3%, from 2000 to 2001- this bodes well for South Africa. By comparison, Europe had a negative growth rate of –0.7% This is rather surprising as Europe accounts for about 59% of all international tourism. Africa with its abundant cultural, social, geographic and economic diversity has a great deal to offer tourists (Dieke : 2000). In South Africa for example, the wildlife safari type tourism, the cultural heritage and ethnic tourism as well as the country's spectacular beaches and superb climate have a great deal to offer the international traveler. Many tourists are keen to become 'protectors and restorers of the environment' by exploring the environment and especially fauna and flora in safeguarded areas in a trend known as ecotourism. South Africa and its NEPAD (New Partnership for Africa's Development) would do well to take full advantage of ecotourism (ECA 2001). Many other possibilities exist for stimulating interest in the Southern African region. One of these is heritage. Science has accepted that all humans originated in Africa. South Africa's Sterkfontein Caves, a mere 35km from Johannesburg, is the Cradle of Humankind and a World Heritage Site which is a treasure trove for scientists and tourists in general. This is certainly one area where South Africa can hope to attract many more international and domestic travelers. In 2000 South Africa accounted for 22% of all international tourist arrivals on the continent.

Tourism is developing comparatively slowly in the rest of Africa when in fact it needs an urgent injection of foreign capital, not as a hand-out, but rather in a partnership with international developers who have the necessary know-how. The tourism industry would be well-placed to aid the development of the continent of Africa which has an abundance

of natural and historical assets that tourists could enjoy. A country such as Angola, ravaged by internecine war for decades has huge tourism potential but very limited tourism and is thus desperately in need of regional tourism growth and integration into a co-operative marketing and promotional programme for the entire Central African region. Only vigorous marketing will alter the image of Angola as a war ravaged 'hell' and this requires a great financial effort. This idea applies equally to the rest of Africa. Well articulated tourism policies with both local and international involvement where partnerships are developed are therefore indispensable to success. The strategic development of tourism in most of Africa should be a paramount consideration of all African leaders and interested parties in the international community. Only international agreements and co-operation will be able to guarantee the future growth of the tourism industry in Southern Africa and the rest of the continent. The resultant tourism must then be sustainable and satisfy the human development needs (Vellas & Becherel :1995).

The underdevelopment of Africa is likely to remain intact as long as minor foreign receipts are forthcoming and this in turn makes it impossible to develop adequately. Africa will thus continue to lag behind unless foreign investors take strides to sustain and develop the tourism sector on the continent. There is therefore a 'vicious circle' in place which only very few African countries have been able to remain out of. This state of affairs is indeed surprising as Africa is strategically placed geographically speaking that is, close to Europe which is the largest tourist providing continent. North Africa for one, is seen by many tourists as a natural extension of European resorts basking in the sunshine but with far less crowded conditions than the European counterparts (Hutchinson :1972). Africa also falls well within the European time-zones and this is an appealing factor for many international tourists of European origin who may be bound by tight time constraints due to business commitments.

In Africa, the major setback, according to the WTO as far as tourism development is concerned, is inadequate training and a lack of human resources able to deliver top notch quality service to international tourists. South Africa is fortunate in that she possesses some outstanding tertiary hospitality training institutions such as the prestigious

Johannesburg University School of Tourism and Hospitality which is supported financially by the Hospitality tycoon, Sol Kerzner, the Cape Peninsula University of Technology, the Eastern Cape Hotel School, Vaal University of Technology, Central University of Technology, Tshwane University of Technology and the Durban University of Technology which is the flagship of hospitality training in Kwazulu Natal, to name but a few. Institutions such as these define the skill level of the tourism and hospitality workforce in South Africa and the rest of the region. Apart from these formal training institutions of higher learning, there are certain hotel groups which conduct on-the-job training to improve the skills of their employees – this is to be applauded. Tourism and hospitality education and training is one of the main pillars upon which a responsible tourism can be developed in South Africa. In this regard the private sector must greatly increase its commitment to education and training initiatives. The previously neglected people in South Africa must have access to the necessary education and training if imported skills are to be reduced. The private sector can assist the process by not only offering incentives to education providers and scholarships to prospective learners, but also by providing input as to how institutions of learning can enhance their appropriate education and training delivery efficiency. A tourism and hospitality training and education body comprising both educators and the private sector could be established to effectively co-ordinate tourism and hospitality education and training. There is not doubt that South African tourism and hospitality standards are increasing in leaps and bounds although there is still much scope for advancement on the road to service quality excellence in the tourism industry. This is one of the reasons why skilled managers in the hotel industry for example are often foreigners who are used to manage and maintain so-called international hotels (Vellas & Becherel :1995).

International travel to South Africa has surged since the end of apartheid. In 1994, the year of South Africa's first democratic elections, only 3.9-million foreign visitors arrived in the country.

According to the Department of Environmental Affairs and Tourism, by 2004, international arrivals to South Africa had more than doubled to 6.7-million. By 2007 a total of 9.07-million foreigners visited South Africa - an 8.3% increase over 2006 - as the country shattered its annual tourist arrivals record for the third consecutive year.

Fig. 1 International tourist arrivals to South Africa (in millions) 1997-2007

Tourism is also one of the fastest growing sectors of South Africa's economy, its contribution to the country's gross domestic product (GDP) increasing from 4.6% back in 1993 to 8.3% in 2006 (http://www.southafrica.info/business/economy/sectors/tourism-overview.htm).

South Africa and many less developed countries regard tourism as a very important and integral part of their economic development strategies (Sinclair: 1998). As the demand for tourism increases in the Southern African region there will be many positive impacts as well as a series of negative impacts. The negative impacts will include urban traffic congestion and overcrowded airports (Dieke 2000 : 2). These negative impacts will challenge the host countries. Added to this there may well be a perception amongst indigenous people that tourism is destroying social patterns and is in a sense exploitative in a neo-colonialist way. Would be entrepreneurs also lack the required security and collateral to become part and parcel of the tourism and hospitality industry. In this regard, the state could make the necessary funding accessible and provide the necessary technical help. Perhaps a 'Tourism and Hospitality Bank' could be established as a dedicated provider of funding to suitably 'qualified' entrepreneurs. Whatever the apparent hurdles, it is essential to mobilize

human, capital and other resources to drive an effective tourism policy that far outweighs the negative impacts of tourism. In this regard it is essential to involve local communities on all levels when major investment decisions or hotel development proposals are made in areas in which they reside. Local communities need to identify attractions in their areas and then seek partnerships with the existing private sectors in tourism and hospitality in exploiting the available opportunities. They need to work in tandem with Non-Governmental Organizations (NGO's) as well as Governmental structures if they hope to play a greater role in promoting the growth of tourism. In a nutshell, the national governments of Africa, the tourism and hospitality industry and the global community all need to co-operate to create growth in the tourism and hospitality industry in Africa to the mutual benefit of all parties.

There are many positive impacts which result from an effective tourism and hospitality plan being implemented in a country. These certainly outweigh the few negative impacts that may exist. The positive impacts include greatly enhanced economic growth and foreign exchange earnings, jobs for the masses, sustained regional development and drastically reduced crime levels. Foreign investment and expertise is necessary for the tourism sector to become vigorous. Southern Africa and the rest of the continent urgently need foreign tourism partners to assist them in developing the tourism industry. Foreign enterprises definitely do play a major role in making a country's tourist industry successful (Britton :1998).

It is notable and encouraging that the number of hotel chains becoming involved in Southern Africa is growing. In 2001 US$464 billion was generated in international tourist receipts (WTO 2001) and there is no reason why Southern Africa should not be capturing a far larger portion of this 'pie'. International tourism will remain an economic sector of immense job creation for the foreseeable future irrespective of exogenous shocks such as global terrorism and viruses such as SARS.   The governments of Southern Africa should thus do far more to promote tourism to their beautiful part of the world especially in the low season winter months. This would provide a huge and much needed injection to domestic economic activity in the region.

As long as the global economic climate remains depressed and the South African currency remains relatively low by Euro and Dollar standards, the major role-players in the South African tourism industry can keep upbeat about the future of the industry. South Africa is the leader in earnings in terms of receipts with 26% of Africa's receipts. Alongside other southern African countries South Africa simply offers excellent value for money for discerning foreign tourists. Why else would a masterful businessman such as Richard Branson opt to increasingly be involved in business ventures in South Africa? Even if the South African Rand appreciated to a large extent, the country would still offer excellent value for money. Why many international tourists are now opting for South Africa is simply because the Rand is relatively weak when exchanged for the Euro, Dollar and Pound. Once they see what is on offer they are likely to return for the sake of the beauty and service and not just the weaker currency benefits. Since 9/11 South Africa is perceived to be a safer destination than other parts of the world. Terror attacks in the Middle East, Bali, Jakarta and Spain all emphasize that no country is really immune to the horrors of terrorism. Safety and security are relative.

There is much optimism about the future growth of South Africa's tourism. This has been fuelled for one, by the Cape Metropole's income from tourism which soared by a staggering 10.6% in 2001 (Business Buzz : 2003). The high cost of promoting South Africa abroad in dollar terms is a factor which adversely affects the South African and regional tourism growth. It seems relatively certain that tourism to Southern Africa will outperform the rest of Africa in the near future according to Business Buzz of Nedbank South Africa. There is growing demand for new hotels in South Africa. Most notably, Rezidor SAS Hospitality, the international hotel management group is planning to increase its South African portfolio by five new hotels with many more expected in the future. British Air and Virgin Atlantic have also both applied for additional arrival slots at South African airports so as to cope with the huge tourist demand for South Africa. British Airways increased its passenger numbers to South Africa by 18% to April 2002, but nonetheless turned away hundreds of passengers as it had an inadequate number of landing slots allocated to it. There is therefore a need for more open competition.

Lufthansa the national German airline is also increasing its winter flights to South Africa and promotes the region as an all-year sunny destination. South African Airways has had the vision to form a strategic alliance with Lufthansa.

Statistics South Africa has stated that of the 153764 international travelers to South Africa in April 2003 at least 91.5% were in the country for leisure purposes. They also indicated that the number of international travelers who visited South Africa in April 2003 was up by 15.3% on the 2002 statistics (Indaba 2003). South Africa is establishing itself as one of the top destinations in the world with the Cape Metropolitan area attracting about 52% of all international visitors to the country. According to Rick Taylor, the Cape Metropolitan Tourism CEO, this is surprising but good news for the country's tourism industry as the Western Cape is experiencing a surge in crime and violence (www.cmc.gov.za).

The main tourist generating countries to Africa are France, Germany and the United Kingdom which account for approximately 20% of all tourist receipts to Africa. Although the United States is the biggest spender on tourism globally the number of international tourist arrivals from that country to Africa is miniscule. This is clearly a region of untapped potential growth for Africa's tourism sectors.

The rate of international tourism in the world is far from evenly distributed but is rather segmented (Vellas & Becherel :1995). The Sahel region countries of Tunisia and Morocco account for almost 50% of Africa's arrivals while Kenya has also captured a larger tourist market since Zimbabwe's political impasse. Although Egypt has millions of travelers each year, both she and Libya are classified as nations of the Levant region by the WTO, thus falling outside the calculation of African tourist receipts. According to Vellas and Becherel (1995), North Africa received more than half the total number of visitors to the region in 1995 while twenty-two African countries received less than 100 000 visitors a year and thirteen received less than 50 000 tourists a year. The WTO estimates that by 2020, Southern Africa will attract 36 million tourists per annum as opposed to North Africa which will only grow to an expected 19 million tourists. Southern

Africa will thus, according to forecasts, outstrip North Africa as the major tourism destination on the continent. This is despite Morocco and Tunisia's proximity to Europe.

Morocco has recognized that tourism is a large industry that needs to be exploited to the full. The government of Morocco has thus, according to Trade Partners UK, developed a strategy to enhance its appeal as an international tourist destination. The country hopes to attract 10 million international travelers by 2010 and has thus proactively promoted the vast tourism assets of the country including the sunny beaches, geographical features as well as the rich cultural and historical heritage. Morocco has also mobilized numerous international players in the private and public sectors who have bolstered the demand for Morocco as a seasonal destination geared primarily towards the seaside resorts. Europe is the main source of tourists to Morocco. France in particular plays a great role in the Moroccan tourism industry and accounts for 34% of all international arrivals in Morocco.

Given that South Africa also has great beauty and much more to offer tourists, especially with a comparatively weak currency, there is no reason why South Africa cannot capture far greater tourist markets and in the process create linkages between the various sectors of the local and regional economy. It is essential that the strategic value of tourism and hospitality is understood by all affected parties in Southern Africa. Service Quality Excellence and ethical business behaviour cannot therefore be compromised.

It is also clear that African countries need to co-operate with each other if they hope to make Africa an appealing continent for tourism. If the political will can be mustered the strategic value of tourism can be harnessed to the betterment of the continent in general. This is also the vision of President Thabo Mbeki of South Africa.

At the opening of Parliament on 4 February 2000, President Mbeki stated that :

"The elimination of poverty remains one of the central objectives of the Government and the country. Our activities will also continue to focus on the important issue of de-

racialisation of our economy and therefore the encouragement of black economic empowerment."

South Africa's 43 million population and vast land area of 1.27 million sq.km, give her a vast resource base for tourism. Not only does the country attract larger numbers of international tourists. Domestic tourism is also on the rise as previously neglected people become keen travelers. There are therefore huge opportunities for small entrepreneurs in areas such as curio and light manufacturing as well as the various parts of the services sector. Guest houses, bed and breakfast businesses and shebeens and restaurants as well as more "struggle" history attractions provide greater opportunities for those willing to take calculated risks. Many entrepreneurs could also become tour operators or tour guides or simply industry suppliers in areas such as curio and craft production, laundry services, maintenance and construction to name but a few. These opportunities are not exploited to the fullest by any means primarily because the majority of the population has not had adequate tourism education and lacks the necessary training. There is also an urgent need for greater funding to boost entrepreneurship. The situation is exacerbated by the absence of the necessary infrastructure in especially the rural parts of the country and an efficient and safe road transport sector.

The main problems appears to be a lack of awareness as to what can be done by the indigenous population in terms of business in the tourism and hospitality sectors and a lack of training. It is recommended that the previously neglected people in South Africa must be involved as a matter of necessity. It is these people who stand to benefit the most by the huge potentialities of tourism enhancement in the region.

The Government is gradually waking up to the huge strategic value of tourism and is supporting tourism generating initiatives like never before. It is now also time for the Hospitality industry to begin to support the local communities in upgrading themselves by directly involving themselves in their communities. Communities must be actively involved in the development of responsible tourism which fosters competitive advantage and a concern for the environment. It also implies the "responsibility to respect, invest in and

develop local cultures and protect them from over-commercialization and over-exploitation" (White Paper on Tourism :1996).

It is now the time for all policy makers to 'come to the party' if Africans are truly concerned about the future of their wonderful homeland in the global village. Only a genuine involvement will turn the dreams into realities. The local and international media must be used to vigorously promote tourism to the region and sow the seeds of joint-ventures and partnerships between international investors and funding agencies and local communities. Clearly, tourism in South Africa must be driven by the private sector if it is to be sustainable and used as a vehicle to empower the previously neglected people. Only then will it be able to support the goals and policies of the government. In this regard the Department of Environmental Affairs and Tourism of South Africa (DEAT), has prioritized the creation of conditions for responsible tourism growth and development as far as investment and market share are concerned whilst protecting the natural environment. This department is efficiently managed and has employees possessing vision- a necessity for tourism growth. The DEAT is planning to promote community based resource management and tourism projects and has begun implementing its plan through statutory bodies as well as private sector partnerships. It also strives to conserve and develop both the cultural and natural resources of the country for sustainable and equitable use. The DEAT basically provides a highly supportive environment for new enterprises to be integrated from emerging as well as established areas of the tourism sector and is trying to limit barriers to tourism growth in many areas such as immigration control for example. It is contributing greatly to the economic development of South Africa and the region on the whole and in so doing places the interests of the people of South Africa first and foremost. The national priority of establishing tourism as a major industry in South Africa cannot be overestimated and there are encouraging signs but the road ahead is far from clear.

It is necessary for the national government of South Africa to greatly reduce the crime rate so as to attract more international tourists. The rest of the continent also needs to get its act together if international travelers are to increasingly see the benefits of visiting

what they still consider to be a 'dark continent'. No one wishes to travel to a destination that is apparently insecure and where their safety is compromised and still have to pay for the trip.

3.2 Using the world-wide web to promote the hospitality and tourism industries in South Africa

The potential of using web-sites to promote the South African hospitality and tourism industries is derived from its usage as the greatest information exchange system in the 21st century. However to perform business hyper-effectively over the Internet necessitates the development of an Internet strategy. According to Tschanz & Klein (1996), this can be observed in five basic activities including cooperation, competition, mission, product and services and organizational integration. In this manner the hospitality and tourism industry endeavours can gradually develop in complete, competitive and cooperative service. The best way to effectively meet and exceed the wide range of international guests' demands is through broad tourism service diversification.

Tourism falls into the category of rare economic activities which are able to function exclusively based on domestic resources. The fact is that these can valorize their competitiveness according to global international trends, one of which is the use of the World-Wide Web (WWW) in performing business (Pirjevac : 1998). The process of accelerating globalization has resulted in various aspects being considered (Opitz : 1998). One of these considerations is that *"Globalization has also changed international tourism. The market has experienced an enormous increase and new destinations are constantly appearing on the market. Large tourist enterprises have been established which are doing business independent from states and have their branch-offices in all parts of the world. Thanks to new technologies, these enterprises can offer standard and homogenous products. In this way, tourism is greatly influenced by globalization."* Block and Segev (1996), cite that the international travel industry of which South Africa is a

growing part is greatly affected by the increased competition which manifests itself through the customer demands and expectations, globalization and the exceptional growth of computer based-knowledge. The South African Tourism and Hospitality industries, while seeking to become more competitive in the international market, are over-exposed and overburdened by the very high costs of promoting South Africa in the global market. It is also very costly to make bookings for guests from international tourist generating countries such as Germany, China and the United Kingdom, from which most tourists to South Africa emanate. Immediate communication and interaction with guests and potential guests is also very expensive as is market research. It is my contention that these costs can be reduced by making far greater use of the WWW in the tourism business. The Internet is certainly the greatest rival to the traditional way of performing business via telephone and fax.

As tourism is the new leading world industry of this new millenium, its support by the Internet will represent the most popular e-business category. By 2002 the growth of the on-line travel market was huge and it reached and estimated $35 billion (US). New Internet marketing strategies for all destinations including South Africa are non-negotiable (Rita: 2000).

It has become inevitable to use the WWW for the promotion and distribution of hospitality and tourism and services and products. The internet is also the medium with the greatest increase in usage (Tschanz & Klein : 1996) and it also gives a totally new dimension to the promotion of business in the international market. It is also a very effective system for intense competition which in itself enables many possibilities of use as a direct distribution channel. It is via the Internet that a relationship can be further developed between suppliers and consumers and provides them with highly personalized promotional materials. Hospitality and tourism businesses cannot simply print brochures and hope to be competitive, but should rather use a wide variety of innovative techniques to capture business on the Internet.

The guest to South Africa is the priority and thus holds the central position in the market. Any web-sites that are developed thus need to be focussed on him as shown in Figure 1. The relationship with the guest or customer is in the central portion of the connectivity model and this shows the position of the individual customer relative to the marketing mix.

The intense development of connectivity, which in essence means the development of a shared international marketplace, is making way for new kinds of communication and intends to coordinate and promote links between hospitality and tourism industry businesses as well as their market, and also promotes greater communication between the various customers in the market place.

3.3 How the Internet can support Tourism and Hospitality industry customers

A major use of the Internet in the tourism and hospitality industry is the development of reservation systems that are Internet based. This innovation was initially the preserve of major airline companies in the 1960's.   Since those days it has been transformed into a multi-system that makes it possible for tourism and hospitality businesses to function. Major hotel groups, travel agencies and other businesses use the WWW as a means of promoting a business and also as a place where reservations can be formalized. Businesses that seek to gain a competitive position in the tourism and hospitality markets such as South African Airways and The Hilton Group, believe that Internet-based market research is essential for finding ways of adapting to the needs of on-line tourism and hospitality service users. To use the Internet for research is very efficient, costs far less and the results are achieved rapidly. The types of research on the Internet are threefold:

3.3.1. WEB based survey – this offers market research experts a very useful tool for relatively inexpensive research and fast research. The information gleaned from this survey is generally highly accurate and this represents a growing segment of Internet research. WEB based survey's are also visually attractive to customers and can be as cheap as 80% less than formal surveys that are not Internet based.

3.3.2. E-mail survey – this is probably the easiest way of conducting research and is certainly the oldest Internet based type of research.

3.3.3 News-groups survey – this type of research is grounded on very similar topic entities on the basis of which the research has been conducted and thus has a small sample size.

WEB surveys should be used far more often by South African tourism and hospitality industry, as they are undoubtedly a significant tool to assist a business in conducting market research.

**3.4 How can Websites make the Tourism and Hospitality Industry Business more competitive?**

There are many advantages to using the Internet which give businesses a competitive edge. These are encapsulated as follows:

a) The cost of marketing is low.
b) Tasks become automated and time is saved.
c) Booking and payment are processed easier.
d) Payments are made faster.
e) There is reduced delivery time for many products and services.
f) Service improves continuously.
g) It differentiates a business from competition.
h) It makes products and services distinctive in nature.
i) Businesses are more able to present and sell high quality.
j) The image of the business remains current.
k) The medium is current and flexible.
l) Communication and operation management are made more efficient.

The huge amount of competitiveness in tourism and hospitality industry poses huge challenges for economic development in South Africa and determines the performance of the industry in the international marketplace. The key to success in e-business and in gaining a competitive strategic competitive advantage is the quality, which can be obtained by using the WWW as the main instrument of achieving Total Quality Management.

In essence the tourism and hospitality industry can obtain a new dimension of creating, supporting, conducting and selling its products and services.

Figure 1 **The Internet and the Tourism and Hospitality Guest**
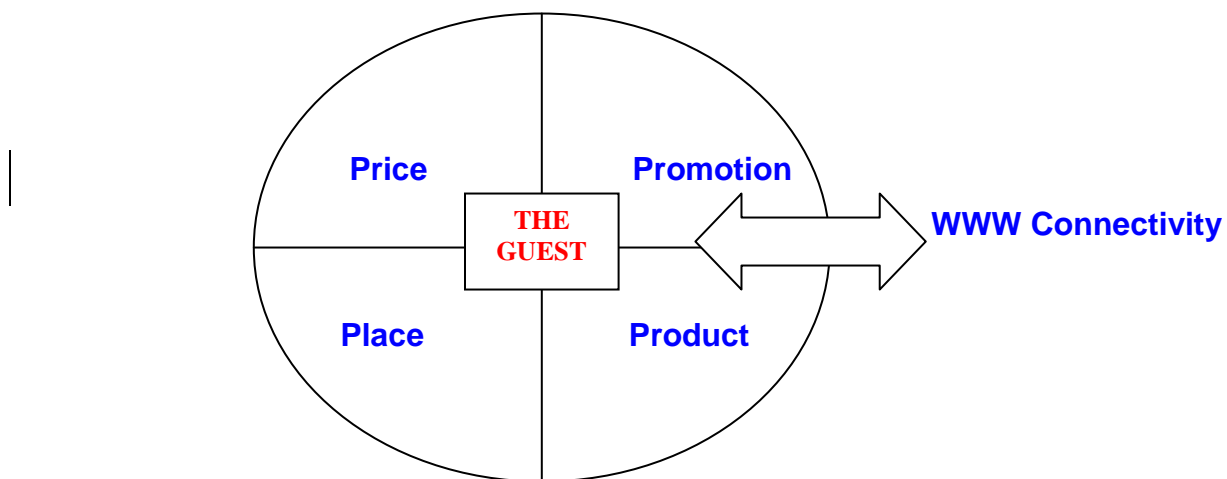
Key to terms:

Product = range, quality, level, brand name, service of hospitality business

Price = level, discrimination, quality, perceived value

Promotion = Advertising, sales promotion, publicity, public relations

Place = Accessibility, location, environs of hospitality business

Physical features, process and people could also be connected via the WEB.

These additional three P's have entered the tourism and hospitality market as extended marketing mix components and are within the control of the tourism and hospitality marketer, and clearly should be part of the marketing plan of say, a hotel.

More types of services are provided which incorporate many aspects of the tourism experience. The tourism and hospitality service provider can offer accommodation, food and beverage services, leisure facilities, car hire etc. The activities thus supported by the Internet have the ability to allow everyone to access the network, and tend to make the local destination as strategically competitive as possible. Companies in the industry can cooperate with each other to offer services to satisfy and exceed customer needs on a single WEB site, irrespective of the fact that customers may significantly differ from one another according to where they originate, their religion, customs and expectations and various other demographic factors. Customers can access transparent and comprehensive information, which is relevant and accurate on various services as presented on the Internet. They can also interact with the product or service provider. WEB sites are thus a way in which international and domestic tourists can make quick effective contact with the service providers in the South African Tourism and Hospitality industry.

CHAPTER 4

Business Ethics Management in the South African Hospitality Industry

4.1 Introduction

As hotel guests become more discerning and demanding, South African hotel managers will increasingly need to consider the management structures and styles they adopt, their definitions of service quality excellence and will need to constantly scan their micro-environment and measure employee performance in terms of ethical issues.

The physical environment in which employees operate plays a role in how they work and impacts on quality service provision This is why the involvement of hotel managers, front office and housekeeping staff at design phase as well as during subsequent renovations is crucial to empowerment and the creation of an ethical space in which to operate. Management structures also appear to be shifting from the traditional hierarchical structure paradigm to leaner, service-focused levels in which there is employee empowerment and in which ethical behaviour is engendered in practice. This is why guest and employee feedback is actively sought in the best hotels and subsequently used to fix problem areas in service quality delivery. The achievement of service quality excellence and productivity standards is ensured by integrated and comprehensive human resource management practices, including effective recruitment and employee training in addition to employee up-skilling and cross-skilling in well constructed development programmes. Hotels which succeed more in capturing repeat business are those which have clear forward thinking managers who are concerned about comprehensive guest service and higher than usual employee satisfaction mechanisms-which limits the potential for unethical conduct in the workplace.

Once a hotel's reputation is tarnished by unethical employee behaviour it is unlikely to recover easily and it will lose revenue. This will lead directly to greatly reduced employee

morale and to closer inspection by prospective customers. There is clearly much benefit to introducing an effective ethics programme in hotels. For one, ethical behaviour is economically rational (Friedman : 1970).

Hotels should acknowledge their social responsibility as ethical institutions because it is economically rational to do so. Secondly, customers as well as investors hope to gain a marketplace advantage. Hotels with sound business practices and strongly infused ethical values report enhanced employee morale and higher employee productivity. Monitoring and managing the ethics training of employees is vital but many managers do not know how to go about this. Managers require practical guidelines about managing ethics and these are sadly very difficult to obtain (Stark : 1993).

Many hotel managers believe that employees will automatically do the "right thing" and that ethics training is thus superfluous (McDonald & Zepp : 1990). The problem with this belief is that it is assumed that employees will consciously step back and reflect on morality. Furthermore, employees may select from alternatives that are open to moral assessment, that is, they may be neither wholly right or wrong but lie in a "grey area" (Townley : 1992). The domain of actions is thus great and the "right thing" is not as straightforward as it appears to be. Ultimately, the individual decides what is "right" or "wrong". The employee who has been given guidelines on how to behave in a given situation is more likely to act honestly, fairly and responsibly. Employees who act in a supererogatory fashion, literally "above the call of duty", do so because of their strong religious convictions and good parental upbringing.

At the upper management levels, Managers in South African hotels tend to assume that promoting employees is enough of an incentive to eliminate unethical business practice. Contrary to this perception, lower level managers selected for a may feel very insecure but will not suggest this. It is at such a juncture that they need to be effectively empowered and demonstrably appreciated by the upper echelon in a business.

Senior managers must take the lead and guide their employees whilst visibly seeking to support them in what they are tasked to do. Employees who feel they cannot trust their

superiors will not always make ethically sound moves. It is critical to be empathetic and sensitive to the feelings of employees This is particularly important in the South African context where black workers have for many years been exploited and manipulated in workplaces as sources of very cheap labour. Managers at all levels must become more aware of the effect they may have on employees vis-à-vis ethical conduct on their part.

An 'Atmosphere' equating with the corporate culture must be put into the day to day practices in the workplace. Managers must be true leaders who guide by example and set the tone for an ethically sound workplace by their own ethical conduct at all times-even beyond the workplace.

There needs to be a vision which sets a tone for integrity, teamwork, empowerment and motivation. Only then will a hotel have a truly ethical environment in which employees can be nurtured, despite their cultural diversity, to be the best they can be in the operation to the benefit of all stakeholders and especially the guests who are after all the reason for the business opening on a daily basis.

4.2 Background

It is believed that business ethics is critical during times of change in a country, much like what we are faced with in South Africa today. All employees need a moral compass to guide them through a labyrinth of dilemmas they are likely to face in the everyday workplace.

I visited four hotels to investigate the employee training in terms of business ethics. For the sake of confidentiality I will refer to the hotels as A,B,C and D.

4.3 Findings Relating to Business Ethics Management

Hotel A

This is a Superior Class hotel with large international links. The General Manager informed me that an "ethics plan" was not in place but that it was the policy of the group to train employees on ethics issues in the near future. I found that :

- The employees in this hotel appeared to have little or no self-motivation.

- The Manager said that many had a "mental block" that prevented them from acting like individuals because of the repressive nature of their early lives.

- It was difficult to convince them that they needed to show personal initiative and do more rather than as "little as possible".

- The "ethics plan" was nothing more than a document of ten pointers as to why "honesty pays", and "how to treat guests".

- Employees said they would not know what to do with an item left behind by a guest but would probably keep it.

- The HR manager was "reworking" the ethics plan of the Group so as to make it "more appropriate for the South African hospitality industry."

- He felt that Ethics was "common sense" and needed no training as such. A basic Code of Conduct was signed by each employee but none had a copy.

Hotel B

This is a budget hotel with foreign links. The General Manager is also the HR Manager. He expressed the belief that profits would soar if his ethics plan was adhered to by his employees. They had been trained about ethics in business in a one hour session by him. On speaking to some employees I found that:

- Employees complained bitterly about the harsh treatment from their manager behind his back.

- Many said they would keep any item left by a guest in the hotel room rather than hand it in so as to make up for their harsh treatment.

- They felt they were expected to "do all the dirty work" while the managers earned huge salaries and did very little- they would "steal" given the opportunity to do so.

- Employees had no concept of teamwork.

- The Manager said his employees were unable to think beyond their immediate situations and had to be "driven" to work.

- He said he had spent much time on an Ethics Plan and Programme but could not find the plan to show me. There was a very basic three point Code-of-Conduct referring particularly to Smoking, attendance at work and the dress of employees. Each employee had a copy.

Hotel C

This is a Superior Class hotel and is part of a major international group. The General Manager was very much involved in assisting the HR Manager with formal ethics training. The main idea behind the Ethics Programme which was shown to me was to enable the hotel to gain a marketplace advantage and to have employees performing at optimum levels. I discovered that:

- The managers had a very personal approach that included a lot of empathy and compassion towards employees.
- While seeming to be dogmatic and appearing to have no interest in their employees, employees felt the exact opposite.
- Each employee was treated as an individual and called by first name. They were treated as a family and their total environment was considered by the managers.
- Employees were taught regularly about the value of "doing the right thing" at all times and the impression they gave was that they were fully supportive of honesty as their "boss" was regarded as ethical and sincere and seen to be so in work situations – and they respected this.
- Ethics training was conducted every quarter for a full day by external consultants and was based on the Code-of-Conduct of the Hotel which each employee had in his/her locker and had signed for.
- The hotel had made huge inroads into the South African hospitality market.

Hotel D

This hotel could be considered Middle to Budget Range. The General Manager said ethics was vital to good business and motivated employees to perform harder as they "had a sense of direction about the company culture". I found that:

- They did not have an ethics plan in place as such but relied purely on the odd statement here and there relating to ethics in business as far as training was concerned.

- Employees seemed rather contented.

- There was a Code-of Conduct which primarily addressed issues of social responsibility and excellence in the workplace but very briefly.

- Employees did not all know what ethics meant or what the managers expected from them.

- While management realised the value of Business Ethics as something which builds on values and help develop as sense of right and wrong, no urgent need for training was exhibited.

- Suggestions were "currently welcome" as to how to go about effecting Business Ethics training.

4.4 Problem Statement relating to Business Ethics Management

Employees in Hotels need to be guided through a maze of complex dilemmas about what is right or wrong in the workplace. There is huge scope for potential conflict of interest and wrongful use of resources in hotels. There are ample opportunities for mismanagement of agreements and contracts with suppliers and the community at large. Illegal, unethical and questionable practices of employees at all levels in a hotel are rife (Madsden & Shafritz : 1990). These behaviours must be remedied and eradicated. An Ethics Management Programme that is effective is thus highly desirable.

4.5 Methodology

Business Ethics revolves around the basic ground-rules by which employees are expected to work. It is an explicit reflection on moral practices and beliefs. It includes

values which guide how employees behave and include aspects such as responsibility, fairness, respect and honesty. Ideally the ground-rules should be universalized so that everyone in a hotel has the same moral obligations in morally similar situations. The categorical imperative (unconditional command) is that the maxim (subjective rule used to make a decision) of an employee's actions can be seen as a universal law. What an employee does here is in accord with global ethics. An impartial standpoint where all employees are treated equally is essential.

New ways of organizing the ethics programmes are demanded by new forms of competition as evidenced in the hotel industry (Nohria : 1996). Traditional forms of informing employees of what is right and wrong need to be dissolved in rapidly changing environments (D'Aveni : 1994). Internal processes need to be re-designed, so that ethical management becomes more formalized and employees know what is expected of them in all situations at work.

Examples of Ethical Dilemmas Hotel Employees may face:
- "Do I tell guests that our competitors are cheaper/ offer better value for money?"
- "Do I tell a colleague I know he will be retrenched soon?"
- A fellow employee asks me to rewrite her schedule as though she was not an hour late for work. What do I do?
- A chef uses cheaper cuts of meat in a recipe but the menu states that a more expensive cut has been used. Do I say anything?
- "Do I tell my manager that my fellow employee intends to start a new job?"
- We advertise special packages with a "limited availability" but in fact tell guests the packages are full when we actually only want to sell them more expensive packages and have no rooms set aside for the "special packages" anyway.
- "I have been offered An inducement by a supplier. What do I do?"
- "A guest has left his wallet in the room. What do I do?"
- "A fellow employee is not treating customers well. What can I do?"
- "The Head Chef re-uses food returned by guests for the meals ordered by others. What should I do?"

- "Do I respect the confidentiality of all information received in the course of work?"

- "May I use information for personal gain?"

- "Can I have a personal interest in any supplier with whom I am conducting business?"

- "May I accept a gift of either small or large instrinsic value from a guest or supplier?"

- "As a manager may I invite suppliers to lunch as part of a networking initiative even if they are friends of mine?"

- "May I offer inducements to suppliers to provide products at a more reasonable rate?"

These and other ethical dilemmas could be addressed by the method suggested by world ethics expert, Laura Nash in "Ethics without the Sermon", Harvard Business review (59), 1981. Nash who was President of the Society for Business Ethics of America from 1996-1997, currently serves on the Advisory Council for the Business Roundtable Institute for Corporate Ethics in the United States and is an Academic Advisor for the Institute. She is a regular commentator in the media, including CNBC, *Fortune*, Forbes' CEO Conference, Marketplace, *Wall Street Journal*, *Newsweek*, ABC Nightly News, and Nightline.

Nash acknowledges that different parties may define problems differently, for comparing intentions against likely consequences, and for considering the symbolic value of the decisions they take. She provides a list of questions for employees to ponder when confronted with an ethical dilemma, namely:

1. Have you defined the problem accurately?
2. How would you define the problem if you stood on the other side of the fence?
3. How did this situation occur in the first place?
4. To whom and what do you give your loyalties as a person and as a member of the corporation?
5. What is your intention in making this decision?
6. How does this intention compare with the likely results?
7. Whom could your decision or action injure?
8. Can you engage the affected parties in a discussion of the problem before you make your decision?
9. Are you confident that your position will be as valid over a long period of time as it seems now?
10. Could you disclose without qualm your decision or action to your boss, your CEO, the board of directors, your family, or society as a whole?
11. What is the symbolic potential of your action if understood? If misunderstood?

12. Under what circumstances would you allow exceptions to your stand?

4.6 Results and Management Implications

Control of ethics related aspects in a hotel works through direct observation. Limited feedback, close personal supervision and formal evaluation of an employee's performance (Miles & Snow : 1994). There is no doubt that hotels place high value on fairness and ethical issues although greater attention to actual ethics programme training is needed. Ethics training allows a hotel to maintain a moral character in times of economic hardship in which employees are more likely to be tempted to accept bribes etc. Ethics training and a carefully developed programme improves productivity and develops a sense of teamwork amongst employees who all strive for the "common good." Integrity, honesty and transparency are enhanced .The employees have a guide to appropriate behaviour (Nordlund: 1999) and this serves to motivate employees to perform better. A carefully developed ethics programme will also ensure the ethical treatment of employees by the hotel, within the scope of legality. Giving only lip service to an Ethics programme serves no purpose whatsoever. By the same token, ethical codes that are too vague or general in nature may not be very helpful for employees when faced with tough day-to-day decisions.

The hierarchy of the hotel management structure, from the Board of Directors down, must fully support an ethics programme and promote training as part of a chain-of-command discipline (Ezzamel et al : 1994). Employees must be allowed to exercise their broad judgement in work issues and matters as long as they do not act unethically and must be given the resources to do their jobs (Miles & Snow : 1994).

A Code of Ethics is used to specify the ethical rules under which employees will operate. The General Manager should drive the Code of Ethics and must as a priority review the values and ascertain their adherence to local laws and regulations. He/she together with middle management must identify the values necessary to address current workplace issues during strategic planning. The expectations of all stakeholders must be considered. Which are to be given high priority? The preferred behaviours of employees in given situations must be carefully thought out. Hotels need to find ways to lessen the potential for opportunism and

apathy (Brousseau et al: 1996).Clearly an Ethics Code must be decided upon by all employees who will then feel a sense of ownership. One person should however assume responsibility for managing the Ethics programme. The Ethics Code must be made public and integrated into the strategic planning of the hotel by an ethics committee who also oversee training in ethics and resolve ethical dilemmas if they do occur. It must be reviewed regularly and should be updated periodically.

The Ethics Codes that are drawn up by management must be of such a nature that employees can and should interact frequently with their managers across formal boundaries (Baker : 1992). The entire complement of employees and employers must be in full accord with the Ethics Code. This holistic approach is far more conducive to ethical behaviour than a fragmented approach were individual departments are responsible for their own ethics training and programmes (Ezzamel et al : 1994). What is sought by ethics training is a preferred behaviour in the workplace and a prevention of ethical dilemmas from manifesting themselves in the first place. Ethics management is an integral part of Total Quality Management and Strategic Management and must include a very high priority on operating values including aspects such as reliability, trust and performance. Management must thus invest in the ethical development of employees so that the employees may acquire a strategic ethical perspective (Miles & Snow : 1994).

Training methods such as lectures, role-playing and case studies are the most useful in an Ethics Training Programme. The lecture would be most useful when a lot of information needs to be provided quickly. In the role-playing option, alternative approaches can be considered and analysed. Case studies present employees with real-life situations in which they can consider what they would do in any given situation. Each of these methods require a trainer who is both creative and skillful in keeping employees focused on the ethical issue under discussion or analysis and the reflection on morality.

The employees need to learn their roles from managers who are not perceived as "policemen" but rather as "father figures" and "mentors" (Miles & Snow : 1994). Employees must be kept focused on the hotels Code of Conduct and the Ethical behaviour that is

expected on them (Nohria : 1996). Ethical behaviour that is outstanding must be rewarded appropriately. Unethical behaviour could be anonymously passed on via a "hotline" or via a "suggestion box". Employees expect their work in hotels to be far more meaningful and fulfilling and they do not care much in the final analysis for fancy titles (Steers & Porter : 1991). Ethics training steers them onto a course of belonging to a family of high-value individuals and they become high-performance employees who see meaning in all they do at work. All employees are keen to pursue growth opportunities and appropriate behaviour assists this desire (Arthur & Rousseau : 1996).

Ethics programmes basically legitimize the actions of managers and strengthen the culture of the organization. The trust factor is greatly enhanced and this leads to more consistent standards of work and greater customer care. In essence, there is a much greater sensitivity to the message that the hotel sends out to the community at large. Employees are proud to work for their employer who is seen as honourable. Fairness permeates the ethos of the hotel and employees care about not only customers but their colleagues as well (Pastin : 1986). The individuals assume greater personal responsibility for their actions and see purpose in all they do. *Phronesis* (practical wisdom and ability to act correctly in difficult circumstances) will become "second nature" to employees if Ethics Programmes and Codes are carefully thought out. Regardless of the extent to which regulations and rules may be in place in a hotel there will be "grey" areas in which an employee will have to make a decision. In such scenarios it is expected that the employee will consider the long-term interests of the hotel ahead of any other considerations.

Certain aspects are value or ethics related in hotels according to the Details Report for: 43-4081.00 - Hotel, Motel, and Resort Desk Clerks, Educational Institute of the American Hotel and Lodging Association. Hotels are ethically expected to, for example, accommodate their guests by registering and assigning rooms to them, issuing room keys, transmitting and receiving messages, keeping records of occupied rooms and guests' accounts, making and confirming reservations, and presenting statements to and collecting payments from departing guests. Front desk clerks, front desk employees, night auditors, supervisors, front office agents, guest service representatives, desk attendants and indeed all hotel employees are expected to act

ethically at all times. It is abundantly clear that certain employees feel they have a right to act unethically as he are 'exploited' in work and so need to redress the exploitation by helping themselves to what is rightfully theirs in their opinions. This includes not feeling guilty about shoddy work performance and poor quality service to guests who are paying a hefty premium for quality service.

The Details Report states that "Relationships — Occupations that satisfy this work value allow employees to provide service to others and work with co-workers in a friendly non-competitive environment. Corresponding needs are Co-workers, Moral Values and Social Service" (Details Report for: 43-4081.00). Employees are thus allowed to provides service but this needs to be carefully monitored and where employees feel maltreated, this should be addressed with urgency.

The next is: "Support — Occupations that satisfy this work value offer supportive management that stands behind employees. Corresponding needs are Company Policies, Supervision: Human Relations and Supervision: Technical" – if employees feel alienated, they will not perform as expected.

Thirdly: "Working Conditions — Occupations that satisfy this work value offer job security and good working conditions. Corresponding needs are Activity, Compensation, Independence, Security, Variety and Working Conditions" where certain employees may feel that especially job security is at risk, they tend to try to 'feather their nests'. This may lead to theft and fraudulent activity.

Fourthly: "Achievement — Occupations that satisfy this work value are results oriented and allow employees to use their strongest abilities, giving them a feeling of accomplishment. Corresponding needs are Ability Utilization and Achievement'- where employees feel they are stifled in expressing innovation and where entrepreneurial activities on heir behalf are discarded as useless initiatives, employees will not feel motivated to be ethical and will deliver poor quality service.

Fifthly: 'Recognition — Occupations that satisfy this work value offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status" – where employees feel they are going nowhere in their chosen career field they may begin to be unscrupulous and act unethically.

Sixth: "Independence — Occupations that satisfy this work value allow employs to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy' – where there is no employee empowerment, employees may feel a need to empower themselves in whichever manner, irrespective of the legality or otherwise of their actions.

CHAPTER 5

Managing and Motivating Employees for Service Excellence

5.1 Introduction and Background

Supervisors and managers today are expected to both administrators and psychologists who have a more than average understanding of the needs and behaviours of employees in a business enterprise. The core function of a supervisor is to develop the basic skills of employees under his or her control and motivate them to meet the demands of the business. Front-line employees who deal with customers all the time need to be coached in dealing with customers in a constructive way and with the appropriate behavioural characteristics. The supervisors and indeed all ranks of management must strive to influence the behaviour of the employees under their charge rather than try to change the personalities of these employees. A front-line employee may make quick impulsive judgements and react in an emotional fashion when confronted with seemingly unpleasant information. The employee may depend too heavily on the support of those in the upper echelons of the business or take an aggressive stance when he perceives himself to be under threat from either a customer or fellow employee. Some employees may thrive on spreading malicious gossip throughout the business for excitement in a rather boring existence. Many employees may feel insecure in the business as they live under the constant threat of retrenchment as businesses downsize in efforts to become more cost effective. All these behaviours are quite natural but need to be substituted with behaviour that is appropriate and conducive to the conducting of business activities.

The types of behaviours that are deemed to be more conducive to business environments could include being more open to collaborative type relationships in the workplace for one. Employees could benefit immensely by open and transparent communication. They could be encouraged to learn from their mistakes and foster a teamwork spirit in the business in which all employees are accountable and responsible for their actions in a flat hierarchical business structure that is far from top-heavy. The

scenario of 'too many chiefs and no Indians' is not acceptable in the 21st century business world. Employees nowadays tend to insist on making a very detailed analysis of an issue before passing judgement in an impulsive way. The facts must be established before reacting to information.

Abraham Maslow, the famous Harvard University psychologist, postulated a 'Hierarchy of Needs' motivation theory in 1943. The needs begin with very basic low-level needs for air, water, food and shelter which are at the base of a pyramid. The pinnacle of the pyramid is the need for what Maslow called self-actualization or self-fulfillment and is arrived at when an individual realizes his or her total potential. The social needs that people have are to a large extent fulfilled by their interactions with other people in the workplace environment. Secondary needs may include the desire to feel secure in a physical sense. The needs a person has for esteem may be met by recognition of his or her achievements. All a person's needs cannot be met simultaneously and he therefore seeks to fulfill his needs on a selective basis. Only needs that are not yet satisfied motivate a person to behave in a certain way and then this is in a hierarchical fashion.

In the workplace the needs of most people could be translated into salaries, job protection, safe working conditions, medical care and pension. Once all these needs are met at a high level, they are no longer motivators of employee behaviour. Social interaction needs would then 'kick-in' which could include social activities at work and very pleasant workplace conditions. These needs would be followed by needs for job status, incentives, promotion ability and ultimately total self-actualization which implies that the employee is in a job in which he has always wanted to be. He has found his ultimate calling in his current workplace. The actualization of the employee is a continual ongoing process as he is never fully satisfied. Employees whose basic needs have not been met will always remain dissatisfied while satisfied employees will in all probability, have higher-level needs met which could include responsibility and personal growth.

The Yale University academic, Clayton Alderfer, developed the Existence, Relatedness and Growth Theory (ERG) in 1972. He modified Maslow's Higher 'hierarchy of needs' and believed there are three levels of needs that people have. Alderfer concurred with Maslow on the physical and personal safety needs. These he called "existence" needs. His next level of needs was termed "Relatedness" which includes the need for status, esteem and social interaction. His final level of needs is the growth "level" which includes higher-level esteem needs and self-actualization. Where Alderfer differed with Maslow was his opinion that each need could motivate a person simultaneously. An individual will also, according to Alderfer, not seek to meet high level needs unless low level needs are met first, while needs that are met could encourage an individual to seek higher new needs on the same level.

Another psychologist, Frederick Herzberg, developed the 'Two-Factor' theory in the 1950s. Herzberg said that workers want to be physically clean and if they are dirty, will be unhappy. Being clean however, would not necessarily motivate them it would just keep them from being unhappy. Herzberg said certain needs at the lower level of Maslow's hierarchy such as salaries, conditions of work, relationships with fellow employees and managers and personal safety are all vitally important. Employees who are not paid adequately will simply not prove to be efficient workers. However having a good salary or a nice cozy place in which to work will only take away unhappiness, not motivate. What Herzberg believed would motivate and give employees job satisfaction was the chance to grow personally, extra responsibility, autonomy, increasing skills and the recognition of excellent employee performance.

Since the days of Maslow, Alderfer and Hertzberg numerous studies and research has been conducted to ascertain which factors are considered to be the most important for workers at their place of employ. At the top of the list is the need for a good salary, followed by job security, pleasant work conditions, reasonable hours of employ, discipline that is tactfully enforced, company loyalty to employees and an empathetic employer. What would really motivate an employee is a feeling of belonging and appreciation for work well-done. These are followed by possibilities for employee

development and growth and even promotion. Performing work that is mentally stimulating is also considered important. Another set of needs include commitment which implies an employee is happy to be identified with a particular business. Management strategy and objectives which are understood and where an employee fits in the business plan are considered equally important needs of employees. Employees also rate highly the sense of empowerment a business may give them and to a greater degree a sense of accomplishment. It is essential for supervisors and managers to take these numerous theories and findings into consideration when dealing with employees. It is imperative to identify sources of employee satisfaction and to try to meet their needs on both the lower and higher levels.

Two distinct management philosophies with a particular emphasis on motivation were advocated by Douglas McGregor in the 1960s. These theories were called the X and Y theories. Theory X made assumptions about workers being lazy and therefore needing close control and supervision. Furthermore, workers were considered to be apathetic about developing their careers in the workplace. The theory led to businesses adopting a Management by Directives approach towards employees. Employees were only motivated by a fear of being fired from their jobs and by obtaining monetary incentives to work harder.

Theory Y on the other hand tended to view employees as individuals, each with a unique contribution to make to the growth of a business. The theory assumed that workers wish to direct themselves as much as possible in the workplace while the are also eager to assume greater responsibility for their actions. Workers wish to develop within their chosen career fields and are keen to learn more skills and assume a greater range of duties. McGregor believed that workers goals had to be integrated into the goals of the business in which they were employees. Only in this way could both the business and employee each obtain what each was striving for. This theory laid the basis for the style of Management by Objectives in which managers and employees come to an agreement on mutually-inclusive objectives to be attained in both the short and long-term.

Theory Y was further promoted by the development of a new Theory Z by William Ouchi. He described situations in businesses in both Japan and the United States of America in which both employee and the company are totally immersed in a the business. The employee is also either motivated or de-motivated by the business within which he or she is employed, which is either a positive or negative type business.

What impacts on employees most is the type of communication that exists within a business. Numerous types of organizational structures exist and each one has a different impact on communication. An employee-based type of business will motivate its employees to take ownership of the business and allow them to take part in and have much responsibility within the business. In market orientated businesses which are organized by location or the type of product or service provided, sales is the most important aspect of business. The employee has to pander to the whims of the managers at head office for almost all business conduct and he or she has very limited say or communication with management.

A matrix based business has equally strong managerial bureaucracy as a market orientated business. It is also positioned by virtue of its product or service offerings and by the location of the business. It is unavoidable to have divided leadership in this type of business although outwardly there appears to be a sophisticated level of coordination. The entrepreneurial business has a high level of risk attached to it and it is common for employees to be fired and hired at will. Usually all major decisions in this type of business are made by a single individual. Decentralized businesses which are split up into numerous units which operate relatively independently and work according to strict budgets make it very difficult for communication to occur within the business as a whole.

The type of business which is totally dominated by a Board of Directors and a domineering CEO, has very rigid controls in which everything has to be done 'by the book'. Any deviation from what is included in a company manual is considered

anathema to the operation and not deemed conducive to good business practice. In this type of business as well in most of the others, managers tend to hide in their 'ivory towers' and are not keen to make contact with their employees. They administer a business but neglect to lead, and this is precisely what separates the businesses who are market leaders from those who are not.

It was Tom Peters and Robert Waterman who in the 1980s emphasized a set of basics to strive for in business so as to achieve excellence. These basics include punctuality, motivation and skills necessary to perform at optimum level in a business. It is however necessary for managers to possess the necessary conceptual skills to see the business holistically. It is also necessary for management to realize that if they pay employees a decent salary, the employees will be happy to come to work as the salary they obtain enables them to indulge in pleasurable activities when they are off work.

5.2 Implications for the Hospitality and Tourism industries

It is a good strategy for a business to mix Theory X and Theory Y to motivate employees. The employees must carry out the instructions of their superiors in a disciplined fashion but at the same time be afforded the opportunity to act independently within certain pre-determined parameters. I believe that an inter-mixing of the two theories will result in employees who are keen to work at their optimum levels on a continual basis. In other words, employees must be empowered and be trusted to be responsible enough to carry out tasks and perform their numerous duties. The content of a job is in itself a motivator while recognition and feedback from fellow-workers and managers is equally important in motivating employees to excellence. The employee feels a sense of worth in accomplishing goals that are both meaningful as well as challenging. These are what are known as extrinsic motivators. What is necessary however is that managers act in a constant fashion and continually guide their employees and allow them to 'take ownership' of a task or duty.

There are also a number of intrinsic motivators which are derived from the employee himself. These include his enjoyment of his work for its own sake, his input in the vision of the business and his responsibilities in the business. He also believes that what he is doing is important and worthwhile and sees each and every task and duty as a challenging one that he is proud to be involved in. Many employees strive for excellence as they consciously try to surpass their previous levels of excellence in job performance.

A manager who is approachable and who demonstrates to the employees under his charge that he values them as unique individuals each with a meaningful role in the business, is well on the way to developing and nurturing their important trust. Employees will be far more committed to the business and will feel a strong sense of *esprit'd corps* which will bode well for the business. They will feel they 'belong' in the business and are proud to be employed by it and not mind about having to work longer than usual hours when deadlines have to be met. The psychological and physical needs of employees must be addressed so as to make them more highly committed to a business. Businesses must strive to nurture loyalty, enthusiasm and a sense of excellence in their employees. Much employee insecurity can be removed by simply telling employees that they are doing well in their jobs and by encouraging their ability to perform a job well. The employees must have a wide range of stimulating tasks to carry out if they are to remain 'challenged' by their work. It is however not advisable to expect employees with limited ability to be multi-skilled unless they have been provided with the necessary tools and training.

Employees can be developed in a very wide range of areas, including skills, technical, functional, managerial and professional development. The skills training, provided it is regularly reinforced, will enable employees to become multi-skilled and will also provide them with the necessary confidence to perform a certain task. Technical training also conducted regularly, allows for high standards of service on the part of employees. Functional training which addresses areas such as sales, planning, purchasing, personnel management and marketing aspects, will invariably enhance the performance

of employees. Managerial training will enable senior employees to identify problems before they become too great to handle and will provide them with the necessary problem-solving tools and strategies. Professional training is the type that takes the longest to conduct. It is the type which provides an employee with the main skills necessary to perform a specialized job such as accounting or engineering for example. This training is usually conducted full-time and externally at a technikon or university. The other types are usually part-time and could well be in-house and conducted by specialists in whatever field who are hired by the business. It is vital for any business to allocate resources to training including both time and money for it in every budget. Plans to conduct training must be carefully assessed and the costs thereof carefully anticipated. It remains essential to conduct training and a business that overlooks this important aspect of its operation does so at its own peril.

Steven Kerr in his book, *Ultimate Rewards : What Really Motivates People to Achieve* says that :

"The chance to learn new skills or apply them in new arenas is an important motivator in a turbulent environment because it's oriented toward securing the future……In the world of high technology, where people understand uncertainty, the attractiveness of any company often lies in its capacity to provide learning and experience."

5.3 How to train for motivation

Training needs to be carefully planned and the level of performance that is to be arrived at must be observable after the completion of the training. As a first, a job analysis must be conducted so that the necessary tools and job performance standards can be ascertained. All training must be practical and strive to develop the abilities that are considered to be essential for the successful performance of a job by an employee. It is

necessary to have training in place that is useful in terms of enabling an employee to do things easier and more efficiently. Training that has no practical value is generally a waste of time. The outcome of training could be for example that it will result in check-in employees of Airline company AAA being more efficient in handling irate passenger complaints which are due to airport inefficiency and not the airline company itself. The specific objectives of the learning as identified by management, should address specific behaviour, which is both observable and measurable. The employees to be trained so as to become more competent in their duties need to be carefully selected by the management of a business. It is pointless to train an employee in something he or she is actually good at. Rather spend time and money on employees who lack the necessary skills. Make training fun for employees who are able to feel they are in control in coping with the challenges of learning various new skills and who are developing themselves personally by undergoing training.

The training programme that is designed should include all the skills to be passed on in a logical manner and should be supported by carefully worked out materials that are provided to each employee to be trained. The training method or materials and activities used in training that are selected must not be beyond the grasp or comprehension of the trainees or the trainer. All employees to be involved in training must be timeously notified of this and the benefits of the training to both them and the business clearly spelt out. The lines of communication must be open all the time.

A supervisor should ask him or herself, the following questions before setting out to train employees:

- Do my employees have the necessary skills at present?
- Does the business regularly update their skills by training?
- Do the employees have sufficient time in order to practice their newly acquired skills?
- Have the employees been consulted on what they feel they would like to have training on?

- Have I taken the desires of the employees into consideration?
- Has the business budgeted sufficiently for training to be conducted?
- Will the employees to be trained benefit from the training?
- Is the training going to make an impact on the performance of the employees?
- Is the training cost-effective?
- Do the trainees have the necessary mental or physical attributes to undergo the training?
- Could the employees 'train themselves' by self-study?
- Does the business have employees who could pass on the skills to his or her fellow employees at a fraction of the cost of hiring external trainers?

It is far too commonplace to find businesses not utilizing talented employees to their fullest potential. The manager should seek out the best people for his or her business as the effort taken will prove to be more than worthwhile in the short and long-term. Numerous questions could be asked by the manager. Does individual A appear to have the potential to make a more than meaningful contribution in the business? Does he have the energy, drives and willingness to improve his performance in the business? Does Ms XX have the ability to communicate well and work as a team player? Is hiring her an investment or a liability? A talented employee could for example be promoted to a more senior position rather than looking for an equally talented employee externally. Individuals who show promise and great organizational and leadership capability should be promoted as soon as possible or they may seek 'greener pastures'. It is therefore essential for managers to plan succession in their employee related strategy.

The managers of today must guide, advise and coach their employees and help them to recognize their strengths and weaknesses. He must allow open consultation all the time. It is pointless for a manger to have an 'open-door-policy' with regard to employees if his secretary constantly blocks the path of the employees to the manager.

The manager must not only seek to establish a unique and special relationship with the employees under his control but he must also mentor the employees and guide them in

a totally objective fashion. This is especially critical when placing employees on their 'career path' in the business. The manager can motivate employees by making task identity clear and by varying the employees skills. He can tell the employee how significant his role is in the business and show him how it impacts on the business bottom-line, which in turn also benefits the employee himself. The manager needs to be an empathetic individual and a good listener when it comes to counselling employees.

5.4 Desirable traits for developing and enhancing a motivational ethos in the workplace

No person is a god or the epitomy of perfection, however, I believe that the ideal 'boss' should possess at least 90% of the following characteristics or personality traits :

- Integrity in dealing with employees.
- Competence as a manager.
- Vision and ability to spot excellence in employees.
- Charisma.
- Intelligence.
- Honesty at all times.
- Ability to inspire and motivate employees.
- Empathy and support towards fellow human-beings.
- Fairness.
- Ability to share skills and mentor employees.
- Humility and humanity.
- Understanding of cultural diversity.
- Appreciation for work well done.
- Ability to handle pressure.
- Ability to listen to the advice of employees.
- Ability to listen to criticism and not take it personally.

In motivating employees the manager or supervisor should strive to do a number of things. Below are a few of the many ways in which employees could be motivated by their 'bosses' :

- Make certain that employees have the necessary competence, skills, product knowledge and tools to perform a task or duty.
- Recognize work that is well done and use incentives for achievement of excellent results.
- Give them independence and trust them to work within certain limits and tackle challenges alone as well as collectively.
- Allow employees to achieve self-fulfillment while still being team players.
- Explain how the employees task fits in to the overall strategy of the business and help them to deal with changes in the business.
- Encourage the employees development in all areas by TQM.
- Use training to increase the competence of all employees.
- Listen to employees and help them where possible.
- Encourage initiative and employee creativity while driving ongoing learning in the business.
- Reduce the risk of conflict and resolve conflict quickly when it does arise by reaching working solutions.
- Be fair and not too judgmental towards employees.
- Inspire fellow employees to excellence.
- Create partnership and involve employees in decision-making.
- Have a shared vision for the business that is clear enough to motivate employees to strive for excellence.
- Be ethical and have a policy in place to 'win the hearts and minds of employees'.

According to James L. Heskett, the author of *The Service Profit Chain,* all employees really appreciate an opportunity to learn new skills at work and hope to experience a fair measure of personal development at work. Front-line employees greatly value their

authority and ability to provide excellent customer care and service in what is called 'capability'.

A business that wishes to increase it's market share and bottom-line needs highly motivated employees. The employees' commitment to the business is very dependent on the intrinsic motivators such as training, teamwork and his ability to perform tasks well, as well as extrinsic motivators such as a great salary package with a competitive range of benefits. It is however the intrinsic motivators that are the most important as all people have a strong desire to self-actualize and therefore vast potential for positive manipulation of these motivators exists which will benefit both the business and the employee immensely.

The manager or supervisor who can improve the employees work situation so that he or she can become more easily adapted to the work and better adjusted is well on the way to motivating the employee to excellence. Employees thrive a great deal on supportive friendly advice and reassurance and even more so when presented with a feasible plan of action which motivates and encourages them to reach for new heights. The managers and supervisors have a number of responsibilities and are always under the scrutiny of their superiors, peers and subordinates. They should therefore be role-models and fully aware of how their actions and conduct impact on their fellow employees. As leadership is a necessary function of managers and supervisors, they must not compromise on discipline being maintained by their employees. At the same time they should not ignore tapping into the creative abilities of their subordinates and always treat them with the respect employees deserve. Positive attitudes in employees are not obtained by demanding them but by nurturing them as norms which the business expects and which lead to the desired employee behaviour. The employees have a need to understand how their duties and how they perform their duties will impact on the goals of the organization and how they will benefit and grow as employees as a result of their efforts. Jobs that an employee finds to be dull and unimaginative need to be either reassigned or redesigned. Managers who fail to understand that their actions can either make or break an employee should not be

managers. It remains the task of a manager or supervisor to create a positive work environment in which the employees are stimulated by novel ideas and techniques and motivated to the highest levels of excellence on a continual basis.

5.5 The path to success in motivating and managing employees to provide Service Excellence

There are a number of things CEOs, managers and supervisors can do to improve their managerial skills and achieve great results through the efforts of their fellow-employees. Whether in large corporations, retail stores , factories or small businesses, employees can work together to succeed. It is first and foremost essential to understand the nature of the business in which employees find themselves. A detailed job analysis is crucial for each and every employee. Following are a series of 15 to 20 carefully selected questions in 12 different managerial areas that serious managers should seriously consider analyzing before they can hope to motivate their employees.

AREA ONE : Communication related questions.
1.   Who do you need to communicate with in the business?
2.   Why do you need to communicate with these people?
3.   What obstacles exist in the path of your communication with employees and customers?
4.   Do you communicate informally on a one-to-one basis with employees and customers?
5.   Do you write letters or memos to individual employees or groups of employees?
6.   How could your communication become more clear and effective?
7.   Are all your employees literate enough to comprehend your memos?
8.   Do you give employees information that they must act on as they see fit or are they expected to be 'carbon copies' of you?
9.   Do you convey your ideas using body language as well as verbal communication?

10. Are your communications ambiguous and thus likely to be misunderstood by employees and customers?

11. What do you want your intended audience to understand as a result of your communication?

12. How can you eliminate or minimize barriers to effective communication in your business and make it more cost-effective?

13. Are you telling your employees the truth all the time?

14. Why do you think you need to be an effective communicator?

15. Are your target audience and the mode of communication you use compatible?

AREA TWO : Planning related questions.

1. What outcomes do you hope to accomplish in your business?

2. What do you need to do to arrive at your objectives?

3. Are you pro-active enough?

4. Do you believe that you have too few employees to manage?

5. Do my plans fit in with those of senior managers?

6. How far ahead are you planning?

7. Are your goals given high and low priority status?

8. Do you have the correct employees in the positions in which they can be most effectively used?

9. What resources that you do not have in your business should you consider obtaining?

10. Are there areas in your plans that may run into problems?

11. How can you prevent the problems in (10) from occurring?

12. Are you guessing about how your plan will materialize or have you made a concerted effort to thoroughly analyze the possible scenarios that could develop in the course of pursuing your plan?

13. Do you have an alternative "back-up" plan in place?

14. Have you consulted other stake holders about your plan?

15. Is your plan updated on a regular basis?

AREA THREE : Decision-making related questions!

1.   Have you taken the trouble to identify problems?

2.   Have you defined the problems?

3.   Does the problem appear to be a potentially huge threat or can it be turned into an opportunity?

4.   Is the problem that you have uncovered based on deeper rooted problems in you business?

5.   How often does the problem occur?

6.   In which area is the problem manifesting itself?

7.   Is it your responsibility to solve the problem or is it beyond your area of authority?

8.   Does solving problem deserve to be given priority status?

9.   What are the possible solutions to the problem?

10.   Which fellow – employees are likely to be able to assist you in overcoming the problem?

11.   What solutions are worth considering and has a similar problem occurred in the past?

12.   Which solution is the most time and cost effective to adopt?

13.   Which solution is the most acceptable and affordable?

14.   Who must be notified about the decision taken to overcome the problem and the way it is to be solved?

15.   How will the decision taken impact on employees and customers?

AREA FOUR : Delegation related questions.

1.   Do you need to delegate duties to subordinate employees or are you just too lazy to do things yourself?

2.   Is your team of employees unmotivated when you are away?

3.   Are you certain about which duties are your responsibility alone?

4.   Are employees to whom you are passing on work capable of carrying it out effectively and efficiently?

5.   What have you done to improve the competence of employees?

6.   Do you lead by example?

7.   Are employees under your control over-loaded with work?

8.   Do your employees try to pass their work on to you?

9.   Do you give the employees to whom you are passing on work all the necessary information about the work?

10.   Do you delegate vast volumes of work all at once or in gradual stages?

11.   Do you adequately support the employees to who you have delegated work?

12.   Do you follow-up adequately on delegated work or do you simply assume it will be done properly?

13.   Do you empathize with employees to whom you have delegated work?

14.   Do you accept that the employee to whom you have delegated a task will in all probability perform the task in his or her unique way which may be totally different to how you would have done things?

15.   Do you evaluate the performance of the employee to whom you have delegated a task?

AREA FIVE : Leadership related questions.

1.   Do you tell employees what to do in an authoritarian manner?

2.   Do you tell employees why they need to do something in the workplace?

3.   Do you encourage and offer employees possible solutions and guidance?

4.   Do you consult with employees and ask their opinions before making important decisions?

5.   Are you the kind of manager that you would like to have if you were a subordinate employee?

6.   Do you consider the training and past experience of employees before asking them to perform tasks?

7.   Do you have regular brainstorming sessions with your employees?

8.   Do you think you know-it-all?

9.   Do you have an open-door policy with regard to employees and customers alike or just pay the idea 'lip-service'?

10.   Is your business far too bureaucratic in nature?

11. Do you arrange the work of your employees in such a way as to make them feel happy to be at work or do you over-burden them?

12. Do you help employees you are stressed?

13. Do you encourage excellence in customer care and service issues?

14. Do you often review the jobs of employees?

15. Do you take the trouble to painstakingly explain to employees why you have made certain decisions?

AREA SIX : Discipline related questions.

1. Have the actions of an employee had a demoralizing effect on the rest of the employees?

2. Has your business 'lost face' in the eyes of customers or competitors?

3. What action has been taken to prevent the employee from doing what he or she did?

4. Has your authority as a manager been under-mined by the actions of the employee?

5. Have all employees been provided with a copy of the accepted behaviours and rules they should adhere to as stated in the company policy on employee conduct?

6. Have the relevant trade unions accepted the company code of conduct?

7. Does the code of conduct state who is to adhere to it and are all employees aware of what the intention of the code of conduct is?

8. Are disciplinary actions and their procedure spelt out clearly in the code of conduct and are rules unambiguous?

9. Has the guilty employee been informed of the charge of misconduct against him/her ?

10. Has the employee been given an opportunity to state his/her case in the presence of a union representative?

11.   How many formal notices whether verbal or written has the employee been given in the past?

12.   Have all charges made against the employee been thoroughly investigated and the evidence found to be with sufficient ground for a disciplinary procedure to be undertaken?

13.   Can the employee appeal against the charges leveled against him/her?

14.   Has the disciplining 'team' the legal right to take action against an employee guilty of misconduct?

15.   Has the employee committed an offence that is regarded as a major act of misconduct by the company?

16.   Has there been a similar case in the recent past and how was it handled?

17.   Were there possibly extenuating circumstances that made the offence impossible to avoid?

18.   If the employee is to be dismissed has the disciplinary procedure been followed to the letter?

19.   Has all the information obtained during the disciplinary interview been placed into the employee's personal staff file?

20.   If the employee is dismissed will you be in a position to explain to his or her fellow-employees why dismissal was unavoidable so as not to create any anxiety on their part?

AREA SEVEN : Controlling related questions.

1.   Are deadlines met in time by employees ?

2.   How many customers has each employee dealt with?

3.   How quickly are customers needs dealt with?

4.   What is the response of customers to services or products offered?

5.   How does employee X relate to his fellow employees?

6.   How does employee Y relate to the customers?

7.   Is employee Z able to use the equipment and other resources of the business correctly and efficiently?

8. Does the employee carry out instructions promptly and efficiently?

9. Is there a need to improve levels of performance of employees?

10. Are all goals of the company and procedures understood by employees?

11. Is the control feedback system effective?

12. Are poor performing employees approached and retrained?

13. Is it necessary to retain poor performing employees?

14. Are all company goals attainable or do they frustrate employees?

15. Are efficient records kept by supervisors?

16. Are reports relating to employees submitted weekly or monthly?

17. Do supervisors have regular meetings with employees?

18. Do you need to have better incentives for good employee performance in place?

19. Do employees need more coaching or training?

20. Is the control system too elaborate and time consuming?

AREA EIGHT : Staff Appraisal related questions

1. What is to be assessed by the appraisal system?

2. Are the employees strengths and weaknesses adequately identified by the appraisal system?

3. Is it possible to isolate weaknesses that are preventing an employee from performing to his or her optimum level of performance?

4. Will employees benefit from the appraisal system?

5. Are the employees free to express their opinions?

6. Is the performance of employees measured against predetermined and previously discussed objectives?

7. Is the employee's personality revealed by the appraisal system and should it be?

8. Are there too many forms to fill in when appraising an employee?

9. Can employees discuss problem areas in the workplace freely or will they feel threatened by the appraiser?

10. Will the appraiser only point out 'work not done' or will he/she
    praise the employee for 'work well done'?

11. How much constructive criticism of an employee's weak points
    will be made by the appraiser?

12. Will a plan for future employee performance be worked out by
    both the appraiser and the employee?

13. Will the employee have access to the appraisal report?

14. Will the employee be given a copy of the report?

15. Are the employee's expectations the same as those of the
    appraiser?

16. Is the appraiser suitably qualified to conduct an appraisal of an
    employee?

17. How long is the appraisal going to last?

18. Are objectives to be set for future performance realistic?

19. Is the employee adequately engaged in analyzing any problem
    area so that a solution becomes mutually acceptable?

20. Is the employee treated as a unique individual or is he/she treated
    in a robotic fashion?

AREA NINE : Time-management related questions

1. How can employees be assisted to work more time-efficiently?

2.   Are employees aware as to which of their tasks should enjoy priority?

3.   Do employees have detailed job descriptions?

4.   Should employees be working according to a sequence?

5.   Are employees wasting time on non-essentials?

6.   Are employees wasting time doing the work of fellow-employees
    who are incapable of doing their own work?

7.   Is time wasted on telephone interruptions?

8.   Are employees spending too much time socializing?

10. Is too much time wasted on meaningless meetings?

11. Are employees wasting time on undoing their own poor work?

12. Are there mounds of paperwork to deal with that are time consuming?

13. Are customers dealt with promptly?

14. Are memos short and hand written or long and typed?

15. Are deadlines realistic?

16. Are daily/weekly/monthly schedules used by each employee/the business?

17. Is provision made for back-up action in the event of employee illness?

18. Do employees keep a diary?

19. Do employees stick to tea and lunch breaks?

20. Do employers provide adequate rest time for employees in very stressful positions?

CHAPTER 6

Recommendations and an overview and investigation into the implementation of ISO9000/1/1 in a sample of South African hotels.

6.1 Introduction

A customer's quality perception begins outside the hotel. He/she is greatly influenced by the information feeds such as brochures, billboards and adverts in general. Then a simple thing such as availability of parking plays a role as well. In the absence of a car park, a customer's quality perception begins at the front-office reception desk. Guests do not want to wait for ages to be provided with service. It is vital for employees to be professional all the time (Yasin : 1995)

Customers tend to pre-judge a hotel based on their experiences at the front-office reception desk. Depending on how they are treated, customers consider if the money they are paying is going to be good value-for-money or not. It is thus imperative that the hotel reception employees must be very well trained and they must conduct their business in a highly professional and efficient manner. They must be also be hyper-polite and accurate in administrative matters. Delivering quality is thus one of the major challenges facing the hospitality industry in South Africa. To achieve and ultimately deliver quality service is a long and hard process to go through in which all employees, from the upper-echelon strategic managers right down to the operational and functional managers, should be involved. Focus in quality is the key to business success.

To the average customer, quality is an indispensable and important item. They generally always try to select and buy products and services with quality. Quality should thus be a common concern for both guests and service providers in a hotel. In this regard, senior management has a special responsibility in ensuring success in a hotel. They must be seen by all employees as consistently and constantly practicing and preaching a quality message. Nield (1999) warns us that the hospitality industry has become more competitive than ever before. It is thus incumbent on management to seek ways of not only maintaining a competitive advantage but of increasing it. A policy

in which quality services and products are sought is non-negotiable. Webster (2000) believes that technology is a key but the human touch is still vital to successful guest retention. Whilst having great, state-of-the-art computer check-in packages is important, the human touch must not be neglected. Guests do not want to face robotic employees. Gottlieb (2000) takes this further by stating that it is useful to have older employees who are experienced as they can offer guests greater stability and have greater insights based on past experiences. Business is all about people, older employees should thus be treasured as an invaluable asset in a hotel, especially in a front-office position.

6.1.1 The Concept of Quality in Tourism and Hospitality

North (1998), points out four important characteristics about the concept of quality. He sees it as a dynamic process which is not stable, not unchangeable and not absolute. It is not difficult to recognize these characteristics in the hotel industry. Guests are continuously altering and redefining their requirements, and they demand exceptional service for the money they pay. North further stresses that the social construction and the negotiating processes which promote and sustain the concept are continuous. Quality service in which guests and employees are engaged is subject to all kinds of influences which may lead to either evolutionary or rapid changes in definitions of quality in relation to the product or service. Due to an emphasis on absolute standards of quality, these characteristics may often be ignored. This is probably because guests and employees both have an interest in maintaining some form of stability. However, the relationship between hotel employees and guests is susceptible to modifications brought about as a result of new technology, new trends, the changing tastes of guests and they way that companies alter their marketing and behaviour.

Grönroos (1992) sees service quality as having three dimensions, namely a technical quality, a functional quality and a corporate image. The service outcome can often be measured by the consumer in an objective manner. For example, the availability of a hotel room, the agreed price to pay and the condition and tidiness of the room and the hotel. The functional quality is concerned with the interaction between the recipient and

the provider of a service. In a hotel this element would refer to employee courtesy towards guests, the ambience in the reception area, the amount of employee feedback to a guest demonstrating that the guest has been understood and employee conduct in general. The image of the hotel is enhanced by the price he pays for a room, the technical and functional quality of the service, external communications, the accessibility of the hotel and its location and the general competence of all the employees. Generally however, service quality does not exist beyond a customer's perception.

6.1.2 The Concept of Service Quality in tourism and Hospitality

Service is an intangible and highly individualized thing. It should however correspond to the guests' expectations and satisfy their needs and requirements and in fact exceed them where possible. It is the customer who decides what is good or bad quality, even when he/she is wrong (Edvardsson : 1998). George Nicola (2003) Director of Delfini Greek Restaurant asserts "Customers do not always know when service has been good, but they certainly know when it is bad". Grönroos (1988) maintains that there is a difference between technical quality and functional quality. He sees technical quality as based on what guests received as a result of interaction with the service provided. Functional quality is defined by him as an evaluation based on how the service is provided to the guest. Quality is a dynamic state associated with products, service, people, processes, and environment that that meets and exceeds expectation. It must fit in with customer perceptions and should be widely applied (right through hotel or restaurant). There must always be striving for improvement.

Parasuraman (1988) is of the opinion that employees must be reliable. This implies a consistency in performance and a dependability. It requires for example accuracy in guest billing, accurate record keeping and a timely response to a guest's requests. Employees must also be responsive. They must be willing to provide services. How quickly do they return a phone call or serve a meal to a guest. Employees must be competent and have the skills and know-how to carry out the service. They should be able to use the latest technology effectively and quickly. Employees must be accessible

and easy to contact. Their behaviour must be exemplary. In this regard they must be courteous at all times, well groomed, respect the guests and be considerate and friendly at all times. In general their demeanour must be pleasant. What is critical is that employees inform guests correctly and assure them that they will be looked after well. Employees should also be credible and trustworthy and understand the guest's needs. What is growing in importance is the employee's ability to adjust service to meet the needs of the guest. Ghobadian (1994) sees Parasuraman's ideas as providing a very useful framework for addressing very broad organizational quality issues. The identification of a guest's service requirements is the key element to enable one to deliver "top-notch" service.

Different clients have different expectations. For instance, the expectations of the guests in the Hilton Hotel in Durban are different from those of the Oyster Box Hotel in Umhlanga Rocks. Both hotels are top of the range businesses, but they have different styles of service because the expectations of their guests are different and so are their demands and wants. Commitment towards quality improves the guest's level of satisfaction and increases profits and consequently the benefits gained by the guest and the employee. On the contrary, mistakes in service provision cost the hotel money and its reputation may suffer. This is the "non-quality cost" concept. The scenario created by non-quality service can be daunting for any hotel manager. An unhappy guest does not usually express his/her unhappiness to the management of a hotel but will on average inform at least another nine people about poor service experiences. A happy guest will, by contrast, only inform three people about his/her good service experiences in a hotel.

Quality is the key to competitiveness. Hospitality businesses in the United States of America such as the Ritz-Carlton, Marriot, Four Seasons and Novotel, have implemented Quality Programmes to deal with ever-increasing guest expectations. These programmes are all based on the basic principles to achieve and deliver quality which have been outlined by well known quality gurus such as Deming, Crosby and Juran amongst others.

6.2 The Relevance of the Service Concept

Service may and should be defined as every interaction between the hotel guest and the service provider. The International Standard Organisation (ISO), defines service as part of the total production concept. Services are often "invisible" and for this reason it is difficult for a supplier to explain and for a guest to describe. Quality must however always be considered from the guests perspective because this forms the perception of quality and ultimately determines whether or not a guest is satisfied beyond expectation. The perception of the outcome judges the service a guest experiences. Hastings (1999) tells us that "The customer will remember the comfort of facilities, but also remember the interaction they have with members of staff". Service is also very significant for Berenham (1989). He explains that the continuous growth of services is based on four fundamental factors which influence the process of purchasing: Cultural changes in things such as health. Today, many guests are concerned about whether or not hotels have fitness gyms and saunas and suchlike. New markets are thus created by hotels which offer these facilities. Demographic changes also bring different markets with different needs. For example, certain South Coast hotels in South Africa's Kwazulu Natal Province cater exclusively for "aged people". This demands the creation of new services such as special packages for retired people, at times also requiring nursing care. Changes in lifestyle also represent a sort of revolution in the patterns of work and leisure in its widest sense. This leads to the creation of more services with more specific guest demands taken into consideration. People now expect more from their accommodation providers when on holiday. Many hotels offer different services for different guest needs and the question arises how smaller hotels and guest houses can maximise service quality to determine a competitive marketing advantage for their enterprise. Smaller businesses are particularly vulnerable to larger competitors unless they are able to exploit their inherent strengths such as flexibility and speed of response to customer requirements. Authors such as Kuhn (1982) and Sandberg (1986) have shown that differentiation strategies for especially smaller businesses are the key to their success. Promotion leads to increased demand but the one way of achieving

differentiation, which is also consistent with a small hospitality business's major strengths, is through enhanced quality service.

6.3 Differentiation of characteristics of treatment of service and goods

The special characteristics which differentiate treatment given to service from the one given to goods, include intangibility, perishability, simultaneity and heterogeneity. What is it precisely that these four terms mean?

a. Intangibility is always related to services which cannot be evaluated or prejudged before it occurs. The guest in a hotel cannot feel, see, smell (except for wine), touch or hear a product before it is purchased. To evaluate a service, guests trust past experiences. Ghobadian (1994) points out that consumers often look for signs of quality. These are obtained by word of mouth, reputation and accessibility. Each of these characteristics places far greater responsibility on service industry businesses to deliver what they promise error-free from the outset. What they finally decide is left for after the service has finished (Zeithaml *et al* : 1988). All physical goods are tangible and one can touch them and know what they are made of and what form they have. Zeithaml calls these "search properties". Hotels as service producers need where possible, to try to get to know the personalities of their guests well, assuming these are regular guests to a hotel, such a salespeople who often use the same hotel each and every year or even each month. This will assist employees to cope with any difficult situation which may arise during the delivery of services to these regular guests. Individual customers have individually unique needs and these also change from time-to-time.

b. Perishability refers to the fact that the goods which facilitate the service can be stored up, but not the service itself. A hotel cannot store up the service of a breakfast not sold or a room that is not occupied. In either scenario, revenue is lost. The service provider thus needs to get the service right the first and every other

time. A hotel cannot produce all the services for a guest before he or she requires them. Service production and service delivery go hand-in-hand.

c. Simultaneity means that two or more things exist at the same time, for example, in many services the guest is present when the service takes place such as the preparation of a cocktail at a hotel poolside bar. Consequently, the customer's judgement about the service quality is influenced by each and every circumstance observed during the process and especially by the delivery of the cocktail by the waiter. Dotchin (1992), states that the participation of the guest in the service process is a fundamental difference between material processing operations (MPO) and customer processing operations (CPO). The difference arises because of the extent to which, in the case of CPO, it is necessary to manage intangible elements within the production process itself. The waiter serving the cocktail must first diagnose the individual customer's expectations and then customize the service he provides on the basis of his diagnosis. The waiter also needs to assess the quality of his performance as it takes place, against the assessment of the guests expectations, while remaining ready to detect and respond to any adverse guest reactions which may occur.

d. Heterogeneity basically refers to the way a perception of quality can vary from one guest to the next depending on his/her unique preferences and perceptions. The behaviour of the service provider influences the guest's perception of quality. Also bear in mind that the priority and expectations of the guest may alter not only during the service delivery but each time a service is used. In this regard it is also very difficult to reproduce a consistent service exactly the same way. Generally, when service as a whole has quality, the majority of the guests will share this perception although their perceptions may vary slightly. Hotel managers must thus have well qualified and trained employees who are able to understand the requirements of a guest and are able to react in an appropriate manner.

6.4 Service and Quality and Quality Service

Service quality is generally considered in literature terms in its relevance to larger businesses, which have very strict bureaucratic structures, which very often lead to poor customer communication and which fail to respond effectively to customer needs (Zeithaml *et al* :1988). Formal customer care policies must be introduced to redress this type of imbalance and to ensure a quality of service which will maintain good customer relationships. Service quality has been especially emphasized for service companies particularly in the hospitality industry sector (Jones : 1991). He sees it as a way of controlling performance and overcoming all the intangible aspects of service. Service quality should also be of prime concern in any business which desires to keep in touch with its customers and which desires to provide a high quality service, or risk loosing guests to the competition. Clearly, a far greater emphasis has to be placed on customer care and its related elements, including the overall marketing performance (Carson & Gilmore : 1989/90). Although, often used as synonymous with the term customer care, service quality is a distinguishable aspect of a more encompassing term. Christopher (1986) defines service quality as referring to the guest/hotel interface and their relationships and focussing on the customer's experience during the transaction process.

Jones (1994) provides four points, which he believes necessary for having service with quality. What is required and first and foremost is a market and customer focus. Jones maintains that businesses which do not focus on identifying and acting on customer needs and wants and which fail to exceed customer expectations are more likely to have service quality problems. Secondly, Jones believes that frontline employees must be empowered. Thirdly, employees must be trained and highly motivated by especially managers. Perry (2000), a former director of training for the Hilton Hotel Group believes that the hospitality industry has much to learn in the area of leadership. Fourthly, hotel employees need a clear service quality vision failing which employees will always give customers variable experiences.

Lewis (1993), emphasizes that it is not only the focus on meeting customer's needs and expectations, but how well the service matches and exceeds the customers expectations. Berry *et al* (1988) expresses the opinion that satisfaction for the average guest results from the comparisons he or she makes of expectation of service with their perceptions of actual service performance. Service quality is therefore clearly and important focus for a marketing strategy.

Cook (2002), quotes Heskett (1994), who asserts that "whilst it is important for an organization to monitor very closely and conform to the needs and preferences of its customers, it is equally important to implement and build a quality culture that will embrace the organization and the employees. The responsibility of delivering high quality service lies in the front-line employees who are the critical link to the customer". In this regard the success or not of initiatives to improve a hospitality industry business will to a great extent depend on the acceptance by the employees of culture of quality which a business seeks to implement and have pervading its ethos. The impression that guests gain in a hotel will depend especially on their interaction with front-line employees. It is these employees who are responsible for understanding guests needs and interpreting guests needs in real time. Most guests desire friendly employees who are courteous and warm and willing to provide quality service all the time. Hotel guests especially care about prompt, quality and very friendly room service. Employees must be able to listen with empathy to guests and help them solve a problem or provide alternatives when they cannot give guests exactly what they want. This kind of service differentiates one hotel from its competitors and is necessary to keep on building a good relationship with guests based on good quality and service delivery.

6.5 The Small Hospitality Industry Business and Quality

Storey (1994), emphasizes that too often large-firm models for quality such as SERVQUAL, developed by Zeithaml *et al* in 1988, are taken as given and the small firm is assumed to be a smaller version of a larger business. Clearly this is not the

case and each small hospitality industry business, whether a guest house or a motel, is unique and very much reflects the personal characteristics of its owner. Service quality practice in small businesses is different as indicated by Carson (1985), and it is not appropriate to apply concepts and practices developed in and for large businesses to small businesses. This is especially because of the limited expertise among for example, guest-house owners of marketing techniques and methods and especially because of their limited resources. In any business scenario, whether small or big, the guest must be given what he wants and his perceptions and expectations should both be satisfied.

6.6 Some examples of larger Hospitality Industry businesses pursuing quality and the implications thereof

The Ritz-Carlton Group is a truly remarkable hospitality industry business in the United States of America, which has operations in five countries. They have been the only hotel business to win the prestigious Malcolm Baldridge Award for Quality in Business. Their "Gold Quality Standards" include their credo, motto ("ladies and gentlemen serving ladies and gentlemen"), steps to quality service and 20 Ritz-Carlton Basics, which to a very large extent are based on the ideas of Deming. The basics are an integral part of the business's daily quality improvement communications to all employees. In order to improve its customer satisfaction levels, the group focuses on four key areas which include:

a. Hiring the 'right' employees to start with in terms of quality provision.
b. Employee orientation for quality.
c. Training and re-training of employees to reinforce necessary skills to enable effective quality provision and service excellence.
d. Inculcating of appropriate behaviour.

The latter area is aimed at instilling a sense of responsibility for job performance in every employee. Quality assurance seeks the maximum commitment of every employee

to 'taking care' of the guest. It also empowers the employee to make decisions for the benefit of the guest. In simple terms each employee understands exactly who his or her customer is. Employees who deal directly with guests know that the guests are their customers. But behind-the-scenes employees also learn that they have customers. For example, the chef works for the waiter, who in turn works for a restaurant guest. The housekeeping employee who delivers clean linens and guestroom supplies also has customers; the room attendants are his/her customers. Once employees fully understand these worker-customer relationships, they can then discuss how best to serve the customer. Whatever quality programme is adopted, is a response to the principle and the concept of employee involvement. These are all usually employee-based systems of developing standards and are based on the premise that the person doing the job knows the job best. Employees are brought into the act of developing and writing standards and consequently are committed to living up to the standards. Quality programmes work very well for both small and large hospitality industry businesses, helping new as well as current employees understand exactly what is expected of them. They also teach employees to recognize, identify and solve common problems and frustrations, proactively rather than reactively if possible.

The Hilton Hotels Corporation which has two hotels in South Africa, in Durban and Sandton, upgraded its reservation systems and has implemented an express check-in service system. The Group believes it is important to keep improving and maintaining certain aspects of quality, production volume, delivery, performance and productivity as well as cost. They see quality as a philosophy, an attitude and a way of thinking that is an integral part of successful business. This all means doing the right things effectively and taking the right measurements to ensure excellence of products and services (Scarnati : 2002). Hotel owners realize that offering their guests "a service quality", is the best way to differentiate their products from those of their competitors. Quality is thus fundamental to market growth and profitability.

Excellent service depends on hiring the right workforce and in training current employees to perform happily and willingly at maximum levels. Guy Hands (2001), the

Chief Executive of the Le Meridien Hotel Chain says that the hospitality industry needs to invest in its employees and train them to be superstars. He sees employees as the "best form of marketing". The people that a hotel employs are what the guest remembers. Does the doorman smile? Does the receptionist deal with guests with gratitude or is she cold and robotic and disinterested in the guests?

The managers of three beachfront hotels in Durban (two were from international chains) had interesting comments to make concerning service quality provision. (they requested anonymity):

"Investing in staff is vital from a financial perspective, as the cost of training and retraining and advertising rises with turnover."

"If employees perform well they should be well rewarded. This aspect needs to be focused on far more."

"Employees need new technology and understanding supervisors."

"If managers cannot trust their team, then the guests ultimately lose out."

6.7 The case of the Tropicana Restaurant in Johannesburg

Andrew Antoniades, a successful restaurant owner knew very well the bad consequences when a restaurant does not meet its clients' expectations. Things went wrong with the food, the employees and the service. He was sitting at the reception when he saw a party of nine guests arriving on a Friday night, all enthusiastic about coming to his business for a meal. By the time they passed the reception area, their smiles had gone and they looked miserable. They looked at each other and walked out of the restaurant. A garbage collector, (not a restaurant employee) with a dirty garbage bag had just walked out of the kitchen and cost the restaurant business. The back door

key could not be found resulting in guests leaving via the front door. It was a disaster. Since then, Mr. Antoniades changed a great deal in terms of customer expectations and service standards and business boomed from then on. It was an uphill battle though as other guests also witnessed this unacceptable garbage removal and undoubtedly told others of their experience. The training manual for the restaurant employees was rewritten and employees were trained on a weekly basis in order to make certain that future service would be impeccable. Since that time, training sessions have changed as well because their aim is to teach employees not only how to provide

the best service but also how to deal with difficult guests. This, role-play sessions are carried out regularly with the "Customer from Hell". Employees are thus faced with real-life situations. These training sessions create a business culture according to Cox (2002), because it is difficult to deal with high profile, disgruntled customers and can be very intimidating for an employee in a new position of authority.

6.8 Significance

The researcher has already established that service quality provision goes through evolutionary stages and that in the initial stages of a hospitality business's development it is reactive and instinctive rather than proactive or planned. It can however be a very strong contributor to price/value perceptions with effective communication playing a crucial role in the overall servicing of the guest. Therefore, given what we know about marketing for hospitality businesses success, with the emphasis on price and tangible aspects, we might presume that service quality in South African hotels is under-utilized or shall we say minimalized by hospitality industry managers and owners.

From a research point of view, a review of the current literature reveals very few articles which deal directly with how service quality relates to small hospitality industry businesses such as guest-houses. One older exception, by Reeves and Hoy (1993), draws attention to the fact that the importance from a marketing perspective is to examine how any small business can gain a quality advantage in order to pursue a

policy of differentiation in the marketplace. This advantage can only be realistically achieved by maximizing existing strengths in relation to quality service.

Customer satisfaction basically involves a feeling of well-being and pleasure that results from obtaining what one hopes for and expects from a product or service. When a guest purchases a service or product he/she had a pre-purchase expectation about the performance of the service or item purchased (Pizzam :1999). A guest's satisfaction or otherwise is caused by confirmation or positive disconfirmation of consumer expectations, and dissatisfaction is caused by negative disconfirmation of guest expectations. This feeling can be described as changeable internal standards which are based on numerous factors such as needs, objectives, moods and past experience in the same hotel, guesthouse or restaurant and comparison with similar establishments. Guests who complain about poor service are on the side of the business because they bother telling you about it (Eccles : 1998). Poor service is very unfortunate because the hospitality market is so large today that guests have a very large choice to decide where to spend their money. Many guests do not complain because they feel that such an action would be a waste of time anyway and they would thus be more annoyed at the outcome of the complaint.

Sometimes restaurant customers complain because they want an apology; sometimes they want another dish or even a refund. Hotels, guesthouses and restaurants must be aware of dissatisfied customers and make provision for customers to express their unhappiness on small printed enquiries which may be strategically placed inside the final bill before payment by the guest.

Either way, all businesses need to engage in service recovery if they wish to counter service failure (Grönroos : 1998). All employees must be trained to deal with service failure and should have the power to address service failure immediately. Service must be "very right" the second time (Berry *et al* : 1991).

6.9 Which Quality Model to use?

The Continuous Quality Improvement (CQI) model (called 'Kaizen' – from 1980s Japan) emanates from total quality management and is described by Imai (1998) as the belief that every human being can add value to improving the workplace where he spends a third of his life. According to Atkinson (1994), there are six main aspects to Continuous Improvement which apply to a hotel industry operation. These include:

1. A commitment by management to collaborate with employees and guests.
2. Educated employees who understand that their attitude can affect the operation's success.
3. Implementation of quality plans so as to have an ethos of quality in the workplace naturally and continuously.
4. Measurement of employee progress by observation and appropriate benchmarking using standards of superior class hotels.
5. Recognition of employees for work well done in a "thank you" culture.
6. Regeneration of the service plans on an ongoing basis so as to keep up with competitors and to surpass their standards of service quality provision.

This model is useful for a hospitality management industry operation provided that it is continually monitored and developed and ongoing assessment takes place. It is able to generate sustained involvement in incremental innovation and works effectively across internal and external divisions. Many managers I spoke to had never heard of it before but agreed that continuous improvement is necessary in a business.

6.10 What is Total quality Management (TQM)?

Total Quality Management (TQM) is also a useful practice to adopt in a hospitality industry business which is keen to have a quality culture in place. This is also a Japanese idea of the 1970s. The quality focus is on customer satisfaction. TQM stresses the need for customer orientation and requires discovery and an anticipation of

the customer's needs and wants. It is also active in all functions and involves all employees in a business and can even extend beyond the business into external businesses. TQM requires that all managers learn about quality improvement techniques and standards must be constantly checked to detect any variation in service quality provision. It is in itself a process that is dynamic and in need of constant change. To implement TQM effectively, employees must understand, commit to, organize and measure quality aspects. They must have a policy on quality in place and plan and control quality. Teams must be established to make quality more likely and employees must be rained to provide quality. There are many obstacles to TQM, the main one being lack of knowledge on it and information which may be inadequate. Many hotel managers feel that it is ineffective according to what they have heard from other managers. I personally believe that they are simply resistant to change and lack commitment and awareness as to how it can best aid them improve their operations.

A hospitality operation should maximize its competitiveness through continual provision of quality. Quality should thus be strategically based with a customer focus, an obsession with quality, using scientific approach to decision making, be long term, have teamwork, be regarded as a continual process of improvement. It should give employees a measure of freedom, unity of purpose, involvement and empowerment.

The purpose of business is to create and retain the right customer importance of customer retention. According to one hotel manager in Johannesburg 5% repeat business leads to add 25 125% profit bottom line.

Marketing is a societal process by which individuals and groups obtain their needs and wants through creating, offering and exchanging products and giving value to others through service.

6.11 Why satisfaction may not lead to customer loyalty.

Some customers never return to an area but they can still recommend a product or service. Some customers shops for the best price – your product may better but more expensive and thus drives certain customers away. Some customers like to have different purchase experiences – like to shop or dine at different places all the time.

6.12 Why managers should be concerned about customer loyalty.

- Customer loyalty leads to increased profits.
- Customer loyalty leads to increased partnership with them.
- Lower marketing and sales costs. (Word of mouth, does it for you)
- Customers that are satisfied may return and make a life-long contribution

Example

A corporation traveler comes to your hotel spends R 200.00 per visit and is happy comes back 4 x a year = R 800.00 a year

Travel lifetime = 4 years = R3 200.00 from 1 customer.

6.13 What are the key elements of Total quality?

It should be strategically based. (According to long-term goals to give you a competitive edge).It should have a customer focus (what is best for a customer) to help customer - everything is for the customer ultimately. There must be an obsession with quality customer service provision. A scientific approach to quality service provision is recommended. A long-term commitment and teamwork approach to quality is essential. A continual improvement of the quality process in the hospitality industry is non-negotiable. Managers must strive to Improve quality throughout education and training of all employees on an ongoing basis. Give employees freedom through control (allow creativity within certain parameters) Provide a spirit of unity of purpose (everybody must work towards quality provision). Total employee involvement thus essential.

6.14 Pitfalls in Quality Management

Continuous senior management delegation and poor leadership styles are not conducive to quality service provision. Team mania should be avoided at all costs as this causes confusion. The individual must be made responsible for quality. The deployment process must be natural. Taking a narrow, dogmatic approach is counter-productive. Managers should rather inspire the employees to provide quality and see its relevance to the business and to their advancement as the business grows they should be regarded as stakeholders.

Confusion about quality can only be put to rest if employees are:

- Educated: give staff knowledge why quality us vital.
- Aware: let them know about quality and consequences of poor quality.
- Inspired: motivate them to come naturally quality conscious
- Trained: training and empowering staff to improve quality.

6.15 What is the future of Quality Management?

What are the trends in the hospitality industry?

More demanding global customers are visiting South Africa. They have far greater expectations and want more value for money and above all to be served well. Opposing economic pressure results in not a lot of money being available to them so they want the best they can get for what they are spending. New approaches to quality management are thus necessary in South Africa.

There are certain characteristics of the future in hospitality that managers of hotels must take note of. These include a total commitment to increased value for all stakeholders in the hospitality industry and this is essential.

The industry is very market driven and it is the customers' who define quality. Managers must be committed to leading employees effectively. Sustained growth is multi-faceted

and must include quality service. Commitment to fundamental improvement must be an ongoing process.

6.16 Current thinking about quality and costs

TRADITIONAL	NEW_TQM
• Worker at fault	Everyone is responsible (teamwork)
• Inspect quality	Build in quality
• Quality control staff	Small staff facilities
• Boss management	Workers are experts (specialized workers)
• Multiple source	Single source of supply (consistent quality)
• Functional dept	Cross functional teams (multi skilled staff)
• Quality costs more	Quality is free (you make it)

move over

6.17 The Successful Japanese Approach to Service Quality

The Japanese approach to service quality is also a useful method of improving quality for all stakeholders and could be applied to the South African hospitality industry with great effect but we clearly need stricter controls as are apparent in ISO9000/1 which is discussed later. There is no single model for all businesses to follow but all must strive to improve quality for everyone including suppliers, consumers, society and investors as well as producers. All employees are responsible for quality. Continuous improvement (Kaizen) is logical and needed. Quality is a journey and not a destination. Quality is a way of life not a business objective.

6.18 Examples from the United States : the MALCOLM BALDRIDGE QUALITY AWARD

The only hospitality industry winner of this prestigious award was the Ritz-Carlton Hotel Group in the United States. What did this group achieve and what can South African hotels learn from them?

The group manages 25 luxury hotels. They are rated the best in each market (leisure, business, conferences).They thrive on participatory executive leadership. They have a

very well trained workforce which is empowered to 'move heaven and earth' to satisfy the customers. The group is ISO9000/1 certified and this is the main reason for their success.

Premium service is the main objective of every employee. The employees are all very committed. The restaurant and bar guests in each of their hotels are always delighted with the service according to market research. The group markets to domestic as well as foreign guests. A senior quality management team meets weekly to discuss various issues such as: quality of service, market growth and the satisfaction levels of customers. The group also conducts market research of the whole industry through surveys and they go out of their way to research the market. Ritz – Carlton gives their employees 20 Basics Rules of Customer Care, including grooming, safety and other service quality oriented aspects. Their motto is "ladies and gentlemen serving ladies and gentlemen." Frequent recognition for good achievement is expected by employees. All staff are trained and empowered to instantly do whatever it takes to satisfy guests. 96% of the groups employees focuses on guest service perfection. Employees are experts in what they do.

6.19   ISO9000/1, Malcolm Baldridge Quality Award and the Hospitality Industry

6.19.1 ISO9000/1

According to www.strategyassociates.cc a number of critical issues need to be considered by hotel management if ISO9000/1 and its required changes are expected to be integrated into a Quality Management/ISO9000/1 environment in a hospitality operation:

- Management involvement and commitment is not enough on its own. If a transformation is to be realized in a hotel. This commitment must be communicated to all employees through regular and sustained communication and demonstrated through consistent action if long-term results are to be achieved.

- ISO9000/1 covers each process, job description, and every employee. Front desk employees are expected not to make reservation errors; chefs not to make culinary errors; marketing managers not to make strategic errors. ISO9000/1 recognizes that each employee is accountable and is responsible for the quality of his or her work and for the image of the hotel.

- The same measure of total customer satisfaction is applicable throughout the entire operation. The customer is the main judge of quality service provision or lack thereof. If the customer isn't satisfied, the work of the employees does not have the necessary quality. This is the bottom line of ISO9000/1 certification.

- ISO9000/1 will radically alter the nature and basic operating philosophy of a hotel. There is a system of mutual feedback and close interaction between all departments in a hotel. This information exchange and shared commitment to service and product quality is what makes ISO9000/1 work. Teaching all employees how to apply process controls and improvement techniques in each sphere of operation, makes partners in the process of service quality provision and encourages and allows them to be empowered and motivated and to achieve their fullest potential in the workplace.

- ISO9000/1 is not only an attempt to service guests better and make better products; it is also a search for better ways to serve and make products for guests. Consequently, ISO9000/1 relies heavily on documentation and value analysis as a method of developing better services and products in hospitality operations in order to maximize value to all stakeholders.

- The main focus of ISO9000/1 is on "why." It goes beyond the "how to" to include the "why to." It tries to find the causes of defects in order to remove them. It's a ceaseless round of finding defects, finding their causes, and improving the process to totally eliminate the causes of defects.

6.19.2 The MALCOLM BALDRIDGE QUALITY AWARD Core Values and what we can learn from them for our local Hospitality Industry

What are the core values and concepts of the Malcolm Baldridge Award?

6.19.1 Customer driven quality:

This is what customer judge your business by and includes all products and service that meets customer needs and that stands out when compared to competitors reducing defect and errors also pleases customer.

6.19.2 Leadership:

Company leaders need clear values and must set high expectation. Leaders must be committed and involved. Senior leaders must create systems, strategies and have methods of receiving excellences. They must plan, communicate and review customer performance and recognize employee achievement.

6.19.3 Continuous improvement and learning:

Embedded improvement is vital and must be part of the daily work of all the workers. Problems must be eliminated at their source. Improvement must be driven by all to do better. Improvement must be measured on a quantitive basis.

6.19.4 Employee participation and development:

Employee must have opportunity to learn new skills. (Companies must invest in developing staff through ongoing education and learning. Such as classroom, OTJ, job rotation, extra pay for demonstrated skills.

6.19.5 Fast response:

Customer must be served quickly. Company must measure time to perform work and simplify the process so responses can be quicker.

6.19.6 Design quality an prevention:

Company can build quality into products and services and into production and delivery. Therefore prevent and eliminate waste.

6.19.7 Long range " View of future": (strategic planning)

Future orientation and willingness to make long commitments to customers, employees, suppliers, stockholders, public and community.

6.19.8 Management by facts:

Management must be able to measure performance, characteristics of products. Service, process and operations to improve performance

6.19.9 Partnership development;

Company must try to build internal and external partnerships to reach their goals such as labour management partner (union), part with customer, suppliers and educational organizations. They must create a strategy together to adapt to changing condition.

6.19.10 Corporation responsibility and citizenship:

Act in a ethical way. Publish health and safety and material environment must be protected company must involved in community initiative in health care, education and environment protection.

6.19.11 Results orientation:

Result/performance is important and should be guided by requirements of all stake holders to ensure that company plans/actions meet different needs of customer, employee, supplier, etc.

6.20 ISO9000/1 and why it is essential to success in the hospitality industry

ISO9000/1 is the common name for a family of international standards for quality assurance within organizations. Adopting the standard has two main advantages. Firstly, customer companies no longer need to undertake different audits but can rather rely on the audit of a third party. Secondly, the audits are carried out in confidentiality. The International Organisation for Standardisation (ISO) is the specialised international

agency for standardisation which currently unites the national standards bodies of 92 countries.

ISO comprises 180 Technical Committees each of which is responsible for one of many areas of specialization. The aim of ISO is to promote the development of standardisation and related world activities in order to facilitate the international change of goods and services, and to develop cooperation in intellectual, scientific, technological, and economic activity. The results of ISO technical work are published in international standards (Tamm-Hallstrom: 1996).

The ISO9000/1 standards were originally intended for use in manufacturing industries. However since 1994, the application of the norms of ISO9000/1 has also spread to service industries. Quality experts agree that the requirements put forward in the standard can provide a more than suitable framework for the quality assurance system of any type of organization. This is irrespective of whether or not it is a manufacturing oriented or service oriented business, big or small. There is a general consensus in the literature on quality that ISO9000/1 is a quality label and its value is widely recognized. Information is missing on the conditions under which ISO9000/1 can be considered a viable and valuable service quality strategy. The ISO9000/1 quality assurance standards were first issued in 1987 and revised in 1994 by the International Standardisation Organisation (ISO). These standards are based on the concept that certain characteristics of quality management systems could be usefully standardized giving mutual benefits to suppliers and guests alike. The major objective of the standards is to provide an effective quality system reflecting a company's practice of producing goods and services that conform to specified requirements that are globally accepted as the norm by which to operate a business. ISO9000/1 thus describes the guidelines for the use of particular standards. Juran (1994) has pointed out that certain aspects of quality activities are essential for ISO9000/1 to maintain world-class quality. These include:

- Personal leadership.

- Training for quality.

- Quality goals in a business plan.

- Quality improvement.

- Empowerment of employees.

ISO9000/1 standards were originally adopted by the European Community (EC), requiring that anyone conducting business with the EC should be ISO9000/1 certified. Businesses such as hotels that need to train employees increasingly see the value of ISO9000/1, especially in Europe and the United States. The Ritz-Carlton Hotel Group based in the United States, thus saw great benefit in having a global standard as their guiding light and this is what enabled them to ultimately win the top quality award for any business in the United States of America. They have based their entire quality approach on ISO9000/1 and demand the participation of all employees. An ISO9000/1 certification proclaims to the world that a hotel has standard procedures for every aspect of their business. This specific procedure should be followed every time. The business can then measure its own performance and constantly strive to improve. One of the most important reasons for a hotel to be registered is the perception in the guest's eyes that the hotel is committed to total quality delivery. This is thus a splendid marketing tool. By having ISO9000/1 standards in place, not only does the guest benefit, but Human Resource Management in the hotel is made easier as is Operational Management. Turnover is reduced as employees become re-motivated and re-committed. Many hotels are averse to using ISO9000/1 as they see it as difficult to manage. As the dominant quality ethos tends to change over time in he hospitality industry, quality concerns are tending to focus on the effectiveness of the in-house training provider for hotels. Quality considerations are moving increasingly towards the capacity of hotels to deliver high quality services and products to guests (the systems thinking behind Total Quality Management concepts). Current concerns for quality in hospitality establishments are part of a broader macro-economic trend where quality service is expected by customers.

In order for a hotel to introduce ISO 9000ff, it is necessary to have an independent third party conduct an on-site audit of the hotel's operations against the requirements of the appropriate standard. Upon the successful completion of this audit, the hotel or hotel

group if more than one hotel are involved, will receive a registration certificate that identifies its quality system as being in compliance with ISO 9000/1. The hotel will be listed in a register maintained by the accredited third-party registration organisation.

Hotels may publicize the registration and use the third-party registrar´s certification mark and the accreditation body's mark on the advertising, letterheads, and other publicity materials, but not on their products. It is the responsibility of the accredited third-party registrar to conduct periodic inspections to assure that the quality system is being maintained. If the hotel fails to maintain the quality system, the registrar will suspend or cancel the registration.

There are clearly several benefits for hotels in implementing ISO9000/1. For example, it guides management to build quality into their products and services and avoid costly after-the-fact inspections and reworking.

6.20.1 Standardisation of Services

Some general features of services have to be outlined in order for us to see the value of ISO9000/1 in totality. Sirilli and Evangelista (1998), attribute the following to services:

- Due to the non-tangibility of services, the distinction between them and priducts is often blurred. A close interaction between production and consumption often makes it difficult to tell the difference between services and products, because the service product is often a set of procedures.

- The high information content of services has led research to focus on innovation in services (Barras 1986). The intangible nature of most services as offered by a hotel, provokes ideas about strategies which would help to customise service outputs and adapt them to the needs of guests.

- Quality service provision depends heavily on the knowledge and skills of the employees involved in the process of production and innovation.

- Services and the service process in hospitality in general, are characterised by their high degree of creativity, innovation and individuality, represented in the recent tendency towards customisation of services in order to satisfy guests´ and to exceed their expectations.

- As both human and physical resources are required for the production of services, standardization must take place in the selection of the technical equipment and the employees in a hotel. The compliance with technical standards of all the equipment used and the formal qualifications of employees must be carefully scrutinised.

- A standardisation of the service output is required Here, the hotel may define quality criteria which have to be met or which the guest is expecting.

- External factors can be standardised by standardisation of the expectations of the guests.

6.20.2 Driving forces promoting the introduction of ISO 9000/1

The general discussion of quality standards and standardisation of services allows the researcher to derive certain hypotheses concerning the use of ISO 9000/1 in hotels:

- ISO 9000/1 is important in services which are more likely to hire qualified people and use technology-intensive equipment, such as at the front-desk or back of house housekeeping operations.

- ISO 9000/1 may help to standardise the service results at least from the perspective of the supply side to guests.

- Official quality certificates are becoming more important in the highly competitive tourism and hospitality industry.

- Sectors offering business services such as conferencing and events hosting, will show a higher propensity to introduce ISO 9000/1 than sectors offering consumer services only with high frequencies of personal contacts (De Vries :1997).

- Quality standards are more likely for industries with a risk potential for the guests or the environment because they are an indicator of the safety reputation of the service provider and are able to raise the confidence of the guests.

- In small service hotels, the guests are more likely to be served by the same employees. Therefore, they get experience about the service supplied by the employees and the need to standardise is lower than in larger hotels.

- Additionally, for small and medium-sized hotels the costs of ISO 9000/1 registration, from training the staff to final registration, may be as high as US$50,000 to over $235,000 for large hotel groups (Resetarits : 1997).   High costs will reduce the inclination of small and medium-sized hotels to introduce ISO 9000/1.
- Nonetheless, both large and small hotels with international tourist guests perceive the ISO 9000/1 series as a route to open markets even more and intensify their competitiveness in a tough global marketplace.

- In the age of the global village, many multinational hotel groups such as the Sheraton and Hilton hotel groups, have emerged which are active in many different national markets. In order to present a common quality standard to their customers and to unify their internal service quality control as well, the introduction of ISO 9000/1 in the affiliates all over the globe is essential.

- Where greater flexibility and on-time production is demanded by guests, hotels are more likely to introduce ISO 9000/1.

- ISO 9000/1 requires on-going high quality outputs work from hotel employees, which is desirable.

Concerning the explanations of the theoretical hypotheses concerning factors for the introduction of ISO 9000/1, it has to be stated that from a theoretical perspective, the positive aspects of implementation of ISO9000/1, outweigh the negative.

6.20.3 Factors contributing to ISO9000/1 use in hotels in South Africa

Among the factors identified by the researcher, which contribute to the growing emphasis on quality in hospitality in general it is clear in recent times that:

- guests' reject the distinction between services and products and between small and large hospitality operations and are only interested in top-notch quality service provision and value for money experiences.

- the high levels of service provision in hotels in developed countries, raise guests' expectations and make them critical of low quality service provision in the hospitality industry in general.

- the wide choice of hotels available in a country gives guests more power and tends to increase their appetite for change and customizing. In hospitality education and training in South Africa, this is more evident in the more complex and variable qualification requirements of the hospitality industry.

- hotels are increasingly called upon to be accountable for what they offer guests and to demonstrate that they deliver quality services and products'.

- in the current highly competitive global tourism market, any inefficiency and lack of flexibility in a hotel's service will result in lower economic growth and drastically reduced profits.

- competition between hotels is more based on facts and on the real quality of a particular hotel or hotel group and no longer on its reputation or historical standing in a society.

- the increase variety of hotels and complexity in the industry, calls for mechanisms to be put in place to assist hotels to arrive at the desired service quality excellence standards.

- hotel operations increasingly recognize the importance of training employees effectively, empowering them and creating an awareness of ethically sound conduct in their dealings with all stakeholders.

- ISO9000/1 is increasingly used in service sectors globally (see Figure 1).

There are thus many factors which, together, call for greater attention to quality service provision in hospitality and which ISO9000/1 could address.
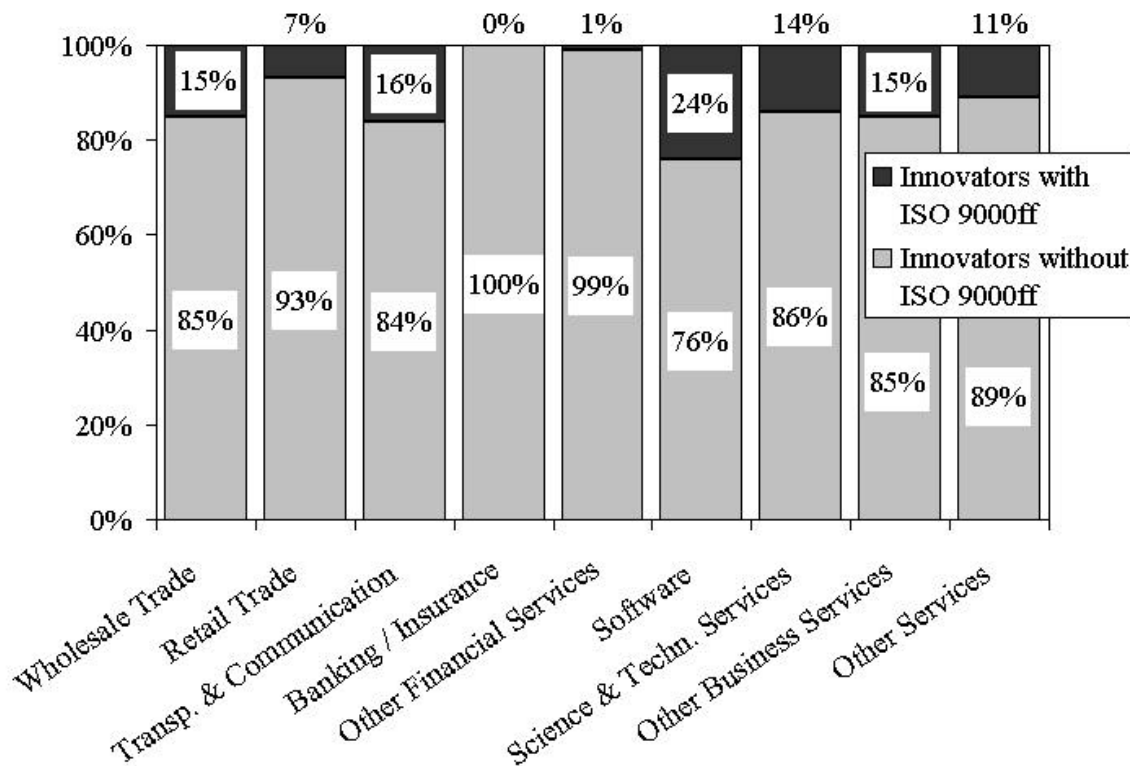
6.20.4 Figure (1) : ISO 9000/1 in different service sectors globally
(c/o Dr. Knut Blind, Fraunhofer Institute for Systems and Innovation Research,
Germany).

6.21 Why some hotels are against adopting ISO9000/1

Certain hotel managers employed in hotels where ISO9000/1 is in use have criticized it
as being inflexible and far too bureaucratic for their liking. They also said that quality did
not improve effectively and that the cost of registration far outweighed the value of the
certification. They also felt that standards do not change enough to be meaningful in all
scenarios. These sentiments were to a large extent echoed by Nield (1999) who carried
out a survey among United Kingdom hotels which were granted ISO9000/1 certification.
He tried to match benefits against actual experiences and found that " hospitality
operators seeking ISO9000/1certification should realize that this quality accreditation is
not the marketing coup that some have claimed". Nield sent a survey to 49 hospitality
businesses in the United Kingdom and found that marketing advantages do not
automatically accrue as a result of accreditation. ISO9000/1 may suggest quality but

certification alone cannot improve products. There must be a genuine effort on the part of senior management in particular to drive quality service provision and to control it effectively. Elliot (1995) also says that the paperwork involved also outweighs the benefits. Here again, it is up to management to be efficient and to administer the certification requirements timeously so as to save both time and money. ISO9000/1 is a very clearly defined system whereas TQM is merely a philosophy.

The hotel's culture toward quality is important and can determine the success or failure of ISO9000/1. If a manager is lacking commitment and financial and human resources and does not have time to implement ISO9000/1 it is unlikely to benefit his hotel. If employees are perceived to be resisting ISO9000/1 use based on ignorance of its benefits, the hotel will not succeed. Some hotels see no advantages to certification and they have poorly trained employees to start with who are unlikely to want to learn more.

6.22 IS0 9000/1 in the South African Hospitality Industry- Findings

In South Africa there a number of hospitality enterprises which are ISO9000 certified. I managed to track down five such hotels in Johannesburg and two in Durban. Each of them was very up-market but varied in size from 200 rooms to 60 rooms. I sent each of them a questionnaire survey from which I hoped to obtain research data. It was from this data that I was able to analyze the internal and external benefits of ISO9000/1 certification. I drafted the questions in such a way as to avoid ambiguities and to help ensure that the questions were correctly phrased to meet the required objectives of the exercise. The hotels surveyed requested that their confidentiality be assured. If I did not agree to this they would not participate at all. The internal benefits focused specifically on Human Resource Management and Operational Management issues, whereas, the external benefits focused on guests. Hotel management employees responsible for quality issues were asked to complete the questionnaire by responding either 'yes' or 'no' to the questions posed. In some cases, respondents were asked to explain their answers. Some of the questions included the following:

1.What role do you play in the hotel's quality strategy?

2.Do you have the necessary knowledge concerning quality issues to be able to

answer the questions?

3.Do you fully understand the questions or do you need help in evaluating what

is requested?

Most of the respondents were in medium-sized operations with employee numbers not exceeding 90 people. They each worked between 35 and 40 hours per week. Once information was collected, I conducted follow-up interviews with 8 employees ranging from Human Resources Managers, General Managers and Supervisors to Heads of Departments. Despite gathering all the information, some of the benefits which derive from ISO9000/1 still remain elusive and unclear. This will be further elucidated later on.

In terms of Human Resource Management, ISO9000/1 was considered a winner. Employee motivation levels were apparently never higher than since its implementation. Communication between management and other employees was reportedly vastly improved. Managers felt more comfortable in their decision-making abilities. Generally employees felt that they were highly valued by their employers and decisions that they made were backed by management almost without question. Employees felt they played a truly meaningful role in the business and were keen to be even more involved. Most employees felt that quality had soared to new heights and each of them displayed ownership of the business in what they did daily. Less employees were absent since certification was introduced. Especially restaurants in hotels reported much lower employee absenteeism rates.

The benefits on Operations Management were even more pronounced and amazing. The amount of waste was greatly reduced and costs thus went down considerably. Management control in kitchens and restaurants and in the housekeeping departments also greatly improved. Some hotel managers said that the certification had surpassed their expectations and that the benefits were immense. The greatest benefit according to four respondents was the fact that the business's image in the community had improved. Many also said that foreign guests felt more comfortable seeing the

certification mounted on the wall behind the reception desk. Customer delight in service quality provision was far more noticeable and widely reported. Generally speaking, most felt that their competitive positions had been greatly improved since ISO9000/1 certification. Many hotels expected greater external benefits but were delighted with the internal benefits obtained.

Externally, marketing appears to have been most influenced by ISO9000/1 certification. Many guests, especially foreign tourists sent on holiday packages to South Africa by tour operators from abroad, were happy to see that ISO9000/1 certificates were visible. This assured the guests of strict international standards and to many of them was basically an assurance of superior quality delivery all round.   Customer satisfaction levels improved as much as 85% in one hotel and as much as 65% in another.

Guest Relations managers at three hotels believed that certification had considerable benefits for them in both the short and long-terms. Financially speaking, ISO 9000 certification has had a great impact on at least three of the hotels surveyed.

6.23 Recommendations for hospitality managers

Based on the research conducted on quality the quality pioneers, Deming, Juran and Crosby, I have noted the following suggestions for hotel managers so as assist them to enable and empower their employees to provide the greatest quality service and to delight guests beyond their expectations:

1. Tell everyone constantly the purpose of your business. Tell them what business your hotel is really in and why.
2. Ask every employee to pledge their allegiance. Ask every employee to state you hotel's philosophy.
3. Stop correcting mistakes. Redesign the system, do things right the first time.
4. Don't do business with the lowest bidder. Price isn't everything.
5. Improve constantly the service delivery system. Always make it better.

6. Start immediate training on the job. People learn best by doing.

7. Define leadership and make leaders. Leaders make things happen.

8. Create an environment with no fear: It's "ok" to make a mistake as long as you learn from it.

9. Tear down the barriers between departments. Put everybody together so that everyone knows what everyone is doing (better communication).

10. Forget about empty slogans and number goals. Just focus on delivering better service and customer satisfaction.

11. Don't manage by objectives. Ask customers what is important, do what customers want.

12. Restore pride of service. Make sure that employees stay excited about their work.

13. Put a high value on love of learning. By learning staff can improve their service.

14. Put everybody in charge of creating the magic (good service)

15. Make it clear to everyone where you stand on quality.

16. From teams to focus on areas that need improvement.

17. Ask employee's opinions /advice as how to correct major problems and then measure and graph problems that are out of control.

18. Define the cost ingredients of mistakes and defect service. Explain how doing things right the first time you save money.

19. Raise the quality awareness of all employee's and focus their efforts on improving quality.

20. Resolve forever the problems that are identified. Don't just correct it temporally. Do it permanently.

21 Plan and act to eliminate mistakes; strive for perfection.

22 Set a date when the system will work perfectly (ultimate goal).

23. Define the training every employee will need to make the system perfectly. Continuous teaching and improvement are indispensable.

24. Ask employee's to set personal and team goals for improvement

25. Open your doors and make yourself approachable by your employees and customers alike.

26. Appreciate employee's who participate in quality improvement.

27. Celebrate every little success with everyone.

28. Keep quality going - always improve.

29. Measuring service quality objectives.

6.24 How service orientated are employees?

The survey pointed to some areas of concern regarding what certain concepts mean and how they should be measured and demonstrated. Consequently, I have drafted the following to aid the understanding of employees with regard to service quality concepts.

Table (1)

CONCEPT	HOW IT IS MEASURED AND DEMONSTRATED
Access	Availability to customers/employees
Communication	Providing clear distribution to customers and answering their questions
Competence	Proven expertise at a task
Courtesy	Friendliness a respect promises.
Credibility	Believable and meeting promises
Reliability	Error reduction (zero defect)
Responsiveness	Speed at meeting, requests of customers
Security	Maintain customer safety and privacy
Tangibles	Physical. Appearance of workplace
Knowing the customer	Demonstrates capacity to listen to, respond to and satisfy the customer.

Managers must welcome interaction with staff that are genuinely believe in what a brand stand for and is committed to it. Remember that a new customer costs 5-25 times more to gain than to keep an existing one. (American office for Consumer Affairs) 25-40% of customers who are satisfied do not return. (British Institute for In Keeping)68% of customers do not return because of poor attitude of man of staff. By comparison, only 14% leave because of dissatisfaction with the product. Only 4% of the dissatisfied customers will spontaneously express their discontent.

6.25 What are the keys to Service Quality improvement?

In a nutshell the following pointers will help a hospitality manager to make certain that service quality provision is top-notch all the time.

- Focus on market and customer (constantly find out what they want)
- Motivated and well-trained staff.
- Improvement process must be well designed
- Defining quality to all by brainstorming
- Devolving responsibility
- Ensure effective communication with staff
- Ensure quality measuring is effective.

Other useful measures:

- Think of different ways to evaluate quality of service/product
- Develop teams of service quality experts from in and out of your hotel
- Ongoing training and incentives

6.26 What are the benefits of customer-Focused Quality Control?

The benefits to be had are immense based on the discussions I had with senior managers and CEOs. This is especially true in Operations Management, Human Resource Management and of course for the guest.

6.26.1. In Operations Management:

Improved co-ordination structure in the hotel. This means that defects and errors detected early leading to cost reduction and far greater productivity (less mistakes =

more time).Greater efficiency (because of better productivity) and less improvisation (because you know your work better).

6.26.2 Benefits to HR Management:

Employees are more confident in the company's quality and tend to support the decision making more. They have greater work satisfaction and a greater sense of motivation. They may be less absent and better involved in what they do. This will result in a bigger turnover for the business. The organization task structure will be more clearly defined.

6.26.3 Benefits to customer:

There are far better relations with guests and an increase in sales and marketing share for external stakeholders. It is Easier to access new guests as the company is seen as more reliable and has a greater positive reputation. The guest obtains a competitive edge advantage and his/her complaints are handled far better. It is thus also easier to establish partnerships.

6.26.4 Employee Performance

Once an hotel establishes its service quality standards and managers are committed to them, ways must be found to ensure that employees perform their jobs with the greatest possible professionalism. The contact employees are the most important link with the guest, and thus their performance is critical to the customers' perceptions of service quality provision. The most obvious way to ensure that employees perform better than well, is to recruit and train them well so that they understand how to do their jobs effectively and efficiently. By providing information about guest service and the hotel's expectations, the service specifications and the mission of the hotel during the training promotes this understanding which is enhanced markedly by the institution of carefully thought out standards of operation.

6.26.5 Managing Service Expectations

Because expectations are so significant in customer evaluations of service quality, service companies recognise that they must set realistic expectations about the service they can provide. They can set these expectations through advertising and good internal communication. In their advertisements, service companies make promises about the kind of service they will deliver (Swan: 1988). To deliver on promises made, a company needs to have good internal communication among its departments, especially management, advertising, and operations. Assume, for example, that a hotel's television advertisements guaranteed check-in services within ten minutes or the room reservation would be free. If management failed to inform operations about the ten minute guarantee, the hotel would probably not meet its customers' service expectations. Even though customers might appreciate a free stay, the hotel would lose credibility and essential revenue.

The best way to ensure positive word-of-mouth communication is to provide exceptional service quality on a consistent basis (Berry: 1995). It has been estimated that customers tell four times as many people about bad service as they do about good service. Consequently, hospitality service providers must provide four good service experiences for every bad experience just to break even and in the current economically strained world in which we live this could be make-or-break for the hotel involved.

Globally, the propensity to introduce ISO 9000/1 is higher in hotels with more than 50 employees. A supply side explanation is the high costs of introducing ISO 9000/1 in a hotel. From the demand side, it can be argued that in small hotel the connection between suppliers of the services and their customers and all stakeholders is closer.

6.27 Methodology

Researchers may use various methods to collect, interpret and then analyze information but there is no commonly agreed method to acquire knowledge (Struwig& Stead:2001). What is then required is the inputs of various disciplines each of which has a different

perspective (Jennings:2001). Hospitality research develops knowledge and without research, one cannot hope to gain any knowledge (Ibid). The researcher is the main instrument of research and presents meaning from the findings of the research (Henning et al:2004).

To determine the appropriate methodology it is essential to understand research. This will be followed by a discussion of the process, design, methodology, data collection and analysis of data.

6.27.1 Concepts

Target Population – this refers to the units in the population that the researcher targets for study (Neuman:2000).

Study Sample- This is a selection of subjects from the overall population (Sarantakos:1998).

Sampling – the means by which subjects from the target population are included in the research project (Sarantakos:1998)

Sampling ratio- this is the size of the sample in relation to the size of the target population (Neuman:2000).

Research is distinct from information gathering as well as decision-making by three distinct but yet related characteristics according to Phillips and Pugh (1994).

Research is based on open thought systems as researchers can think whatever they wish, test and review each others work.

Researchers examine data critically using knowledge of existing theories and the literature in the field as well as the researchers personal experiences and perspectives.

Researchers may generalize and specify the limits of their generalizations through the development of explanatory theory. This application turns fact-finding into research.

Multidisciplinary research involves the study of concepts and methods from an individual's discipline. This often involves the input of a wide variety of disciplines which may have different perspectives (Jennings:2001).

The researcher used key sources of information on ISO9000/1 usage. Literature that is in the public domain has been gathered. The working knowledge of experts in the Hotel Industry formed the basis upon which the survey was developed. The researcher surveyed five hotels with not more than ninety employees' each solicited information from especially managers, and by requesting the assistance of junior managers where necessary. The researcher decided to explore the broader thinking of participants about the use of ISO9000/1, the current and emerging practices in the industry, and strove to encourage discussion of its specific application and practices in the context of employee training and quality management issues.

6.27.2 The Research process

The main challenge of the research process is to relate theory and research to each other so that questions are answered. The end product of the research is thus knowledge, not theory or data (Bouma: 1996). In business research such as this, the most common data collection methods include written surveys, document analysis and closed-question structured interviews. These are the tools which are frequently applied with an explicitly or implicitly positivist or post-positivist perspective guiding the investigation, as first noted by Jones 1987.

Research can be divided into two phases:

Gathering of information and data, followed by the writing process during which research or the hypotheses are formulated. This moves the researcher to developing data collection tools or methods. This is followed by the reporting of findings (Jennings:2001).

6.27.3 Research Method

Three methodologies inform research and each are based on different paradigms (Guba:1990). A paradigm refers to a basic set of beliefs that guide action. The three types of methodologies are qualitative, quantitative and mixed.

6.27.4 Qualitative methodology

The emphasis here is placed on using a small number of respondents and provides insights and information regarding them. The collection and analysis of statistical data is secondary. The tools used in qualitative research in this study are interviews. The researcher asked for information verbally in a semi-structured manner. The researcher also used the documentary method which is concerned with secondary data sources. This involved mainly written texts. Participants were observed in the hotels in which they work.

6.27.5 Quantitative methodology

Positivist researchers prefer precise quantitative data and very often use statistics. They seek rigorous, exact measures and objective research by conducting a careful analysis of numbers from the measures (Neuman 2000). This method in contrast to the qualitative method, is thus based on the collection of data and its analysis and is mostly concerned with obtaining a limited amount of information from either a small or large sample of respondents. It is also concerned with theories and hypothesis and obtaining and then analyzing data from the real world and the accepting or rejecting the hypothesis. The tools used in this research are mail surveys, filled in and then returned

to the researcher and self-completion questionnaires. There are also interviewer completed questionnaires in which the researcher asked questions and recorded the answers-especially in the case of General Managers who were too busy to respond in writing. The central questions of a positivistic approach are 'What is happening in the real world?' 'What can be established with some degree of certainty?' and 'What is the truth as far as we can ascertain?' (Patton 2002) Lucas and Deery (2004) explain that there is currently, an unusually high proportion of quantitative studies in hospitality industry research being conducted globally. They recommended the adoption of more richly informed qualitative methods. This is a challenge that the researcher has opted to take up. This research was thus mixed and included elements of both qualitative and quantitative research methodology.

6.28 The Survey Tool and research design

The process followed in this study comprised seven steps:

1. The research topic was selected through scanning literature studies and identifying problems worthy of further investigation.
2. Background information was collected and the process began formulating the main problems and sub-problems.
3. Primary and secondary objectives were identified and formulated.
4. Explanations were put forward for the problems.
5. The data collection method was determined and the proposal was formulated.
6. The research was conducted through distribution of questionnaires in a survey research method and oral interviews. Results were interpreted.
7. Results were then reported.

In survey research, the respondents are asked a series of questions and their answers to the questions are analysed. There are two types of data collection that are appropriate for this type of research, namely questionnaires and interviews. Interviews

are usually conducted by asking the questions orally and having the researcher or interviewer record the responses (Harris:1995). Questionnaires involve asking respondents questions in written form and having the respondents record their answers by writing them down. This type of research is relatively cheap to conduct, and is also convenient and potentially anonymous if required to be so. Questionnaires are very versatile and have a wide range of applications. The researcher in this study decided to opt for a written questionnaire to be answered as the most appropriate form of data collection. Consequently, a questionnaire suited to the purposes of the research was developed.

Quantitative research design uses structured questions and response categorization, and the results of such research can be quantified. The data collection method of questionnaires involves the collection of problem specific data and is the most widely used form of data collection in the hospitality research area (Bennet: 1995). When questionnaires are used, the answers of the respondents are written down and are thus relatively free from the interpretation of an interviewer, which tends to increase their reliability. For the purpose of this study, a questionnaire was developed to measure the demographics of respondents (age, racial status, social status), as well as the importance that the respondents attached to ISO9000/1 in the workplace. Age was considered important as older employees are more likely to have perceptions of service quality provision based on earlier societal inputs in this regard. Racial status was used as people from different backgrounds tend to have different perceptions as to what for example, service quality provision should entail. Social status was considered important as married people are likely to have enhanced perceptions as to service quality provision (Kuten:2000).

- Most of the data analyzed was filtered so that only responses from hotels satisfactorily meeting the criteria for ISO9000/1 were used as the basis for the analysis. The questionnaire tool used was Professional Quest 3.5 Enterprise Edition for surveys.

To determine the most applicable research design, the problem and the nature of the data to be collected needed to be clarified. The main problem researched in this study was to analyse the impact of ISO9000/1 certification on five hotels and on the employees who are responsible for providing service quality excellence.

The research type was mainly evaluative. This is mostly applied research and is more concerned with determining the outcomes of changes in strategies. The research was also predictive involving information regarding future decision- making concerning the use of ISO9000/1. The research was casual in that it focuses mainly on the cause and effect relationship between different variables, for example the use of ISO9000/1 and an increase in service quality provision in hotels. In a sense, this is also exploratory research as there is very little knowledge of the research topic or subject under investigation. This is informed by qualitative methodology (Jennings:2001).

The following research questions were identified to deal with the main problem:

- Are the benefits of ISO9000/1 certification are evident to employees.

- Do Employees' face numerous barriers in ISO9000/1 implementation that may have an impact on their perception of service quality.

- Are employees' satisfied with ISO9000/1?

- Does the impact of ISO9000/1 on employee opinion differs according to the employees' profiles?

- Is it easy to incorporate ISO9000/1 and are positive/negative employees' perceptions with regard to ISO9000/1 different based on their age, gender and social status?

A literature analysis was conducted to address the research question. No information regarding any similar projects was found on the Nexus Database System of the Human Sciences Research Council website. Literature with regard to the field of study was obtained by searching the electronic databases of the University of Johannesburg. A wide range of books was obtained from the library and many articles were accessed through electronic databases such as Emerald and Science Direct. The internet was also searched for relevant information.

The analysis and interpretation of data provided by he survey and the integration of this together with information obtained from the literature study enabled the researcher to draw conclusion and make recommendations.

6.29 Study Sample

A sample is a segment of a total population, however it should be large enough to be representative of the entire population and is a selection of subjects from the overall population (Sarantakos:1998).

Zikmund (1997), states that large samples are more obvious than small samples, but when appropriate sampling is applied in research, a small proportion of an entire population will provide an adequate and reliable measure of an entire population. This will ensure that the selected sample is representative in order to make generalizations with confidence from the sample to the overall population (Ary, Jacobs, & Razavieh:2002).

Jennings (2001),identifies the following types of sampling: non-random and random sampling methods. In this study, non-random sampling was used where every unit had an equal chance of being selected based on their position at work. Expert sampling was used and this involved participants who the researcher regards as experts who have specialist knowledge on quality standards in hotels.

The participants were selected based on the fact that their hotels use ISO9000/1 quality standards and also because of the proximity and ease for the researcher to access

them-except for one hotel. Multiple levels of management and functional areas within each of the five hotels was surveyed. For the survey and interviews, the sample size that is considered adequate is 25 to 30 (Goffin & Mitchell: 2005; McGivern: 2006). An initial sample of 75 was targeted i.e. 15 from each hotel. However, this could not be achieved within the allotted time for the interviews and was largely due to major sporting events during those weekends which meant that the hotel employees were busy most of the time. The study population consisted of 75 Hotel employees, who were asked to return completed questionnaires to the researcher electronically but most were collected by him personally. Of the 75 distributed questionnaires 56 questionnaires were collected, from which only 50 were valid. Thus of all the employees who were requested to participate in the study, some 75, 50 completed the questionnaire effectively, which means that the resaercher effectively had a 66% response rate of the total sample which represents a satisfying response rate. He expanded the testing to include a consideration of perceived attitudes. He looked at the effect of the perceived attitudes of peers and managers towards ISO9000/1 implementation. This was a random sample from about 37 hotels, representing 13,5% of the population. Questionnaires were distributed among employees in each hotel counting for a total number 75 distributed questionnaires. Based on a comprehensive literature review, a questionnaire was developed to investigate the relationship between employees' positive and negative attitudes towards ISO9000/1, employee satisfaction and overall employee opinion.

The inclusion criteria were the following:

- Blacks, Whites, Coloureds and Indians (South African Citizens)
- Both genders
- Fulltime employees
- Employees with at least a certificate or Diploma or higher in hospitality
- Supervisors, Managers and Senior Managers

The exclusion criteria were the following:

- Non-South Africans

- Employees with no qualification in hospitality
- Part-time employees

The questions in the survey were developed and formulated based on reading on ISO9000/1. The survey allowed for a wide variety of survey types, ranging from simple yes/no to questions requiring longer answers where respondents could select all that applied. Questions were crafted to obtain specific information relating to ISO9000/1 implementation (benefits, barriers and value), integration of management systems, certification matters and tools and guidance. The target audiences in the hotels were asked the same questions so that their views could be directly compared. In some cases additional questions were asked. The target audience was management and other employees in five hotels certified ISO9000/1 compliant. They were asked about the benefits and barriers to certification. The researcher explicitly reached respondents who had implemented ISO9000/1 and ascertained their reasons for adopting the standard, especially those who had chosen ISO9000/1 over some or other alternative. Audio-recording was also required at times as the researcher opted to use interviews as a source of data as well as surveys (Maykut and Morehouse 1994). Each respondent was asked for permission to audio-record any interview undertaken. Each employee also agreed to be audio-recorded and signed a consent form which is a requirement for human subject research. Prior to each interview, the researcher introduced the expectations and framework of the interview. He also emphasised that confidentiality was guaranteed to protect respondent anonymity. The orientation process was highly useful as it set a positive tone for interviews and established a spirit of trust between the researcher and the respondents (Maykut and Morehouse 1994; Stewart and Cash 1994).

6.30 Understanding the Responses

All respondents answered the same questions once they were identified and I personally took them a set of questions.

The key messages conveyed when communicating about the survey were as follows:

- The intention with the survey

- The security of information (all requested anonymity)

- The use of the information

- Feedback on the results of the survey

After receiving the questionnaires, each was numbered, in no particular sequence and a spreadsheet was developed using Microsoft Excel software to facilitate the capturing of data. Rows were labeled according to the respondents' numbers as well as question numbers.

6.31 The Response Rate of the Survey

I determined that 40 questions and fifty responses to the survey would be sufficient data to identify trends and provide answers on ISO9000/1 efficacy. The questions were distributed to 75 employees. The survey opened in January and closed in March 2005. Communication was achieved using e-mails and telephone calls and by personal visits to each hotel. E-mail communication worked the best, followed by personal visits at which the written responses to the questionnaires were collected.

Face validity of the questionnaire was applied through two experts; in the field of survey designs and academics. A primary draft of the questionnaire was pilot-tested on 14 Hospitality Management students who completed and evaluated it after which it was reviewed. Pilot studies enable researchers to verify the methods are credible before entering the field of commencing data collection. Pilot studies clarify wording, structure and design and enable a trial of the analysis process (Jennings:2001). Valuable changes were made to the questionnaire where questions were not fully understood by respondents before the final print, and important observations were considered and then reconsidered, and then the second draft was piloted to five employees at ISO9000/1 compliant hotels. The final questionnaire form was distributed in January, 2005.

The research topic was deemed very important to the management echelon of the selected hotels, and therefore the questionnaires were handed out during working hours with permission of the management and completed on the same day except for about 12 which were emailed to me. In order to reduce the chance of "social desirability" bias (McKendell *et a l*: 2002) each of the respondents were assured confidentiality by me, generally confirming that no personal information was divulged to the management and the questionnaires were therefore the exclusive property of the researcher.

6.32 Results of the Survey

Table (2): Survey Respondent Hotel Profile

Number of employees	Number of hotels with ISO9000/1 certification
Less than 15 employees	1
15 to 60 employees	1
61 to 90 employees	3
Total hotels	5

Of the fifty respondents, 36 were from hotels with 61 to 90 employees.

6.33 Respondents' profile

The demographic profile of respondents and the characteristics of their employment are shown in table (1). The respondents were from different racial backgrounds. White (32.5%), Black (43.3%), Coloured (11.0%), Indian (13.2%). The questionnaires were distributed among different age categories; of which the category ranging from 30-40 years old presented the highest percentage (32.2%), followed by that ranging from 20-30 years old (31.5%), then that from 40-50 years old (19.8%), Males represented (58,6%) of the respondents, while females represented (41.4%). The majority of the employees (72%) were married, followed by single employees (28%).

Table (3): Respondents' profiles and characteristics

Profile of respondents							
Racial background	**%**	*Age group*	**%**	**Gender**	**%**	*Social status*	**%**
Coloured	11.0	< 20 years	16.5	Male	58.6	Single	28
Indian	13.2	20-30	31.5	Female	41.4	Married	72
Black	43.3	30-40	32.2				
White	32.5	40-50	19.8				

6.34 Hypotheses

This thesis opens a new avenue for investigation of quality issues in the hospitality and tourism service industry. The two main underpinning major hypotheses in the study are:

(A) that a substantial portion of service failures is the result of human error in the delivery process, and much of this is based on employer apathy and that from a theoretical perspective, one can expect that the positive and negative responses employees experience (from the employer) as consequences to their on- and off-task behavior in the workplace can promote or undermine their engagement with guests and co-workers As a result of effective employee training programmes on quality service provision, and the implementation of ISO9000/1/1 in the workplace, there should be a significant difference in employee attitudes at work and in a willingness to be more productive and motivated to perform well.

 (B) In the absence of effective training and motivation there will be a significant decrease in employee provision of quality service to guests and in this scenario, unethical behaviour is likely to be prevalent in the workplace. This study demonstrates how all areas of quality can be addressed by empowering employees and by motivating them, resulting in service

quality excellence. This thesis also addresses the issue of service design specifically that of designing the service encounter for improved quality by implementing quality standards such as ISO9000/1/1 and by encouraging ethical employee conduct. Based on the review of literature and objectives of the study five sub-hypotheses were formulated.

Figure (1) shows the hypothesized relationship between the study variables.

H1: The benefits of ISO9000/1 certification are evident to employees but more training is required by the in the workplace for success to be achieved.

H2: Employees' face numerous barriers in ISO9000/1 implementation that may have an impact on their perception of service quality.

H3: Employees' satisfaction or other with ISO9000/1 has an impact (positively/negatively) on its implementation.

H4: The impact of ISO9000/1 on employee opinion differs according to the employees' profiles.

H5: The ease with which ISO9000/1 may be incorporated affects positive/negative employees' perceptions with regard to ISO9000/1 and may differ based on their age, gender and social status.

Figure (1): The Study Hypotheses
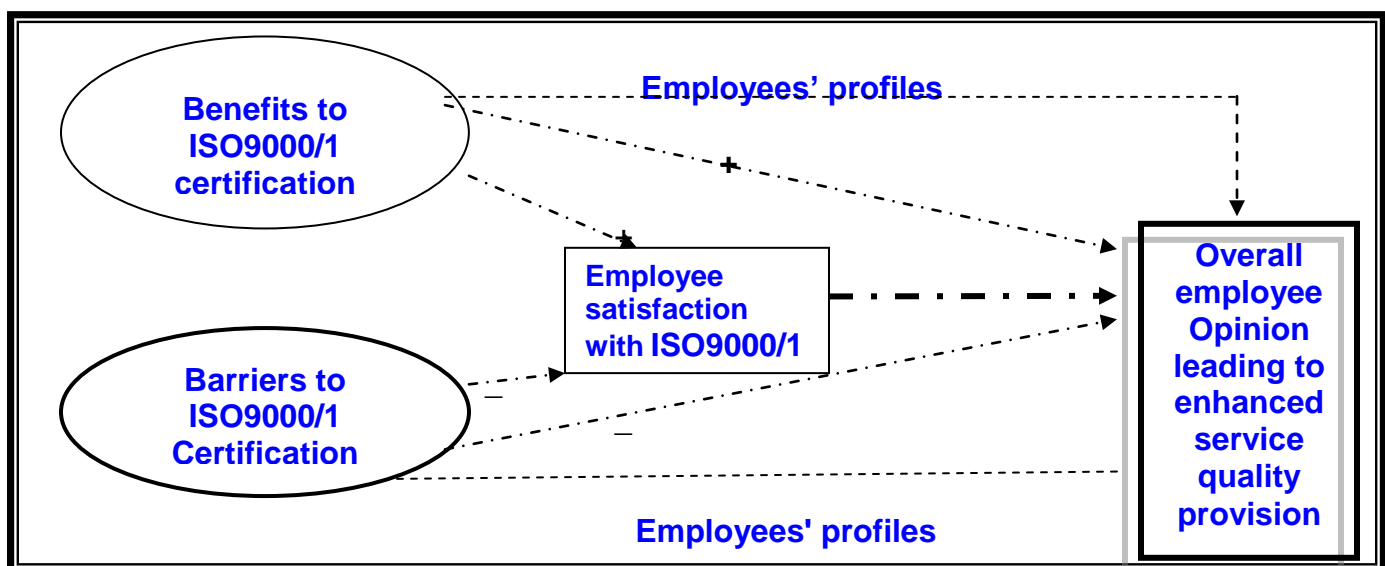
6.35 Questionnaire development

The first section of the questionnaire was directed to collect data related to the profile of employees, their racial background and social status. The second section of the questionnaire consisted of forty questions identifying negative and positive employees opinions regarding ISO9000/1 certification. These statements were randomly mixed and listed in the questionnaire. In this section two scales were used. The first scale (1 to 3 scale) measured the opinion of employees, where (1) indicated that the employees were happy with ISO9000/1, while (3) indicated that the employees were unhappy with ISO9000/1. The second scale (-2 to +2 scale) measured the impact of their opinions, on their overall satisfaction, where (-2) indicated high degree of dissatisfaction, (+2) high degree of satisfaction and (0) denoted a neutral condition. The third section of the questionnaire included two questions asking employees about the impact of ISO9000/1, either negative or positive, on their perception of service quality and on their overall satisfaction. Responses were collected through a 3 point Likert scale, where (1) indicated a low impact, while (3) indicated a high impact. The final section of the questionnaire were designed to gauge the impact of positive and negative employees' perceptions of ISO9000/1 on service quality and their overall satisfaction. The scale ranged from satisfied, meaning that the respondent justified use of ISO9000/1 and that his/her belief is very positive, to neutral, to unsatisfied, meaning that the respondent does see any or very little benefit to use of ISO9000/1. Based on employee responses regarding the effect of ISO9000/1 on their overall satisfaction, Chi-square test (X^2) was used for comparison between different employees. Several aspects were used as base for the comparison process such as; gender, age, social status as shown in table (4). Results of the test indicated the following; when comparing between genders the statistical test revealed no significant correlation for the sample as a whole. Findings showed a statistically significance difference between males and females on only seven out of forty questions.

Table (4): The impact of ISO9000/1 on a hospitality operation

	ISO9000/1 USE BENEFITS (R. = Repetitions)	Overall satisfaction					
		Satisfied		Neutral		Unsatisfied	
		R.	%	R.	%	R	%
A1.	Do the benefits outweigh the costs of implementing ISO9000/1?	43	96.52	3	3.48	0	0.00
A2.	Do you believe that the hotel has benefited by integrating the ISO9000/1 systems?	41	82.59	11	17.41	0	0.00
A3.	Are there qualitative benefits, not assigned a quantitative value, that are drivers for adoption of ISO9000/1?	45	90.55	6	9.45	0	0.00
A4.	Have you implemented other management system standards alongside ISO9000/1?	0	0.00	11	16.42	56	83.58
A5.	Does your organization manage the impact it has on the environment better with ISO9000/1?	3	1.49	8	12.94	57	85.57
A7.	Do tour operators from abroad ask about your certification before booking in tour groups?	0	0.00	4	5.97	45	94.03
ISO9000/1 USE BARRIERS							
B1.	Have you faced any barriers in implementing an EMS?	19	39.30	6	58.21	5	2.49
B2.	What barriers have you faced in implementing ISO9000/1?	48	96.52	2	3.48	0	0.00
B3.	What reasons did the enterprises you work in give for using ISO9000/1?	46	93.03	3	4.98	4	1.99
B4.	Could the actual benefits have been gained sooner for your ISO9000/1 implementation?	48	98.01	2	1.99	0	0.00
B5.	Are the features of ISO9000/1 difficult to undertake?	1	0.50	3	3.98	46	95.5
B6.	Does your hotel track the value of the benefits received from their ISO9000/1 systems?	0	0.00	2	2.99	48	97.0
B7.	Are employees keen to adopt ISO9000/1 in the workplace?	0	0.00	1	1.99	48	96.0
B8.	Does management really want to apply ISO9000/1 or is it just a marketing tool?	1	0.50	2	5.47	47	94.0
EMPLOYEE SATISFACTION WITH ISO9000/1 USE							
C1.	Would you recommend ISO9000/1?	27	79.6	14	20.4	0	0.00
C2.	Do you believe in the need for an international standard for a single integrated management system such as ISO9000/1?	43	86.5	7	13.4	0	0.00
C3.	Are you satisfied that the guide or tools to help in the implementation of ISO9000/1 are adequate?	39	78.6	11	21.3	0	0.00
C4.	Has productivity improved noticeably since implementation?	2	2.49	5	10.4	43	87.0
C5	Have waste costs diminished as a result of ISO9000/1 certification?	1	0.50	5	11.4	44	88.0
C6.	Do you believe in ISO9000/1 for your work?	0	0.00	7	12.9	43	87.0

EMPLOYEE PERSONAL OPINION IRO ISO9000/1 USE

D1.	Are employees noticeably happier at work?	48	96.5	2	3.48	0	0.00
D2.	Does everyone at work know their areas of responsibility?	48	96.5	1	1.99	1	1.49
D3.	Do employees feel empowered?	43	86.5	7	13.4	0	0.00
D4.	Are employees acting more ethically than before?	49	99.0	1	1.00	0	0.00
D5.	Is the structure of the business clearly defined for all to see?	47	95.5	3	4.48	0	0.00
D6.	Has communication improved considerably?	43	86.0	7	13.9	0	0.00
D7.	Are guests complementary concerning service quality provision most of the time?	35	69.6	14	29.8	1	0.50
D8.	Are guidelines in place to reduce improvisation?	1	1.49	7	9.95	27	88.5
D9.	Do you have contingency plans in place for all eventualities?	1	1.00	7	13.9	42	85.0
D10.	Are employees trained and retrained to provide top notch service quality to guests and all other stakeholders?	2	3.48	19	38.8	29	57.7
D11.	Are employees praised for work well done by guests and managers?	2	1.99	16	33.3	32	64.6
D12.	Are you happy at work?	1	1.00	9	18.4	40	80.6
D13.	Is this your ultimate place of employ?	2	2.99	1	2.49	47	94.5

IS ISO9000/1 EASY TO INCORPORATE?

E1.	Were all employees trained to obtain certification?	49	98.5	1	1.49	0	0.00
E2.	When did you start to obtain certification?	31	62.1	18	36.8	1	1.00
E3.	How long did this process take?	41	82.0	8	16.9	1	1.00
E4.	Was it necessary to revamp the facility before certification was granted?	1	1.00	4	8.96	45	90.0
E5.	Were all employees consulted before ISO9000/1 certification measures began?	1	1.00	1	1.49	48	97.5
E6.	Are employees more efficient and accepting of ISO9000/1?	0	0.00	3	4.98	47	95.0

Results of the current study, illustrated in table (4), revealed that all negative behaviors recorded a high negative effect on an operations use of ISO9000/1 as the lowest record was calculated for behavior (D10) in the employee personal opinion iro ISO9000/1 category where 57.7% of employees indicated that they were dissatisfied with training. Many stated that they saw merit in ISO9000/1 but needed more time in training. While behavior (A6) in the category of whether the enterprise gained added value or expected to gain added value by using ISO9000/1, denoted the highest negative effect on employees' overall satisfaction as approximately all employees (97.51%) indicated a dissatisfaction effect. Once again they stated that more training was required as merit existed. They did not wish to be overburdened and needed time to absorb the real issues in ISO9000/1.

The high negative impact of these behaviors can be attributed to the fact that employees need more time set aside by management for them to become truly skilled in ISO9000/1. They expected to obtain training equivalent to their anticipations and dissatisfaction occurs directly after a failure in the training process. In conclusion, as all negative attitudes indicated a high negative effect on employees' overall satisfaction, therefore hypothesis H1 is supported. Service quality will suffer if employees are not trained in the quality management system that the hotel adopts.

On the other hand, results for the positive group of behaviors illustrated in table (2) also indicated a high positive effect on employees' overall satisfaction except for behavior (B1) in the category relating to barriers faced in implementation, as many employees' (58.21%) indicated a neutral attitude. 'Employees acting more ethically than before recorded the highest score regarding the positive impact on employee satisfaction (99%), followed by 'employees were trained to obtain certification' (98.5%), and 'could the benefits of ISO9000/1 have been realized sooner?' (98.01%). Since approximately all positive behaviors indicated a high positive effect on employees' overall satisfaction, hypothesis H1 is supported in this study.

Testing the second and the third hypotheses of the study was challenging namely, do employees face barriers in ISO9000/1 implementation that may have an impact on their perception of service quality (H2) and does employees' satisfaction or other with ISO9000/1 have an impact on its implementation? (H3). Tracing the impact of behaviors on employees'' perceptions and overall satisfaction requires a long time span to figure out such impact. Therefore, these hypotheses were, firstly, studied based on the review of literature, and secondly by identifying employees' responses regarding their opinions on the impact of employees' behaviors on customers' perceptions of service and on overall satisfaction. The literature reviewed confirmed the role of employees' perceptions of service quality as an antecedent of overall service quality provision (Anderson, et al., : 1994; Rust and Oliver : 1994). Recent evidence has emerged supporting the existence of a causal connection between service-quality perceptions and satisfaction judgments in the hospitality industry. (Robert: 2006) found that employee perceptions of quality have a marked effect upon quality service provision. Thus, hypotheses H2 and H3 are supported. Based on customer responses regarding the effect of employees' overall satisfaction, Chi-square test (X^2) was used for comparison between different employees. Several aspects were used as base for the comparison process such as; age group, gender and social status, as shown in table (3). Hypotheses 4 and 5, namely the impact of ISO9000/1 on employee opinion differs according to the employees' profiles (H4), and the ease with which ISO9000/1 may be incorporated affects positive/negative employees' perceptions with regard to ISO9000/1 and may differ based on their age, gender and social status (H5). Results in table (4) indicated also that employees' responses revealed no significant differences between employees and management in general. In addition, no significant difference of satisfaction levels was detected between hotel employees concerning use of ISO9000/1. Based on the previous results, it could be concluded that employees' perceptions have great effect on overall employee satisfaction regardless of employees' age, gender, or social status. Thus, hypotheses H4 and H5 are not supported.

Table (5): The effect of ISO9000/1' on employees perceptions and satisfaction

Variables	Mean	Standard deviation
EMPLOYEES perception of ISO9000/1	3.7	1.06
EMPLOYEES overall satisfaction	3.9	0.9

Results in table (5) indicated also that employees' responses revealed no significant differences between employees from different ages, genders and social status backgrounds. Based on the previous results, it could be concluded ISO9000/1 has great effect on overall employee satisfaction regardless of employees' racial background age or social status. Thus, hypotheses H4 and H5 are not supported.

During the analysis instead of dealing with each single item the researcher calculated the mean scores of the 40 items. Reliability tests of the items using the Cronbach alpha measure showed high reliability scores for the 40 statements within each of the five areas. The reliability of the five dimensions across five hotels was verified using Cronbach's alpha (*a*) test (Nunnally, 1978).The alpha coefficient for all five dimensions (varying from 0.66 to 0.80) was considered adequate (Black and Porter, 1996). Previous results can assist managers to ascertain the most important positive and negative opinions that affect employee satisfaction as this is crucial to effective service quality delivery, and then prioritize them according to their importance. This study also advanced hospitality management literature, and will hopefully encourage other researchers to further investigate ISO9000/1 implementation in South African hotels. Employees in hotels, as do most people, tend to invent concepts, models, and schemes to make sense of their personal experience, and they continually test and modify the constructions they make in the light of any new experiences they may have (Schwandt 2000). Another aspect of qualitative research is its descriptive and exploratory nature (Creswell 2003). The data generated by research such as this is most often the words and actions of respondents, requiring the researcher to capture both language and behaviour (Maykut and Morehouse 1994). The common data collection methods include

participant observation, in-depth interviewing, and group interviews, such as focus groups (Cavana et al. 2001). The main approach to data creation in this study was a questionnaire and face-to-face in-depth interviews with employees of the hotels as well as existing research on hospitality management.

This data set was put in the context of desk research because the researcher wanted to understand the impact of ISO9000/1 on the hotel industry in South Africa as seen through the eyes of employees in the industry, as opposed to only through the lens of a macro-analysis of industry statistics. Since the descriptions of employees may be incomplete when put into a macro-context, they are nonetheless important as the perceptions and ideas of employees in the industry are what drive their actions and their responses to the challenges surrounding them in terms of service quality management. If it turns out that their understanding of ISO9000/1 is limited, one could argue that their actions are likely to be limited when it comes to excellence in service quality provision. The researcher intends in this thesis that his data be read as an effort to capture the full range of thinking of a particular group of hotel employees in which ISO9000/1 is the chosen quality standard, at a particular time in a particular context. The real value lies in analysing the words of those who operate hotels and those employed in hotels. Qualitative inquiry by its nature, concerns itself with information richness and thus tends to focuses in depth on a relatively small sample who are purposefully chosen. The aim of qualitative research is to obtain a deeper understanding of some or other phenomenon as perceived by a selected group of people based on their personal experiences (Maykut and Morehouse 1994). Patton (2002) has also stated that the true logic of purposeful sampling relies on selecting information-rich cases for later in-depth studies and analyses.

Table (6): Employees' satisfaction with ISO9000/1 according to their profile

Dimensions P values	Gender	Race	Social Status
A1.	0.17	0.12	0.166
A2.	0.20	0.33	0.251
A3.	0.23	0.17	0.116
A4.	0.38	0.31	0.213
A5.	0.06	0.41	0.16
A6.	0.31	0.19	0.213
A7.	0.41	0.31	0.166
B1.	0.31	0.25	0.262
B2.	0.18	0.22	0.132
B3.	0.13	0.36	0.181
B4.	0.02	0.33	0.263
B5.	0.01	0.22	0.263
B6.	0.40	0.36	0.222
B7.	0.22	0.33	0.097
B8.	0.33	0.22	0.281
C1.	0.03	0.16	0.186
C2.	0.35	0.14	0.143
C3.	0.05	0.14	0.151
C4.	0.36	0.18	0.207
C5.	0.09	0.39	0.288
C6.	0.44	0.37	0.273
D1.	0.46	0.21	0.252
D2.	0.40	0.27	0.221
D3.	0.19	0.36	0.108
D4.	0.08	0.25	0.289

D5	0.07	0.41	0.245
D6.	0.08	0.31	0.174
D7.	0.47	0.17	0.099
D8.	0.001	0.13	0.25
D9.	0.06	0.22	0.124
D10.	0.02	0.17	0.209
D11.	0.33	0.45	0.217
D12.	0.33	0.47	0.133
D13.	0.15	0.27	0.214

E1.	0.34	0.33	0.166
E2.	0.13	0.31	0.251
E3.	0.001	0.18	0.116
E4.	0.12	0.26	0.213
E5.	0.30	0.14	0.16
E6.	0.16	0.16	0.213

Reliability. Reliability means consistently performing the service right the first time as per the ISO9000/1 certification expectation. It is the extent to which employees can be depended on to perform services correctly and consistently.

Responsiveness. Responsiveness relates to the willingness that employees exhibit to promptly and efficiently solve customer requests and problems based on ISO9000/1 .

Communication. The communication quality dimension refers to the ability of employees to keep customers informed. This implies good listening skills and using language and terms that all customers can relate to.

Competence. Competence refers to employees possessing the required skills and knowledge necessary to perform the service adequately so that service quality is not compromised. It measures the employee's ability to perform a job efficiently.

Credibility. This refers to a person's inclination to trust the ISO9000/1 certification.

6.35.1 Factor Analyses

In order to identify the variables that impact on use of ISO9000/1, two factor analyses were done, one on managerial decision-making relating to ISO900/1 and the other on quality standard utilization related to competitors. In order to ascertain the appropriateness of the main components analysis (the data reduction procedure), for the collected data, a correlation matrix namely the Kaiser- Meyer-Olkin measure of sampling adequacy as well as the Bartlett test of sphericity were examined. The Kaiser-Meyer-Olkin measure of sampling adequacy aims to examine if the strength of the relationship between variables is large enough to proceed to factor analysis. The Bartlett test is significant if $p<.00001$ thereby indicating that the reduction by principal components is legitimate. In each case a factor analysis with varimax rotation was carried out. This was selected due to the very small correlations between the factors in each case. Only factor loadings of >0.4 were used for item inclusion. Cronbach's coefficients were also examined for each factor in order to analyse the reliability of the data and to serve as a measure of internal consistency amongst the items. Alpha values

should be treated with caution as there were a limited number of items (statements) that loaded successfully onto the same factors.

6.35.1.1 Factor analysis 1 – managerial decision-making related to ISO9000/1

The factor analysis was done to identify the dimensions of the aspects influencing the respondents' decision to use ISO9000/1. This resulted in six factors labeled as: (1) Resource management, (2) Managerial commitment, (3)Guest focus, (4) Quality focus, (5) Review of quality, (6) Documents required.

Table (7) factor analysis 1

Factor label	Factor 1 Resource management	Factor 2 Managerial commitment	Factor3 Guest focus	Factor 4 Quality focus	Factor 5 Review of quality	Factor 6 Document requirements
Provision of resources	.728					
Competence, awareness and training for use of resources	.710					
Infrastructure knowledge	.558					
Work environment management	.489					
Communicating the importance of meeting requirements, including customer, legal, and regulatory requirements		.829				

Overseeing the creation of the Quality Management System		.728			
Training of employees		.508			
Guest requirements are understood and met with the goal of improving customer satisfaction			.832		
Receiving guest feedback, including complaints			.650		
Identify the talents, skills, knowledge, and capabilities employees need to carry out their assigned responsibilities			.611		
Effective system of communication to ensure effective operation of the QMS			.524		
Establish measurable quality objectives that support the quality policy				.892	
Communicating with parties responsible for product and service quality for guests				.654	
Effective quality review where employees know and understand the requirements of the QMS				.532	
Verify that the design output meets design input requirements					.853
Review quality of goods and facility					.693

Cronbach alpha	.719	.689	.707	.759	.662	.476

Kaiser-Meyer-Olkin: .798

Bartlett's test: .000

Total variance explained: 69.25%

Eigenvalue : all> 1.05

The factors identified in table (5), were resource management, managerial commitment, guest focus, quality focus, review of quality and document requirements.

Resource management usually relates to how managers and supervisors in hotels manage what they have at their disposal to enable them to carry out their jobs effectively.

Managerial commitment entails the extent to which managers view quality and everything related to it to be essential to a guest's experience so as to obtain repeat business.

Guest focus refers to the extent that everyting in the hotel as far as service is concerned relates to providing the guest with exceptional service provision.

Quality focus is crucial for success in the hospitality industry. Every product or service should exude quality and value for money for the guest.

Review of quality is essential and the use of preventive action involves identifying the potential problem, examining the root cause, putting a plan in place to prevent occurrence of the problem, evaluating the effectiveness of the plan, recording actions taken, and reviewing the preventive actions taken.

Document requirements Hotels need to document – either electronically or on paper – the quality policy, quality objectives, and quality manual. Written procedures, plans, and operations need to describe how product and service quality is attained. Certain

records, providing evidence of activities that were carried out (i.e. purchase orders, sales contracts, inspection records, design review notes, etc.), have to be retained. Amazingly, no item loaded for this factor.

6.35.1.2 Factor analysis 2 – Quality standard utilization related to competitors

The factor analysis was performed to identify the essential motivators for hotels who are using ISO9000/1. This resulted in three factors and was labeled as: (1) Experience of others, (2) Research on ISO9000/1, (3) Failure of other QMS.

Table (8) Quality standard utilization related to competitors

Factor label	Factor 1 Experience of others	Factor 2 Research on ISO9000/1	Factor 3 Failure of other QMS
Others rave about ISO9000/1	.898		
I will re-register for ISO9000/1	.881		
Use of it is essential to success	.837		
I am sold on ISO9000/1	.445		
I compared ISO9000/1 with other QMSs used by hotels in South Africa		.836	
Hotel did research before applying for certification with ISO9000/1		.767	
Making the choice to adopt ISO9000/1 was tough		.582	
If a hotel uses the wrong QMS it could prove to be decisive to success being achieved or not			.902
Cronbach alpha	.798	.585	.902

Kaiser-Meyer-Oltkin: .616

Bartletts test: .000

Total variance explained: 67.52

Eigenvalue: all > 1.07

Factor 1 refers to *experience of others*. This usually contributes to a decision being made to use ISO9000/1 or not. This is a very important aspect to consider.

Factor 2 refers to *research*. Some hotel managers/owners definitely do research before embarking on the selection of a suitable QMS for their operation.

Factor 3 is labeled *failure of other QMS.* Research showed that when a wrong decision is made with regard to a QMS for use in a hotel, this is a very serious issue and can result in catastrophe for a business. As only one item loaded on factor three, it should be used with caution.

In conclusion, the factor analyses revealed that use of ISO9000/1 is influenced by especially the failure of other QMSs, positive statements by others on its use, and by research conducted by senior management. Managerial commitment, the focus of ISO9000/1 and effective resource management also played a great role.

6.35.1.3 Canonical Analyses

If the square root of the eiganvalues is taken, then the resulting numbers can be interpreted as correlation coefficients or canonical correlations. Since the correlations relate to the canonical variants, they are termed canonical correlations. Like the eigenvalues, the correlations between successively extracted canonical variants are smaller and smaller, Consequently as an overall index of the canonical correlation between two sets of variables, it is customary to report the largest correlation, that is the one for the first root. However, the other canonical variants can also be correlated in a meaningful and interpretable fashion. This relationship allows us to thus investigate the relationship between the two sets of variables. www.statsoft.com/textbook/stcanan.html.

According to Steyn (2005), the first step in canonical analysis is to determine the canonical variables within the two sets named A and B. The first canonical variables are thus a linear combination of the variables in each set in order to explain the maximum

proportion of variance. Thereafter a second linear combination is found to explain the maximum proportion of the residual variance. This process continues until a linear combination is found. This is carried out for both sets of variables A and B. Correlations are then calculated for these canonical variables (Steyn : 2005). The square of the canonical correlation provides the proportion of variance explained, better known as the eigenvalue. The redundancy as well as the proportion of variance explained can be viewed as a measure of the strength of the relationship between tow multivariate sets of variables. The guideline 0.01, 0.1 and 0.25 may be interpreted as small, medium and large effects. Canonical analyses were therefore undertaken to determine the correlations between aspects influencing adoption of ISO9000/1 as determined in the factor analyses.

6.35.1.4 Canonical analysis between managerial decision-making relating to ISO9000/1 and quality standard utilization related to competitors

Canonical analyses were performed in order to explore the correlations between the managerial decision making relating to ISO9000/1 and quality standard utilization related to competitors. By extracting canonical roots one can compute the eigenvalues. These may be interpreted as the proportion of the variance accounted for by the correlation between the respective canonical variants. One can compute as many eigenvalues as the minimum number of variables in either of the two sets in the case of managerial decision-making. It is evident that the first and second canonical correlations were larger than 0.2 with p values <0.0001, which means that it is of practical and statistical significance and importance, specially the first correlation which is > 0.5. The first canonical component explains 56% of the overlapping variance between managerial decision-making and quality standard utilization by competitors. The square root of the eigenvalues results in numbers that may be interpreted as correlation coefficients. The total redundancy for managerial decision-making is 32% and for quality standard utilization 27%.The redundancy is greater than 25% thus indicating a practical significant relationship between the two sets of variables. Further investigation indicates that within the managerial decision-making set medium (0.1) to large (0.25) correlations

are observed between variables. Within the quality standard utilization set a high occurrence of large (>0.3) correlations are observed between variables, especially between resource management and quality focus, where the largest correlation existed. Correlations between the two sets indicated medium to large correlations. The correlation between resource management and experience of others was the largest (0.54). All the above indicate a relationship between managerial decision-making relating to ISO9000/1 and quality standard utilization related to competitors.

Table(9) : Canonical correlations between managerial decision-making related to ISO9000/1 and quality standard utilization related to competitors

Correlations, left set (managerial decision making), with the right set (quality standard utilization)

Root removed	Resource management	Managerial commitment	Guest focus	Quality focus	Review of quality	Document requirements
Experience of others	0,541	0,417	0,422	0,409	0,469	0,062
Research on ISO9000/1	0,252	0,341	0,275	0,244	0,325	0,141
Failure of other QMS	0,157	O,394	0,405	0.362	0,404	0,419

6.35.1.5 Regression analysis

The second phase of the empirical analysis entails regression analysis. The purpose is to determine whether managerial decision-making relating to ISO9000/1 can be predicted by other variables. According to the factor analysis, experience of other,

research on ISO9000/1 and the failure of other QMSs, all add to the decision of a hotel to adopt ISO9000/1.Therefore these can be regarded as the criterion variables and the other variables as the predictors. By assessing the coefficient of determination, a measure is provided of the proportion of variance of the dependent variable that is explained by the set of independent variables (Hair et al : 1998). Guidelines for interpretation are : 0.01 –small, 0,1-medium, 0,25- large and practically significant. The use of ISO9000/1 is influenced by messages spread by word of mouth and by research on quality systems by hotel employees. ISO9000/1 seems to be favoured due to its empowering nature and its efficiency. From the regression summary it became evident that efficiency of ISO9000/1 and its effect on resource management, especially human resources, are the variables with the most statistical significance.

From the first part of the questionnaire it was found that respondents were mainly black and white males between 30-50 years of age, respondents between 20-40 years of age were mainly Indian and black. Most of the respondents were married. The second part of the questionnaire was divided into five parts, namely use and benefits of ISO9000/1, barriers to ISO9000/1, employee satisfaction with ISO9000/1, personal opinions on ISO900/1, and ease of use of ISO9000/1.
Results indicated that respondents were strongly influenced by managerial involvement, ease of use of ISO 9000/1 and impact on personal training, empowerment in the workplace and service driven initiatives.

The better use of resources and the focus on quality were important issues for employees. An effective system was considered to be very important for quality service provision in general. Despite heavy costs and communication gaps between management and employees, ISO9000/1 was deemed to be effective and an improvement on previous QMSs in the hotels sampled.

6.36 Using ISO9000/1 – Survey Analysis

The study also revealed that 100% of the hotels surveyed understood that the quality of their services and products depends on the building of a quality culture, on increasing employees' responsibility, empowering them, motivating them and increasing their involvement. 72.9% respondents indicated that quality depends on the quality system implemented in their hotel, and 64.1% emphasized the need for creating a better working environment and atmosphere for quality improvement. Only 8% of the respondents said that service quality could be made excellent if penalties were introduced for poor service of guests. The broad topic of service quality promotion focused on in this paper is managerial as well as other employees' perceptions of their own attitudes and behavior regarding ISO9000/1 issues within the hotel context.

It is evident that the building of a quality culture in a hotel is done incrementally by a series of training sessions on service and quality improvement. 100% of the hotels surveyed undertook employee training on ISO9000/1 and service quality provision but 62% of respondents felt that not enough training was conducted due to especially, time constraints. I one hotel some employees stated that they never received training on service quality issues.

The respondents were asked to provide practices that lead, in their opinions, to a service quality excellence culture. The list of practices (in the order from most popular to the least popular) is presented below:

1. Everybody knows who is responsible for service quality in the hotel (78%)
2. Employees ask the guests if they are happy in order to better understand their needs (86%)
3. Each employee received a quality manual or some other quality booklet. (32%)
4. In the Food and Beverage department there are boards for workers to write down their suggestions for service quality improvement (23%)
6. There are monthly awards for service quality excellence (75%)

The researcher tested a hypothesis on the relationship of the manager's age and the issue of building a service quality culture in each hotel. There is no statistical evidence that age has any significance. Younger managers (>40 years) tend to understand the need for creating a strong service quality culture in the hotels.

Oral discussion with managers at each of the five hotels revealed that companies with some existing quality programs progressed faster with the ISO9000/1 certification. 80% of managers stated that the main two reasons for obtaining ISO9000/1 certification are: the capturing of lucrative tourist markets from abroad and the need to satisfy customers demands.

In addition to the above, for some managers the ISO9000/1 certification is a self-assessment tool leading to enhanced performance (40%).

In the context of this study the researcher suggests that the "image" of managers plays an important role for employees. It is very important to know how managers are perceived by their subordinates and not only how they actually behave. ISO9000/1 can greatly assist in this regard.

Out of the five hotels, 80% had obtained the ISO9000/1 certificate and 20% (one hotel) was finalizing certification but had ISO9000/1 systems in place. 100% of the firms indicated their main reason for certification was international tour operator demand. 80% indicated the need for improved marketability was the main reason for certification. The certification process took from 3 to 18 months. About 40% of hotels used consultants to assist with the preparation for certification. 60% of hotels were able to make the necessary preparations by themselves. In 80% of the hotels a quality manual was prepared by one to two employees, who were in charge of quality issues. The internal auditing took from one day to one years and this task was accomplished by various auditors. Corrective actions after the internal auditing varied from 5 weeks to 11 months. Various modes of communication were used during the ISO9000/1 process. In

80% of the hotels, in addition to weekly meetings, written policies and procedures were issued and distributed amongst the employees.

In one part of the research, respondents were asked orally, questions relating to teamwork, empowerment, and employee ethical conduct. In 80% of the hotels, special task teams were created to solve specific service quality problems. Only 18% of the respondents indicated that they were free to select their team leader. About 9% of the respondents said that they were able to decide how to reward team members for efficient service quality provision. In only 20% of the hotels, were team members truly empowered to make decisions on the issues at hand.

The researcher tested a hypothesis on the age of a manager and his/her appreciation for team work. The respondents were divided into two age groups: < 40 years and > 40 years. Older managers (>40) valued teamwork more than the younger ones. This was evidence for the fact that younger managers do not really fully understand the value of teamwork for service quality excellence provision to guests. The younger managers do thus not possess strong quality awareness.

The researcher was aware of the study's limitations. First, it would have been preferable if he could have included regional hotels with ISO9000/1 compliance as well. Secondly, being able to gather data from "private" as well as "franchise" hotels, working in the same operational environment, would have further enriched the data and given greater weight to the results. In this research its validity was considered by the researcher. The validity assesses "how well a research design delivers accurate, clear and unambiguous evidence with which to answer the research question" (McGivern: 2006). The research in this study incorporates both exploratory and explanatory research techniques. The explanatory research, for which a cross-sectional survey has been selected, is considered high in external validity and reliability since a large sample (>30) allows generalizations to be made beyond the immediate research and can be replicated (Gill and Johnson: 2002). Although the survey is low in internal validity, which is the extent to which conclusions can be made regarding cause and effect (Gill and Johnson: 2002), this is complemented by the qualitative interviews which were used as a data gathering

instrument during the exploratory stage, since it allows for explanations provided by the researcher to be explored in more depth.

ISO9000/1 is intended to apply to any type of hospitality and tourism business, regardless of size, geographical or cultural conditions. To this end ISO9000/1 is constantly revised with one of its goals to make it more user friendly. By this survey the researcher resolved to gather existing information available to five medium-sized hotels about EMS (Environmental Management Systems) adoption as such systems undoubtedly enhance the ability of a hotel to provide guests with world-class service based on there stringent requirements. The researcher outlined uptake issues and looked at the communication from within the ISO community as well as the challenges and incentives from outside the ISO community. He/she strove to obtain direct input from hotels that had between 10 and 90 employees. He/she identified the survey data reported as SME for these businesses. Although the hotels were all relatively small, they did not have the same range of needs, resources or company ethos and radically differed from each other in terms of size, autonomy (franchise or not), business focus in terms of market segments they attract and geographic location.

A total of 50 respondents from 5 hotels participated, confirming many facts and perceptions about the benefits and barriers to ISO9000/1. The respondents were all entities already using ISO9000/1 as a quality standard. The researcher relied on research from the field and the working knowledge of certain hotel managers with specific experience of hotels the same size as the ones they were currently employed in. Although confidentiality was assured to the respondents some of them were reluctant to respond to demographic variables such as married or single status until prompted over and over to do so. It is possible that some respondents did not understand certain survey questions or the meanings of particular terms. When the researcher went through the survey with the interviewees, he was found that some of them were not entirely clear about the meaning of certain questions. For example, some interviewees did not understand the meaning of 'Is this your final place of employ?'

By using ISO9000/1, hotels are increasing employee responsibility as the standard promotes participative management. This reinforces empowerment, motivation, and also develops a quality conscience and promotes a strong spirit of recognition amongst all employees at all levels of operation. Employees tend to share a common aim and objectives, which binds them to the business and encourages the sharing of skills and knowledge. Communication also tends to improve, and this facilitates problem-solving and identification of areas requiring urgent attention if quality service provision is to prevail. The employees strive to attain objectives, which bolsters their confidence in management and contributes to a marked improvement in the work environment.

Many of the hotels do not perceive that their environmental impacts present a need but believed that guests from abroad need to see ISO9000/1 as the standard of choice for top-notch hotel service. Some of the hotels did not have evidence of government support for the adoption of ISO9000/1 but nonetheless adopted it as they believed it has benefits in the long-run.

The slow diffusion of ISO9000/1 into the medium size hotel market is because few hotels operate under formal systems. The majority of small to medium sized hotels operate informal systems. The five selected for survey all had certificates. All of the respondents felt that the paper burden of certification was inordinately large. Most of them tended to over-document die to inexperience with the standard and poor interpretation of the requirements. Some believed that alternative informal approaches would have been easier to operate but not as effective based on guest questions at times. Most hotels did not feel that they had the knowledge, skills and expertise to implement an effective EMS unaided. Most complained of the lack of resources in implementation. Customer requirements were noted by all the survey respondents as a primary initial reason for adopting of ISO9000/1. There are also no consistent market incentives to support SME from the government. More incentives are needed to attract SMEs.

Improved environmental compliance was second in importance as the initial reason for adoption. The survey data, indicates that all the hotels have improved their own compliance and this suggests that ISO9000/1 is having a greater benefit on environmental compliance and performance than most were aware of. The perceived barriers depend on the respondents perceived benefits. Each of the hotels identified lack of employee resources as the top barrier. For three, the degree of formality was a problem, while for four of the respondents, the cost of certification was too high. Two respondents reported favourable experiences in integrating ISO9000/1 with another management system which was informal. There was an indication that a single integrated standard would be well received by the hotels.

The survey asked whether ISO9000/1 should be altered to allow smaller step-by-step approaches to certification. This was supported by all the hotels. Generally, ISO9000/1 was seen as a worthwhile investment in time and resources to bring each of the five hotels into the world of standards. The adoption of the standard increased guest satisfaction and made guests feel that they were staying in hotels of international standard compliance and they were thus more likely to return for much needed repeat business.

The driving factor for some hotels to become "Quality Certified" is market pressure from a discerning market. To put it plainly, hotels that can demonstrate higher quality will out-perform those that cannot, or do not wish to. The reasons are obvious: quality, in products, services, practices, and procedures is a competitive asset that cannot be ignored.

6.37 Conclusion

Whilst most hotels do have a general mission/vision statement, very few if any tend to operationalise their understanding and definition of "service" into behavioural standards for the various departments. This clearly impacts negatively on housekeeping, front-of-house, and food and beverage operations employees. It is evident from discussions with various managerial employees that most appear to focus in their training of employees on general service qualities such as the "friendliness" or "consistency" of employees. This is a shortfall as the lack of specific behavioural standards impacts on recruitment/selection efficiency, training and skills development programmes for employees, and meaningful appraisal and rewards systems. It also largely precludes consistency and thus impacts negatively on guest expectation. The adoption of a quality system such as ISO9000/1 is a step in the right direction, as service quality standards, can benchmark internationally. In the absence of ISO9000/1 individual hotels can still add value to their own employees, by defining additional service quality specific behaviours relevant to their operations. A failure to address service quality issues imposes great constraints on quality service provision and hinders employee development and appraisal of quality provided to guests and thus adversely affects profits.

Results of the current study revealed that all employees' opinions, either negative or positive, are highly correlated to their overall satisfaction with ISO9000/1. This result concurs with general management perceptions concerning the system. Some potential participants in the study maintained that they were not able or willing to participate because the questions were 'too theoretical' to answer and only in English. They would have preferred arrange of national languages of South Africa to be used for the questions. They further maintained that the hotel industry operates in a very practical context and that consequently, academic research is regarded by most employees as far too theoretical to be intelligible and applied in the hotel industry. Some participants expressed the opinion that questions posed by the researcher should be narrowed down and focused on single issues, such as impact of ISO9000/1 on employee training

or empowerment.). It is a great challenge to introduce empowerment into hierarchical organisational structure at a hotel. However the value of empowering front-line employees resides in their day-to-day contact with the guests and the fact that they know the most about a hotel's frontline operations (Carlzon 1987). Front-line employees are usually at the bottom of the organisational matrix and are not empowered adequately and thus limited by the layers of management they need to work through in order to get the 'right' response to guests'. Lashley (2001) suggests that flattening of structures is helpful in establishing a more service-driven and customer-oriented hotel. Hierarchical layers tend to ruin 'moments of truth' for guests' while frontline staff are eagerly waiting for decisive and helpful decision-making from managers. Grönroos (1990) states that it is important to seize each and every service encounter because it is the moment of opportunity to demonstrate to the guest the exceptional service quality of the hotel. Once the moment of opportunity is lost one cannot easily add value to the perceived service quality. Practices must be put in place, which allow all employees to become guest-focused. However, it is also important for service providers such as hotels to provide continuous training for employees and to develop them as service providers in order to exceed or at least meet guest expectations. Sadly it appears that most hotels do not invest much on employee training, on the evidence of literature reviewed. There are two likely reasons for this shortfall in strategy. One is that hoteliers may be defining business performance narrowly in terms of pure financial results and they thus tend to neglect other non-monetary hotel performance, such as service quality provision and guest satisfaction, as vital factors in a customer service driven industry.

A handful of respondents provided answers which appeared to be irrelevant to ISO9000/1, for example, the convenient location of the hotel in which they were employed. This information appeared incongruous with the focus of the study. Perhaps this reveals something of their mind-set and the way they perceive the value of ISO9000/1 as a necessary standard for service quality excellence. The researcher thus took the view that no 'irrelevant' data exists. Such responses are indicative of poor training by hotels with regard to ISO9000/1. Therefore, the entire range of responses needed to be considered by the researcher.

Moreover, the study traced the impact of perceptions on employees' service quality provision and the overall satisfaction with ISO9000/1, through studying the relevant literature and gauging opinions on the impact of employees' opinions and perceptions on quality service provision. Findings in this context confirmed the correlation between these variables and their consecutive and exchanging effect. It can be confirmed that efficient and effective training in ISO9000/1t is a critical determinant of employee satisfaction, and when they are satisfied with the training, they will be providing better service to guests. As the hospitality industry relies heavily upon the provision of quality service to guests and the fact that many of the product offerings are highly intangible; dependent primarily upon the creation of a positive customer experience, service quality training for all employees and time to do this, is required. In the hotel industry, employees are the essence of a competitive advantage. Service quality excellence and customer satisfaction and delight are influenced to a great extent by the values and actions of all hotel employees, from back-of-house to front-line employees. Given that the nature of qualitative research is the 'human-as-an-instrument for data collection and analysis' (Cavana et al. 2001), any data obtained can uncover respondents' perceptions, thoughts and mindsets.

The purpose of this thesis has been to offer an overview of the concept of service quality in the Hospitality Industry, the use of ISO9000/1 in a sample of five South African hotels and to show how ethics and employee motivation are vital ingredients to success. Given that tourism is growing in leaps-and-bounds drastic action is necessary to improve appalling service quality in the South African hospitality and tourism industry. In this regard, the use of the WEB and the Internet as a tool to assist the industry gain a strategic competitive advantage is most useful. In brief, the results of the current study confirm that the use of ISO9000/1 does greatly assist in the delivering of quality employee service and goes a long way to ensures employee satisfaction in the workplace.

It is noteworthy to mention that, several limitations were encountered in the current study. These included that the study was limited to the study of only five ISO9000/1

compliant hotels in South Africa only. Future research should explore other categories of hotels as well as other types of service contexts such as restaurants, lodges, guest houses etc. The present study used only 40 questions and the findings of the study are therefore indicative rather than conclusive. Field study was conducted at only one specific time, a longitudinal study would be useful, and the general participation of all employees in the field study would also be very useful. The data provided partial support for the research hypothesis but more research is required. One hotel with ISO9000/1 in place refused to be involved in the research because they claim that they never cooperate with academics to conduct any form of research. This came as a great surprise to the researcher.

Future research should possibly aim at investigating the same research hypotheses but from two points of view namely that of guests and employees. This would very important in assisting to validate the results of this research, and to verify whether guests and employees' perceptions are the same. ISO9000/1 is seen as a panacea to quality problems in service organizations which result for the most part because of a mismatch between the prior expectations of guests and the perceived quality of service offered. I tend to agree with Ghobadian (1994) for whom guests are the very lifeblood of a hospitality industry business.

If a hotel cannot at least meet its guests' expectations it will struggle to retain them as customers. Every establishment should strive to exceed its customers' expectations, thereby, maximising the satisfaction of its customers. Providing high quality service on a consistent basis is not an easy task but is critical to business success. All guests have experienced examples of poor service in hotels: long check-in and check-out lines, linattentive waiters in a restaurant that bring the wrong order, or rude front desk employees. It is impossible for a service organisation to ensure exceptional service quality all of the time. However, there are many steps that an organisation can take to increase the likelihood of providing high quality service and implementing ISO9000/1 standards is certainly one way which will reap rewards in the long term. In order to meet customer expectations employees need to understand customer expectations, service

quality specifications, the consequences of slack employee performance, and how to manage service expectations. ISO9000/1 would certainly address such areas of concern and raise the bar of quality service provision.

Choosing a quality standard for the hotel industry is no easy task. Hotels that have restauarants for example, battle to ascertain which ithe best QMS is for their particular operation. When compared to the 1960s-1980s, not all hotel restaurants nowadays develop their own meals as much is pre-made at specialised businesses. For example, many now use frozen or refrigerated food supplied by sub-contractors or suppliers. Meal preparation for a hotel was previously much less standardized and was generally done using fresh ingredients. The design element applied to hotels in the past, whereas today many hotels outsource the major components of their food production, If the menu does not vary often and the recipes are set, the design element is not applicable anymore. This is the case when you order food at most South African hotels. When meals are prepared, process control and inspection and tests become relevant. When there is direct interaction with the customer, after-sales service comes into play. The choice to use ISO9000/1 is made according to the importance the hotel restaurant gives to meal preparation as well as its target market. If the menu is standard, repetitive or succinct, ISO9000/1 is an appropriate standard to select.

If management is committed to quality service provision, the many obstacles to great service delivery such as intangibility, guest participation in service delivery, predictability of service, different guest perceptions can all be removed, all leading to better service. For management to succeed, service quality requires a market focus and well rained employees in a well designed process. Authority needs to be devolved and all employees must have a clear understanding of what service quality means. It is also necessary to have very effective external and internal communication systems. If we refer back to our initial definition of service quality, as a primary focus on the customer's experience during the process of transaction, then the hotels which reported great improvements all-round were those with ISO9000/1 certification. Each of these businesses saw their relationship with the guest as a long-term one. They also tended to pay much attention to the employee/guest interface, especially at the front desk. The successful hotels were those

which had new ideas for product lines grounded firmly in guest needs and wants. Guests who experienced problems with service in a hotel, were responded to with great sensitivity and genuine concern. Overall, every effort was made to ensure that the guests' perceived service standards were greater than their expectations. They all believed that they obtained value for money at the hotels using ISO9000/1 certification standards.

Results of the current study revealed that all employees' perceptions, either negative or positive, are highly correlated to their' overall satisfaction.
Moreover, the study traced the impact of ISO9000/1 on employees' perceptions and overall satisfaction with it in the workplace. The findings in this context confirmed the correlation between these variables. Employees' did feel that they required more training in the workplace with regards to ISO9000/1 and believed that it had many benefits for the business.

When studying responses based on employees' profiles and the characteristics of ISO9000/1, it was concluded that employees' behaviors, impacted on by use of ISO9000/9 have great effect on overall employee satisfaction regardless of their age, racial background or social status. It can also be confirmed that in the hotel sector, where hotel management relies on employees to deliver service of the highest quality, and thus gain a strategic competitive advantage, ISO9000/1 is a very effective tool.

It is evident from the literature that ISO-9000 and total quality management (TQM) are both requirements for any hospitality business to become a serious international player in the tourism industry. ISO 9000 does however have the edge when comparing it to TQM as it provides guidelines for managers to adhere to whereas TQM is unable to provide such support (Bishop : 2008). The philosophy of TQM is a misnomer- it generally alludes to an idea of seeking continuous improvement but is essentially the managing of the process of improvement. ISO9000/1 on the other hand is truly total quality management. It necessitates management of all the processes in a hotel that have the potential to impact on service excellence for guests

ISO-9000/1 is invaluable to the hotel industry and its quest for service quality provision because it is a superb tool for managing quality. Its core values and what it expects from those who espouse it have a universal understanding. It may be argued that ISO9000/1 does not solve the issues raised around quality service provision in hotels, but regular audits by external registrars, if utilized, can certainly assist to put it on the right track when it has not been implemented correctly.

Whereas ISO9000/1 is proactive in nature, TQM, which has no generally accepted definition, is reactive. ISO9000/1 allows for a systematic process of analysis to address areas in a hotel where quality service problems can result. Management is afforded the opportunity to seek out potential problems and is able to take appropriate steps to obviate them. ISO9000/1 addresses diverse aspects of operation that management needs to control in order to prevent poor service quality delivery.

ISO9000/1 includes a continuous improvement process in which In order to maintain certification, management must demonstrate through regular audits that quality related problems are addressed and eliminated for the future. All the corrective actions taken to address problems are required to be reviewed during the next internal audit and the results are then to be reported to a formal management review. If the problem is resolved there is no need for further action. However, any corrective actions which failed must be replaced by others. This cycle of correction and re-correction continues until the desired remedy is ascertained.   ISO9000/1 thus requires rigid documentation and record keeping, which is notably absent in TQM. If a hotel is ISO9000/1 certified by an accredited registrar, it is in compliant with the main elements of the standard and their is a cycle of dynamic continuous improvement.

Interestingly ISO9000/1 is the only internationally accepted, all-purpose model for quality management in the world. Managers can utilize many different models to help with quality improvement. It is clear that most managers carried out research before opting for ISO9000/1. Whatever model is used should ideally identify sources of quality and try to discover potential and actual quality problems. In this regard, ISO9000/1 is in the researcher's opinion, the best model to follow as its potential benefit is enormous

when compared to Total Quality Management, Continuous Improvement and employee Empowerment. Certain managers did not find ISO9000/1 certification significantly positive but believed that this could change as time progressed.

Two hotel managers said that to obtain ISO9000/1 certification had become a priority as they knew full well that it brought with it superior standards of Quality and hey had witnessed its benefits first hand while employed as junior managers in Paris and Switzerland respectively. Given that the Ritz-Carlton Group is the top hotel group worldwide in terms of service quality provision, and that they have ISO9000/1 as their backbone, it is clear that quite remarkable benefits can be had by obtaining ISO9000/1 certification. ISO9000/1 certification will in all probability gain ground in the South African hospitality industry. There is much literature on ISO9000/1 certification which was outside the scope of this study but one could certainly research, in the future, how guest-house owners in South Africa could use aspects of ISO9000/1 to enhance their 'budding' hotels' service quality provision. ISO9000/1 clearly offers benefits to users and an infrastructure approach that has much inherent value. To have premier positioning in the 21st century, hotels irrespective of size should adopt it to make the quality of their service truly world-class.

The ISO9000/1 quality system recognizes that the most important person in the hotel service delivery is employee who is in immediate contact with the customer. It is thus imperative that front-line employees receive the necessary training to deal with guests. This training should encompass inter-alia, technical training, courtesy training, problem-solving and sensitivity training, etc.

Service quality evaluations are difficult to make as they are defined by the satisfaction or dissatisfaction of the guest and can only be realized at the precise moment the service is actually meted out. Furthermore, most hotels, despite customer satisfaction cards left in guest rooms or at the front desk, are rarely informed of customer dissatisfaction. The majority of unhappy guests leave without voicing their displeasure

and simply stop conducting business with the hotel. Only a small percentage of individuals inform the hotel of their dissatisfaction. The hotel therefore does not always recognize its weaknesses in whichever area of operation and can thus not make the required improvements to have sustained volumes of repeat customers.

The researcher has attempted to develop a deeper understanding and more useful theory about the matters researched, in order to produce new knowledge which can inform improved action or practice in the tourism and hospitality industry and which will hopefully alter the actions of industry employees as part of the research process and lead to further changed actions to the benefit of especially, the South African hospitality industry. All research seems to be implicated in action. Not only is research itself an action in and on existing situations, but it also has consequences. Hopefully things will change for the better in the industry as a result of this humble research. The mere act of asking questions is an intervention in the situation. By giving and hearing answers and making sense of them inevitably brings about changes in those involved in service quality provision, ethics in the workplace, motivation and empowerment of employees and in the striving for global quality standard certification, all of which will enhance the South African tourism experience. To not change is nevertheless also action: some might call it inaction.

According to the researcher, ISO9000/1 will:
- improve business efficiency for a hotel
- ensure quality and consistency of service quality provision
- ensure timely, accurate and accessible information to all stakeholders
- develop "best practices" for service provision and eliminate costly mistakes
- save on excessive administrative costs
- facilitate a hotel's ability to obtain lucrative tour group contracts with international tour operators
- allow a hotel to delve into new markets, such as international events hosting, conferencing and concerts, that may have been previously closed

Based on the results one can conclude the following: ISO9000/1 is a valuable quality standard certification which does impact and influence on service quality excellence in hotels when it is implemented and used effectively. This also means that employees are more likely to be empowered, and that ethical workplace conduct is likely to increase when ISO9000/1 is utilized.

6.38 Recommendations for future research

The first analysis of the use and role of the quality standard ISO9000/1 service companies, based on general hypotheses concerning the role of quality standards, produced elucidating results. This quality standard has a twofold impact: first, as expected, it is a quality stamp of approval for international your operators and discerning guests of the service offered by a hotel. Secondly, the introduction of ISO 9000/1 has impacts on the internal processes of the hotel. In contrast to a conventional product standard, it supports the management in being flexible especially towards the preferences of the guests and aids in effective training of employees to satisfy guest needs with the highest possible quality service provision. Employees are empowered in the process and to act ethically becomes their workplace norm. However, the introduction may also increase the pressure on the employees, some of whom are reluctant to comment appropriately as to its introduction in their hotel. Based on these interesting first results, the analysis of further driving forces for the introduction of ISO9000/1 in South African hotels is recommended. The ISO9000/1 series is the only system accepted internationally. How hard implementation is in a hotel depends entirely on what the current system is like. If there exists a fairly good system in which most of what is done is reviewed; hotels control most of what the employees do; there is documentation on what is done and what is done is documented), then implementation is relatively simple. Unfortunately, most hotels do not tend to review or control service quality as well as they should - hence the value of the standard.

It is recommended that future research be conducted which is combination of qualitative and quantitative study in specific hotels in Cape Town which is South Africa's favoured

tourist destination. Such research would strengthen the internal validity of this study. The sample for such study could be much larger than the current undertaken in this thesis. The study could emphasize the relationships between service failure/success and poor service recovery strategies, and service quality provision strategies using ISO9000/1 certification as opposed to other quality control measures and systems to strengthen internal validity. Further, the role of organizational climate deserves attention with reference to factors such as openness, ownership of ideas, trust, and how to raise the service quality bar among employees. Further research questions could also include:

- What practical actions can be implemented in hotels without ISO9000/1 to improve the competitiveness of these operations?
- Which factors influence the competitive position of a South African hotel?
- How can competitor benchmarks be effectively monitored?
- Which other aspects apart from a QMS can contribute to a more effective competitiveness model for South African hotels?
- What is the impact of crime on hospitality operations in South Africa in terms of diminished quality provision to guests?

6.39 General recommendations

A hotel manager/owner that is contemplating adopting ISO9000/1 should ask the following questions:

- Why does he/she wish the hotel to be certified?
- Are all its managers likely to be fully committed to such a system?
- Is he/she convinced of the relevance of the standard?
- Will employees take all the requirements seriously?
- Does the hotel have a long-term vision of quality?
- Does the hotel already have high quality standards in place for its services to guests?
- Can the hotel afford the certification fees?

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APPENDIX 1

QUESTIONS FOR FOLLOW UP DISCUSSION WITH MANAGERS

There is still a lack of knowledge on a huge variety of aspects relating to ISO9000/1 certification. Data for an analysis of these could be gained from continuing the survey in this direction of the survey questions below which could also be sent to other South African hotels holding ISO9000/1 certification, in the Western Cape Province, as this is a major foreign tourist destination. YES/NO with explanations are required where applicable. Generally respondents answered verbally.

1. Is there any specific person in charge of quality issues in your hotel?

2. If you answered no, who is responsible for quality?

3. How does the hotel know if service is what it should be or If guests are happy with service or not?

4. Has your hotel weighed up the impact of "non" quality features?

5. Have you done anything which has resulted in quality improving lately?

6. If you answered yes to the last question, what was it?

7.Why did you opt for ISO9000/1 certification?

7. When did your establishment come to regard quality as important?

8. When did you start to obtain certification?

9. How long did this process take?

10. Were all employees consulted before ISO9000/1 certification measures begin?

11. What did ISO9000/1 certification cost and do you believe it was worthwhile?

12. How do employees feel about it and why?

13. Were all employees trained to obtain certification?

14. What kind of training was given to

   Front office employees

   Food and Beverage employees

   Housekeeping employees

   Security employees

   Administration employees

Public Relations employees?

15. Was it necessary to revamp the facility before certification was granted?

16. How long have you had the certification?

17. Do guests notice the certification or ask if you have it?

18. Has productivity improved?

19. Are employees more confident?

20. Do employees stay away from work longer than before?

21. Does each employee understand his/her role at work?

22. Is turnover increasing?

23. Are employees more efficient?

24. Are employees motivated more or less since certification?

25. Have waste costs diminished?

26. Do managers have better control?

The table in Appendix 2 on the next page has been adapted from Leonard L. Berry and Parasuraman, *Marketing Services: Competing Through Quality (New York: Free Press, 1991).*

APPENDIX 2

Examples of dimensions of service quality that ISO9000/1 can address

Dimension	Evaluation Criteria	Examples
Tangibles: The physical evidence of the service	External appearance of hotel, restaurant, lobby, rooms etc. Appearance of service personnel Equipment used to provide the service	A clean and professional looking front desk Clean and presentable employees The quality of the food in a restaurant The quality of furniture in guest rooms
Reliability: Consistency and dependability in guest service provision	Accuracy of billing or record keeping at the front desk Delivering room service on time	Accuracy of accounts Confirmation of a reservation A hotel airport shuttle departing and arriving on time
Responsiveness: Willingness and readiness of employees to provide the quality service expected by the guests	Checking in guests in the shortest possible time Providing prompt service in a restaurant Handling urgent requests	A waiter re-filling a customer's glass of wine without being asked to do so An meal arriving within ten minutes
Assurance: Competence of employees and their ability to convey trust and confidence to the guests	Knowledge and skills of all employees The reputation of the establishment The special and personal characteristics of employees	Highly trained employees Being a known and respected provider of top-notch hospitality A reservations employees professional manner
Empathy: personalized special care as provided by employees	Listening to customer needs attentively Genuine care about the guest's interests Providing personalised attention-Approachability and ease of contact by guests.	A waiter listening to and trying to understand a customer's complaint and making amends as a matter of urgency A front desk employees advising a guest as to his/her safety in a city

APPENDIX 3

What does the ISO9000/1 Quality Standard entail?

According **to ISO9000/1 Quality Management Information Systems : guidelines for enterprises in developing countries***. Geneva, Switzerland : ITC,ISO,* 1993, the following are important for service quality standards to soar:

1 General Requirements

The Quality Management System (QMS) is the collection of processes, documents, resources, and monitoring systems that direct the work of an organization regarding product and service quality. The organization needs to establish, document, carry out, and maintain this system to meet the requirements of ISO9000/1.

1.2 Documentation requirements

1.2.1 General

The organization needs to document – either electronically or on paper – the quality policy, quality objectives, and quality manual. Written procedure, plans, and operations need to describe how product and service quality is attained. Certain records, providing evidence of activities that were carried out (i.e. purchase orders, sales contracts, inspection records, design review notes, etc.), have to be retained.

The quantity, detail, and form of the documentation can differ from one organization to another depending on size, type of activities, or complexity of processes.

1.2.2 Quality manual

The quality manual describes the extent of the QMS and may exclude certain sections of the Standard that don't pertain to the organization. All of the quality procedures are either included in the quality manual or are referenced by it. The interaction between processes making up the QMS is also described.

1.2.3 Control of documents

All of the documents in your QMS must be legible, identified, reviewed, authorized, up-to-date, issued, distributed, and periodically updated. Obsolete documents have to be identified and protected from unintended use. Documents that come from outside the organization also have to be identified and controlled.

1.2.4 Control of records

Certain records need to be kept to demonstrate how the QMS is operating. These records must be legible, and easy to identify and retrieve. A written procedure must describe how they are identified, stored, protected, retrievable, and define their retention and disposal times.

2 Management responsibility

2.1 Management commitment

The Standard recognizes that an effective quality program requires the involvement and commitment of the organization's top management. Therefore, the Standard assigns top management the following responsibilities:

- Overseeing the creation of the Quality Management System (QMS),
- Communicating the importance of meeting requirements, including customer, legal, and regulatory requirements,
- Establishing the quality policy and the quality objectives,
- Communicating with parties responsible for product and service quality,
- Providing adequate resources for the operation of the QMS
- Reviewing the operation of the QMS.

2.2 Customer focus

Top management must ensure that customer requirements are understood and met with the goal of improving customer satisfaction.

2.3 Quality policy

The quality policy identifies the main goals of the QMS. The quality policy must be:

- Appropriate to the organization's purpose,
- Include a commitment to meet customer, legal and regulatory requirements,
- Create a background for establishing quality objectives,
- Communicated throughout the organization,
- Reviewed for ongoing suitability to the needs of the organization and its customers

2.4 Planning

2.4.1 Quality objectives

Establish measurable quality objectives that support the quality policy and communicate them throughout the organization.

2.4.2 QMS planning

Plan the QMS so that the quality objectives are met and so the system continues to work as it is changed to incorporate improvements.

2.5 Responsibility, authority and communication

2.5.1 Responsibility and authority

Effective work depends on a clear understanding of each persons responsibility and authority. Therefore responsibility and authority must be defined and communicated.

2.5.2 Management representative

Top management must appoint a manager to have ongoing operational responsibility for the QMS. This person is referred to as the Management Representative. The duties of the Management Representative include:

- Ensuring that processes needed for the QMS are established, implemented, and maintained,
- Reporting on the performance of the QMS and any improvements needed,
- Promoting awareness of customer requirements throughout the organization

2.5.3 Internal communication

Top management needs to set up an effective system of communication to ensure effective operation of the QMS.

2.6 Management review

2.6.1 General

Top management is required to regularly review certain aspects of the QMS to make sure that the goals are being achieved and to look for ways to improve the QMS. The review must cover suitability, adequacy, and effectiveness of the QMS. The review also includes assessing opportunities for improvement and needed changes to the QMS, quality policy, and quality objectives. Records of these review must be kept.

2.6.2 Review input

These meetings must address the following areas:

- Internal audit results,
- Customer feedback,
- How well processes have been working,
- How well products have been meeting requirements,

- Status of previously identified problems,

- Items identified for follow-up in previous management reviews,

- Planned process or product changes that could affect quality,

- Recommendations for improvement generated through the operation of the QMS

2.6.3 Review output

These reviews result in decisions and actions related to:

- improving the QMS, and

- improving the product,

- the need for additional resources, including human resources.

3 Resource management

3.1 Provision of resources

Provide the people, equipment, tools, and materials need to:

- build and maintain the QMS,

- continually improve the effectiveness of the QMS, and to

- meet customer requirements

3.2 Human resources

3.2.1 General

People performing work affecting product and service quality must be competent to carry out that work. This competency is attained through a combination of education, training, skills, and experience.

3.2.2 Competence, awareness and training

The organization must:

- Identify the talents, skills, knowledge, and capabilities each person needs to carry out their assigned responsibilities,
- train or otherwise assist people to meet these identified competencies,
- assess the competency of each person to carry out their responsibilities,
- make sure each person understand how their work contributes to the quality of products and services and to meeting quality objectives.
- keep records of each person's education, training, skills, and experience

3.3 Infrastructure

The infrastructure for a QMS includes the building, workspace, equipment, and the supporting services involved in creating the organization's products or services. The organization will needs to determine, provide and maintain the infrastructure needed to achieve the planned results.

3.4 Work environment

The work environment of the organization must not interfere with the ability of employees to perform effectively in order to meet quality requirements.

4 Product Realization Requirements

4.1 Planning of product realization

Product realization is the term used to describe the work that the organization goes through to develop, manufacture, and deliver the finished goods or services. An effective Quality Management System (QMS) includes a comprehensive approach to getting from the product concept to the finished product. This approach, sometimes called a *quality plan*, includes the following:

- product requirements and quality objectives,
- creation of the processes, documents, and resources needed for product realization,
- required verification, monitoring, inspection, and test activities,
- the <u>records</u> to be kept.

4.2 Customer-related processes

4.2.1 Determination of requirements related to the product

The Standard requires the organization to determine product requirements. These requirements can come from the customer, may be mandated by laws or regulations, and include generally accepted standards within your industry or market. Requirements are established by standard contracts or oral agreements that the sales department uses in discussions with customers, and other sources.

4.2.2 Review of requirements related to the product

After gathering preliminary product requirements, these requirements need to be reviewed to be sure that the customer understands them and that the organization is meeting these requirements. This review must ensure:

- The requirements are known and understood,
- Any changes from the original contract or discussions is understood,
- The organization has the ability to meet the requirements
- <u>Records</u> are kept of this review.

Routine orders for items described in a catalog of products are considered reviewed when the relevant product information is reviewed.

4.2.3 Customer communication

Put in place effective customer communications channels, to allow dialogue regarding:

- product information,
- questions about contracts, order handling, changes, and
- receiving customer feedback, including complaints.

4.3.1 Design and development planning

To effectively plan the design and development process, the organization must:

- Clearly define the stages involved in the design and development process.
- Identify how the review and verification of the design will take place.
- Describe clear responsibility and authority for the people doing this work.
- See that design information flows effectively among the various groups having a role in designing, selling, managing, manufacturing, and servicing the products.
- Keep design and development plans up to date.

4.3.2 Design and development inputs

Determine the product requirements, including:

- what it does and how well it must perform,
- legal and regulatory requirements,
- pertinent information from similar designs,
- other pertinent requirements.

4.3.3 Design and development outputs

The output of design and development must include sufficient information to verify that design output meets design input requirements. In addition, it must:

- include the information need to purchase component materials, manufacture the product, and service the product.
- specify how to determine if the product has acceptable performance,
- highlight safety and usage considerations.

4.3.4 Design and development review

Review the design and development work products to:

- determine if the design meets the design input requirements,
- identify and problems with the design,
- propose solutions to identified design problems,

Include representatives from each function concerned with the design and development stage being reviewed. Keep records of the reviews.

4.3.5 Design and development verification

Verify, according to your plan, that the design output meets design input requirements. Record the results of these verification activities.

4.3.6 Design and development validation

Validate the operation of the resulting product under actual operating conditions. If the product has multiple uses, validate operation for each intended use. The methods for validation defined in the design output should be followed. Whenever possible, the validation of a product or service should be performed prior to delivery to the customer. Record the results of these validation activities.

4.3.7 Control of design and development changes

Identify, document, review, and approve all design changes before carrying them out. Evaluate the impact of the changes on the present design of the product. Keep records of the review.

5.4 Purchasing

5.4.1 Purchasing process

The organization needs to ensure that purchased products and services meet purchasing requirements. The purchasing group must establish criteria for how they evaluate and choose suppliers. These criteria must be based on the suppliers' ability to provide products and services that meet order specifications, especially product and service quality requirements. The extent of the controls depends on the importance of the purchased goods in the finished product. Finally, records must be kept showing how purchased products and services were evaluated.

5.4.2 Purchasing information

Clearly describe on purchase orders the product or service being ordered. Consider including the following specifications:

- how products, procedures, processes, and equipment are approved for purchase,
- required competencies for contracted personnel,
- requirements for the supplier's quality management system.

Review and approve purchasing requirements before sending them out.

5.4.3 Verification of purchased product

Carry out a plan for verifying that purchased services and materials are adequate, i.e. meet purchase specifications.

5.5 Production and service provision

5.5.1 Control of production and service provision

Plan production, installation, and service processes and provide an environment where work can proceed in an orderly fashion. These controlled conditions may include:

- information regarding product specifications,
- written instructions for carrying out the work,
- suitable equipment,
- adequate tools for monitoring and measuring process and product characteristics,
- activities for monitoring and measuring process and product characteristics,
- criteria for product release,
- delivery and post delivery servicing activities.

5.5.2 Validation of processes for production and service provision

Process validation demonstrates that operation of the processes achieves the planned results. When it is not possible to verify the finished good or service through monitoring or measurement the QMS must require validation. Validation is particularly important where deficiencies are not identified until the product is in use, or the service is delivered. When validation is required, the QMS must define the criteria for the following:

- review and approval of the process,
- approval of the equipment used,
- competency of the people who operate the process,
- specific methods and procedures used,
- records to be kept,
- ongoing assessment of the process validation

5.5.3 Identification and traceability

Where appropriate, establish procedures to identify a product and determine what specifications pertain to it as it moves through manufacturing, delivery, and installation. Record the inspection and measurement status of the product. Individual products or batches of products must have unique serial identification recorded if assuring product quality requires this.

5.5.4 Customer property

Special care must be taken when a customer provides their property for use or incorporation into the product. Identify, verify, and protect customer property provided and maintain records of lost, damaged or unsuitable customer property. This may include intellectual property.

5.5.5 Preservation of product

The standard requires the organization to preserve the product, including identification, handling, storage, packaging, protection, and delivery of parts and products throughout all processes.

5.6 Control of monitoring and measuring devices

Any measurement worth taking is worth taking correctly. The standard requires the organization to identify the inspection, test and measurements taken, their required accuracy, and the equipment used to make the measurements. Procedures must describe how measurements are carried out.

Measuring equipment must be carefully cared for, including:

- timely calibration to national standards,
- identification with a calibration label,
- preventing adjustments that would invalidate the calibration,
- preserving the equipment accuracy during handling, storage and use.

Measurements taken with equipment later found to be inaccurate must be assessed and corrected.

6 Measurement, analysis and improvement requirements

6.1 General

Plan and carry out the inspection, test, measurement, analysis, and improvement activities needed to:

- assure product meets product requirements,
- assure the QMS works as planned,
- improve the operation and results from the QMS.

6.2.1 Customer satisfaction

Monitor the end customers' opinion of your product and service. Determine how to gather and use this information.

6.2.2 Internal audit

Internal audits are verification activities performed by trained auditors within the organization. Their purpose is to determine how well the <u>plans</u> making up the QMS are being followed. The Standard requires internal audits be carried out regularly in each area covered by the QMS. Audits address conformity with the QMS, the requirements of ISO 9000, and the effectiveness of the implementation.

Audit plans address:

- Audit criteria, and extent,
- Frequency, and methods used,
- Responsibility for conducting the audit

Auditors are trained, objective, and never audit their own work.

Identified problems are quickly resolved by the manager responsible for area being audited.

Audit results are reported and recorded, follow up actions are verified.

6.2.3 Monitoring and measurement of processes

Monitor and measure the performance of the processes that make up the QMS. Compare these actual results to the planned results. Take corrective action to make sure the product or service meets requirements.

6.2.4 Monitoring and measurement of product

During the production process, monitor and measure the product to assess if requirements are met. Keep records showing:

- The product meets acceptance criteria.
- The name of the person who authorized release of the product.
- The product has proceeded through all of the planned process steps, including all planned verifications.

6.3 Control of nonconforming product

Nonconforming product is any product or service that does not meet requirements. Have documented procedures to identify nonconforming products and to make sure they are not used by accident. Define who is responsible for deciding what to do with a bad product. One of the following three actions must be taken:

- fix the product as if the problem never happened,
- ask the customer to accept it, perhaps on new terms,
- discard it or clearly mark it as unsuitable for its original use.

Keep records of nonconformities.

Re-inspect any corrected products according to the procedures for new products.

Mitigate potential losses, perhaps by recall, from any product that has been found to be defective after its release to the customer.

6.4 Analysis of data

The standard requires the organization to collect information on the functioning of the QMS. This information is then analyzed to evaluate the effectiveness and efficiency of your system and to identify opportunities for continual improvement of the QMS. Information collected and analyzed relates to:

- customer satisfaction,
- meeting product requirements,
- process characteristics and trends,
- product characteristics and trends,
- supplier performance.

6.5 Improvement

6.5.1 Continual improvement

Make use of the quality policy, quality objectives, audit results, data analysis, corrective and preventive actions and management review to improve the QMS.

6.5.2 Corrective action

When problems occur, fix the underlying process responsible for the defect. The thoroughness of each solution depends on how costly or unsafe the actual or possible problems are.

Create written procedures for:

- satisfying customer complaints
- investigating and solving reported product and process problems,
- identifying the underlying cause of these nonconformities,

- understanding how to eliminate the cause of nonconformities,
- making sure corrective actions are carried out,
- keeping a record of corrective actions,
- following up on corrective actions.

6.5.3 Preventive action

The same actions described above for corrective actions must be considered for problems that have yet to occur. This is called preventive action. Effective preventive action involves identifying the potential problem, examining the root cause, putting a plan in place to prevent occurrence of the problem, evaluating the effectiveness of the plan, recording actions taken, and reviewing the preventive actions taken. A written procedure is required to describe the preventive action process.

External benefits that South African Hotels could also enjoy include a competitive advantage is gained over hotels which are not certified and sales increase as does market share. A business is thus also able to enter new markets and keep good customer relations as guests are satisfied beyond their expectations. The hotel's reputation is also enhanced and its employees become more reliable which can lead to a better position in the market where it is easier to establish mergers and partnerships. Guests are reassured that the hotel is dealing with consistently good quality as its systems are independently audited by external third parties.

APPENDIX 4

<u>**Comprehensiveness of ISO9000/1**</u>

ISO9000/1 Clause	ISO 9000/1
4.1 Management Responsibility	■
4.2 Quality System	■
4.3 Contract Review	■
4.4 Design Control	■
4.5 Document and Data Control	■
4.6 Purchasing	■
4.7 Control of Customer-Supplied Product	■
4.8 Product Identification and Traceability	■
4.9 Process Control	■
4.10 Inspection and Testing	■
4.11 Control of Inspection, Measuring and Test Equipment	■
4.12 Inspection and Test Status	■
4.13 Control of Nonconforming Product	■
4.14 Corrective and Preventive Action	■
4.15 Handling, Storage, Packaging, Preservation and Delivery	■
4.16 Control of Quality Records	■
4.17 Internal Quality Audits	■
4.18 Training	■
4.19 Servicing	■
4.20 Statistical Techniques	■

■ Comprehensive requirement

APPENDIX 5

<u>**Survey respondents positions**</u>

Profile of respondent's position title	
Respondent's Position Title	**Number**
General Manager	3
Marketing Manager	1
Human Resources Manager	2
Front-Desk Manager	4
Front-Desk Assistant	4
Night Audit Manager	2
Food and Beverage Manager	3
Housekeeping Manager	1
Executive Chef	2
Sous Chef	3
Commis Chef	3
Chef de Partie	1
Waiter	4
Training Manager of Human Resources	1
Assistant General Manager	1
Assistant Food and Beverage Manager	3
Reservations Manager	2
Assistant Housekeeper	3
Porters	2
Training Officer	1
Security Guard	1
Maintenance Employee	3
Total	**50**

APPENDIX 6

VISUALISATION OF ISO9000/1 RELATIONSHIP WITH HOTEL

HOTEL
GUESTS-
END
USERS

ISO
9000/1
CERTIFIED

TOURISM
MARKET
NEEDS

HOTEL
STAFF
EMPOWER-
MENT

EXTERNAL
SERVICE
SUPPLIERS

EASE
OF
USE-
TRAINING
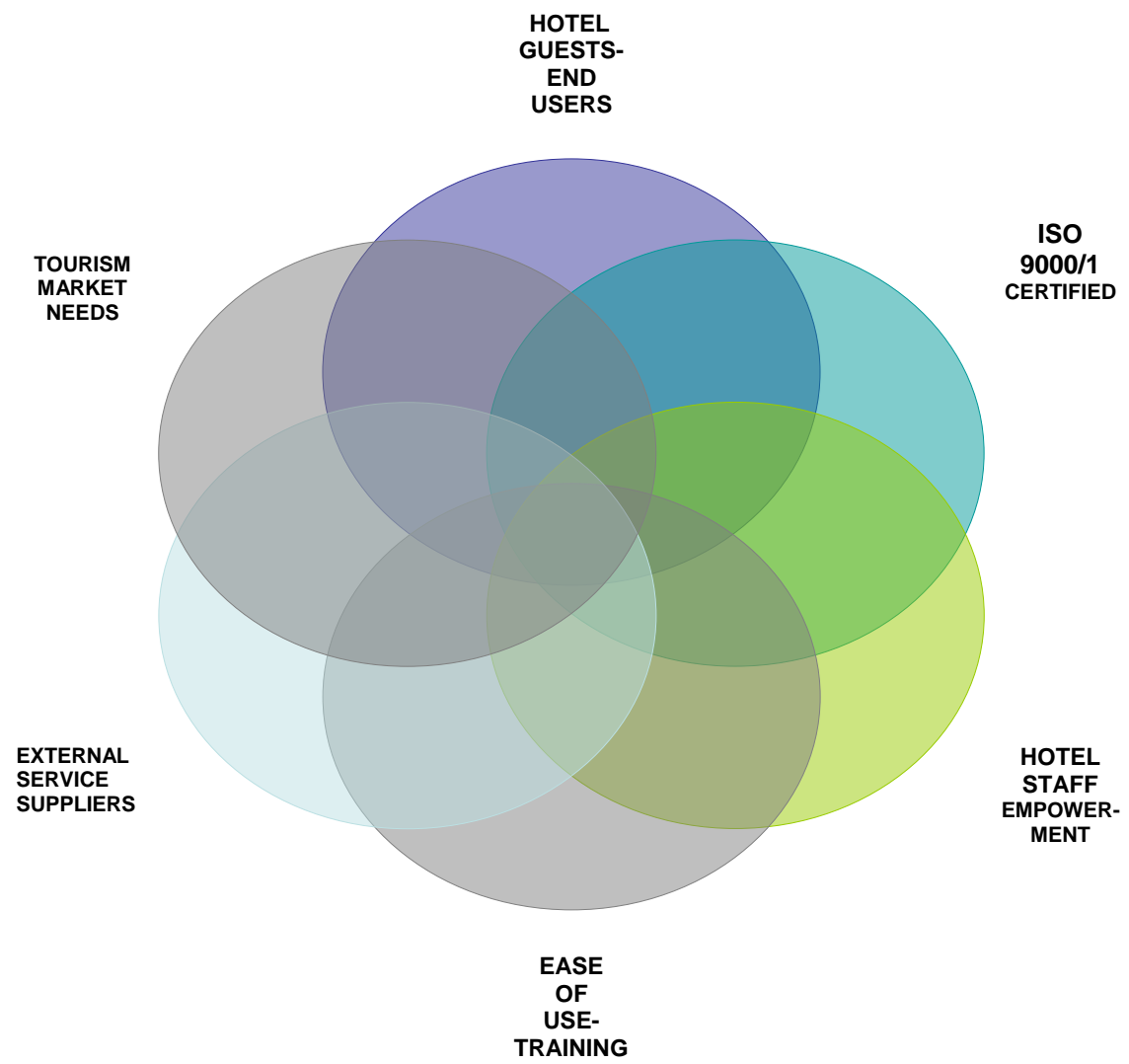
APPENDIX 7

**<u>SURVEY ANALYSIS OF SOME WRITTEN AND ORAL RESPONSES GRAPHICALLY
REPRESENTED</u>**

<u>KEY</u>

VERTICAL AXES = RESPONSES

HORIZONTAL AXES= NUMBER OF RESPONDENTS