



MAURITIUS RESEARCH COUNCIL
INNOVATION FOR TECHNOLOGY

**IMPLEMENTATION AND PRACTICES
OF QUALITY MANAGEMENT IN THE
TOURISM SECTOR OF MAURITIUS**

Final Report

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MAURITIUS RESEARCH COUNCIL FINAL REPORT

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EXECUTIVE SUMMARY

The government of Mauritius is serious about making tourism one of the main economic pillars in the future and is gearing up to receive two million tourists in 2015. Most stakeholders within the tourism sector have long claimed that their motto in business has always been quality and customer satisfaction. But what about the real situation within their business operations regarding quality management practices? This project aims at providing the answers through the investigation of the existing quality management practices and their implementation in the tourism sector.

The research focused mainly on managers' point of view about quality management practices in various components of the tourism sector in Mauritius namely: hotels, accommodation, transport, tour operators, travel agents, airport services, leisure and recreation activities and restaurants. A sample of tourism organizations was surveyed using a 5-point likert scale questionnaire. The data collected was analysed using non-parametric tests. The research objectives are:

1. Investigate the existing quality management practices in the tourism industry.
2. See whether quality is being managed effectively and in a holistic manner.
3. Investigate how much organizations invest in quality (% revenue).
4. Look into the benefits derived from effective quality management.
5. Identify the barriers to the implementation of quality management.
6. Look into what organizations are losing from ineffective and inefficient quality management.
7. Recommend strategies for improvement of quality in the tourism sector.

Some of the key findings are quite alarming, with only 51% of the organisations surveyed in the tourism sector having formal quality programmes. About 30% of the local organisations do not have a strategic plan and do not involve subordinates in decision making. Only 61.7% respondents train their employees in quality management. One significant finding of the research is that small and medium tourism businesses are worse off than large ones in almost all aspects of quality management practices as most of them face barriers such as lack of training, inability to change culture and lack of cooperation, which prevent them to implement quality.

Measurement for quality is non-existent in the tourism organisations surveyed. Another observation was that international organisations performed better than local ones in the overall management of quality.

If stakeholders in the tourism sector continue paying lip service to quality, the consequences in the long run might be critical. For a fact the two most recent outgoing tourist surveys of 2002 and 2004 show an increase from 44% to 47% of tourists who do not perceive the Mauritian tourist product to be higher than that of other island destinations. Relevant stakeholders need to reflect on these issues and promptly act upon them for the future sustainability and success of the Mauritian tourism sector.

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LIST OF ABBREVIATIONS

AHRIM	Association des Hoteliers et Restaurateurs de l’Ile Maurice
HACCP	Hazard Analysis and Critical Control Point
ISO	International Organisation for Standardisation
MQI	Mauritius Quality Institute
NPCC	National Productivity and Productivity Council
OHSAS	Occupation Health and Safety Assessment Series
SEHDA	Small Enterprises and Handicraft Development Authority
SME	Small and Medium Enterprises
SPC	Statistical Process Control
SQF	Safe Quality Food
TQM	Total Quality Management

1.1 INTRODUCTION

The Mauritian Tourism Industry has always attracted tourists from its main traditional tourism generating markets such as France, Reunion, UK, Germany and South Africa. Over the last two decades, the tourism industry in Mauritius has experienced a remarkable increase in tourist arrivals from 139, 670 in 1984 to 718, 861 in 2004. The tourism receipts which was 630 million rupees in 1984 has increased to about 19,000 million in 2004 and in that same year the tourism sector's contribution to the Gross Domestic Product (GDP) was about 6.2%. The total employment in the last ten years has increased from 13,658 in 1994 to about 22, 613 as of May 2004. Likewise the total number of registered hotels in the tourism sector has also increased from 54 in 1984 to 105 in 2004.

The Mauritian tourism sector faces competition from destinations like the Seychelles, Madagascar, Maldives, South Africa, Caribbean Islands and Dubai. Although Mauritius is still a popular destination for tourists who like beaches, water-sports, golf or just relaxation, good service, and warm welcoming people, it will have to come up with increased value for money so as to remain in business in the long run. According to Petrick (2004), quality was the best predictor of repurchase intentions for first timers, while perceived value was the best predictor for repeaters.

In Mauritius, much had been said about the importance of quality products and services to meet and exceed customer expectations. Most investors in the tourism sector claim that they are fully conscious of the necessity to excel and intend to achieve world class performance to sustain competitive advantage. Chrystèle Descombes (2005) states that the best way for the Beachcomber group of hotels to compete is to always satisfy their clients by continually improving their services and offering new products.

Quality is the most important factor for long-term survival of any organization. A survey of outgoing tourists by the Ministry of Tourism and Leisure (2002) determined that 56% of the respondents surveyed perceived the overall quality of the Mauritian tourism product to be higher than that of other island destinations. The Ministry's survey conducted in 2004 revealed that this percentage has dropped to 53%. This means

that 44% of the tourists surveyed in 2002 and 47% in 2004 did not have the same perception leading us to the obvious conclusion that there is a pressing need to enhance the quality of our product in the tourism sector. In addition, a study on the perceptions of hotel guests in Mauritius by Juwaheer and Ross (2003), found that the customers' expectations of service quality from hotels were not met. It also showed that the largest gap between tourists' perceptions and expectations in the hotel industry of Mauritius pertains to the projection of quality service image by the hotel. Therefore there is a definite need for the hotels to improve their service quality image. In spite of these findings, the status of the implementation and practice of quality management in this sector has not been appraised although a clear understanding of this is essential before quality in the sector can be enhanced. A lot has been said about the importance of quality in Mauritius but little research has been done to investigate how quality is being managed in the tourism industry.

This project will investigate whether organisations in the tourism industry are managing quality effectively and efficiently so as to meet customer needs and expectations as well as obtaining competitive advantage and sustained growth. It will provide an insight into the current status of quality management in the tourism industry and identify areas that need improvement. All stakeholders, including the government, will have the big picture of what is being done and what remains to be done in terms of quality to boost the tourism sector in Mauritius.

2.1 TOURISM SECTOR IN MAURITIUS

Tourism can be defined as “the temporary short-term movement of people (tourists) to destinations outside the places where they normally live and work and their activities during their stay at these destinations” (Burkhart and Medlik, 1981). “A tourist is defined as a non-resident staying for more than 24 hours but less than a year, who is not involved in any gainful occupation in the country during his/her stay”(Central Statistical Office, 2006). The tourists as consumers seek different psychic, physical experiences and satisfaction out of a range of recreation, leisure and sports activities offered by the holiday destinations chosen.

In the 1970s, the promotion of Mauritius as an international tourist destination emphasized the uniqueness of its beaches, but such campaigns proved to be ineffective. An effort was made in the 1990s to re-launch the tourism sector in the country. The emphasis of the campaign was on the total tourism product concept in terms of the friendliness of the host population, the shopping experience, the quality and variety of the food and the relative safety of the visitors (Wing, 1985).

The tourist industry recorded high growth in the 1990s. Indeed, tourist arrivals crossed the mark of 500,000 in 1997. Moreover, it took a shorter span of time to cross additional thresholds of 100,000-thus annual growth rates averaged 8.6%, 8.8%, 11.5% and 12.9% for the 1977-1987, 1987-1991, 1991-1994 and 1994-1997 periods respectively. Tourist earnings similarly shot up and reached Rs10, 000m in 1997, representing an increase of 11% over 1996 or an annual average growth rate of 25% over the 1968-1997 period. Over the 1980-97 period, the number of hotels more than doubled and the number of rooms and bed places have more than trebled.

Mauritius has emerged as an important tourist destination in the Indian Ocean. In 1980, the number of tourist arrivals rose, with tourists spending around US\$110 million (Bank of Mauritius Statistics, 2000). Twenty years later, in 2000, tourist arrivals increased by 560%, to 656,453, and foreign exchange earnings increased by 430%, amounting to US\$475 million. Tourism receipts in 1980 represented 7.2% of the country's GNP compared to 20.6% in 2000. According to Central Statistical Office (2001), Mauritius

attracted around 700,000 tourists in December 2002, thus generating a total of US\$0.5 billion.

In the context of this study, it becomes important to understand the full scope of the tourism industry with all stakeholders that are involved in the industry. The businesses that provide tourist products and services benefit from tourism opportunities to make profits. The government sector of the host destination view tourism as a wealth factor for the economy where its citizens can earn income from this business as well as the revenue earned in terms of taxes and foreign exchange from tourists expenditure. The citizens of Mauritius must consider the tourism industry as a cultural and employment factor. Whereby, the tourism industry may be defined as a sum of phenomena and relationships arising from interaction of tourists, business suppliers, host government and host communities in the process of attracting and hosting the tourists. Therefore it is a combination of activities, services, and industries delivering travel experiences like: transportation, hotels, accommodations, food services, shopping, entertainment, recreation, leisure and sports facilities, and hospitality services available to tourists traveling away from home. It includes all providers of tourists and tourists related services; it is the entire industry of travel, hotels, transportation, and all other components including promotion that serves the needs and wants of travelers (Goeldner, McIntosh & Ritchie, 2000). Nevertheless, there is a tendency in Mauritius to focus more on the hotel and hospitality sector as a symbol of tourism compared to the other equally important components. This is due to the fact that the policy of the government has always emphasized low impact high-end tourism by developing of luxury hotels and resorts around the coastal regions of the island.

2.2 TRAVEL AND TOURISM 2005

2.2.1 PASSENGER TRAFFIC

Total Passenger traffic for the year 2005 totalled 1,966,045 made up of 989,913 arrivals and 976,132 departures i.e. an increase of 5.3% in the arrivals and 6.3 % in departures over 2004. Movement by sea accounted for 2.8% of arrivals and 2.9 % of departures. Tourist Arrivals for the year 2005 attained 761,063, which were 5.9% higher than the

figures 718,861 in 2004. Around 91% of the tourists came mainly for holidays while 4.0% were on business/conference trips and another 3.7 % were on transit. Europe, accounted for 66.1% i.e. an expansion of 5.4 % to 502,715 in 2005 against 477,041 in 2004. France, our leading market, represented 29.0% of total tourist arrivals and 43.8% of the European market, to reach 220,421. Among other major markets, growth was reasonably low e.g. from Germany (+7.1%), Italy (+5.3%) United Kingdom (+3.0%) CIS (+28.7%), Spain (+14.2%), Belgium (+5.3%), Netherlands (+5.0%), Austria (+1.3%), Switzerland (-2.1%) and Sweden (+8.4%)

In 2005, arrivals from Africa, with a share of 24.3 % of the total tourist arrivals, registered a growth of 5.4 % to attain 185,208, Republic of South Africa increased by 11.1 %, Reunion Island by 2.6 %, Seychelles (+35.2%), Comoros (+22.9%), Zimbabwe (+3.2%), Kenya (-9.8%) and Malagasy Republic (-10.4%)

Similarly arrivals from other markets also registered quite high growth e.g. Australia +18.6%, America + 5.2% to reach 8,850, which was mainly attributed to increases of 13.6% from USA and 4.4% from “Other American” countries, partly offset by a fall of 9.5% in arrivals from Canada.

2.2.2 HOTEL STATISTICS

Total tourist nights spent in the country in 2005 is estimated at Rs7.5 million, up by 5.9% over the preceding year. At the end of December 2005, there were 99 registered hotels in operation with a total 10,497 room and 21,072 bed capacities. The 2005 room occupancy rate for all hotels averaged 63% while the bed occupancy rate was 57% and the figures for large hotels were slightly higher with a room occupancy rate at 66% and bed occupancy rate averaging 59%.

2.2.3 GROSS TOURISM RECEIPTS

Data From Bank of Mauritius indicate that gross tourism receipts for the year 2005 amounted to Rs 25,704 million, which were 9.6 % higher than the figure of Rs 23,448 million in 2004.

2.2.4 EMPLOYMENT

According to the survey of Employment and Earnings, direct employment in travel and tourism establishments employing 10 persons or more, stood at 25,377 at the end of March 2005, that is 12.2% higher than 2004. Of this number, 76% or 19,229 were engaged in hotels. Hence, this indicates the contribution of the tourism industry in the creation of employment.

2.2.5 AVERAGE SPENT

On average it was found that a tourist spent around Rs 32,157 in 2004 against nearly Rs26,076 in 2002, showing an increase of 23% over the two years. However in 2005 the average spent per tourist was Rs33,776 (Central Statistical Office, 2006). Simultaneously the per capita per diem expenditure increased from Rs 2,707 in 2002 to Rs 3,307 in 2004 and Rs 3,427 in 2005. Based on these results, total tourism receipts for 2004 worked out to Rs 23,049 million compared to Rs 23,448 million estimated by the Bank of Mauritius and Rs 25,704 million in 2005. (Ministry of tourism, Leisure and External Communications, 2004; Central Statistical Office, 2006)

2.3 FORECAST: YEAR 2006

Based on recent trends, including figures from December 2005, January and February 2006, and taking into consideration the review of our air access policy and promotional campaigns, tourist arrivals for year 2006 would be around 825,000 i.e. 8.4% higher than last year. According to the Bank of Mauritius, tourism receipts for the year 2006 will be around Rs 29,424 million (+14.5%) (Central Statistical Office, 2006).

Tourist arrivals from the period January to March 2006 increased by 6% from the same period in 2005. This indicates a change from 197,351 (year 2005) to 209,248 (year 2006). On an average there was a general increase in tourist arrivals from the period of January – March 2006, with an increase of 8.4 % (Europe), 13.4 % (Asia), 15.9% (Oceania), 1.8 % (America), 121.7 % (Other and not stated). However, tourist arrival from Africa dropped by 2.8%. This portrays a positive trend in the tourism industry for the first quarter of 2006.⁵

Moreover, arrivals from the period January to June 2006 increased by 3.1% from the same period in 2005. The figures shows a an increase in arrivals from 349,311(year 2005) to 360,137(year 2006). There was an overall increase in tourist arrivals from the period of January – March 2006, with an increase of 30.5% (Oceania), 24.5% (Asia), 6.6% (America), 2.7% (Africa), 0.2% (Europe), and 37.4% (Other and not stated). Tourism arrivals increased throughout showing that Mauritius is attracting more and more tourists each year. ⁶

2.4 GOVERNMENT STRATEGIES

The tourist industry is now the second most important foreign exchange earner after the manufacturing sector. In addition, for enhanced growth, Wing (1985) considers that “Our main objective should be to continue to attract “high spending” visitors which will be more beneficial to the economy than low spending visitors. “Tourism is recognised as one of those industries which has the potential to make a considerable contribution to the economic and socio-cultural well-being” especially in the services sector like transport, accommodation, handicraft, entertainment, attractions, the infrastructure and services. Hence, tourism acts as a catalyst for growth and regeneration (O’Neill and Black, 1996)

However, Bodha (2001) highlights that the hotel industry also has a social responsibility towards nature. “If we want sustainable development, we have to preserve the beauty of the island and the warmth of the people”. He came up with the concept of Integrated Resort Development asking the Hotel Industry to finance the uplifting, of the living conditions and amenities of the tourist villages like Grand Baie, Trou-D’Eau-Douce and Flic-en-Flac. “This social responsibility of the Hotel Industry towards the environment and the beauty of the island are fundamental today in the thinking and the philosophy of the tourism industry”(Bodha, 2001).In this context he emphasised the collaboration of the Government, the private sector, NGO’s, the friends of the environment and specially the population to develop the best strategy for Mauritius and the Mauritian (Bodha, 2001).A National Committee, was set up with the Ministries concerned, private sectors, the Hotel Industry, NGO’s and also the media and the UNDP with a view to make Mauritius a real paradise. In fact Boda (2001) also suggested that a

sustained campaign should be carried out with proper training programmes and contacts with all stakeholders.

He expected one million visitors in 2005 and a slow controlled smooth growth with tourists spending more and creating jobs for Mauritians. In terms of revenue, the Minister expected to earn \$1 billion. Moreover, any new project should take into consideration the preservation of the environment. In addition, the Government is providing the Hotel Industry with land, sites and opportunities. (Bodha, 2001)

Moreover, in April 2005 the Deputy Prime Minister Hon. Pravind Jugnauth noted in his budget speech of 2005-2006, that “there are plans for an estimated Rs 45 billion of investment by the private sector over the next five years: Rs 30 billion under the Integrated Resort Scheme and Rs 15 billion in hotel projects.”⁷ He also considered the importance of promotion and intended to help the MTPA develop its marketing plan by providing a one off grant of Rs 30 Million in the financial year. Moreover he highlighted the need to develop the shopping tourism and air access policy in order to address the new need of the tourism industry while safeguarding the high quality profile of the tourism product.⁷

He (Deputy Prime Minister) reinforced the importance of this sector on the 30th August 2005 in his speech at the National Assembly. He highlighted that the tourism industry has a very high potential to become the leading growth sector in the economy. The tourism industry can bring higher economic growth, employment, and poverty reduction and other benefits.

He stressed that the new air access policy is designed to give a major boost to the development of Mauritius as a shopping destination. “Greater seat capacity, more flights, higher frequency of flights, and more competitive packages are critical to success”. “Our objective is to get much higher percentages for business tourism, and establish shopping tourism firmly as a new product and a new activity. These will gradually develop Mauritius into a tourism hub.” Hon. Ramakrishna Sithanen, (Deputy Prime Minister) further reinforced the importance of promotion by increasing the total budget of MTPA from Rs170 to Rs300million.¹

Moreover, in the Speech of the President, for the Program of 2005-2010, the latter also reiterated the above concepts such as the importance of air access, importance of promotion and the role of the MTPA, the need for the right infrastructure to develop Mauritius as a duty free shopping facility. In addition the President identified the need for a review of the legal framework, the importance of the nation, the importance of small and medium enterprises and how tourism can help to alleviate poverty, which is in line with the World Tourism Organisation objective. It is clearly noted from the above findings that there is a consistency in objectives and this has been gradually reinforced over time.⁸

Tourism has evolved tremendously and the government has also come up with updated websites and clear vision, mission and objectives for the tourism Industry which are detailed below.⁹

Vision

Tourism

To be a leading economic development agency in sustainable tourism, always setting new benchmarks and pioneering best practices with a view to sustain economic growth as well as improving the standard of living of the whole population.⁹

Leisure

To be a leading government agency in providing and promoting leisure, entertainment and recreational activities with a view to create a harmonious and stress-free society, and to promote unity in diversity.⁹

Mission

Tourism

To develop and champion tourism activities so as to build the sector into a key engine of growth and to make of Mauritius the best island destination in the world.⁹

Leisure

To champion and promoting leisure, entertainment and recreational activities to enhance the quality of life of the citizens and tourists and foster peaceful co-existence⁹

Aims and Objectives

- To promote Mauritius worldwide as a prime holiday island destination.
- To pursue the upmarket and selective tourism policy.
- To plan, manage and control tourism development in Mauritius.
- To define, adjust and implement sustainable tourism strategies, which are environmentally, sound, socially acceptable and economically viable.
- To institute a legal and operational framework to plan, monitor and regulate tourism activities in line with the defined tourism strategies and policies.
- To provide support, incentives and assistance to approved tourism projects in line with the defined strategies and policies
- To maintain Mauritius as an attractive and desirable tourist destination.
- To promote the development of family-oriented leisure amenities for Mauritius.
- To ensure the development of quality beach related tourism facilities and activities.
- To diversify the Mauritius tourism product by encouraging eco and cultural tourism.⁹

To reinforce the vision and mission of the Ministry of Tourism, a conference "Les Assises du Tourisme" was held on the 9 February 2006 at the Swami Vivekananda Conference Centre where, the - Prime Minister (Navinchandra Ramgoolam) of Mauritius stated that "Mauritius has the capacity, socially and physically, to receive over two million tourists a year," almost three times the number received in 2005. During the last few years, the Mauritian tourism sector had been stagnant, but growth returned in 2005.¹⁰ Prime Minister Ramgoolam said the Indian Ocean nation needed the commitment of all stakeholders so as to capture a greater share of this rapidly growing global industry.¹⁰

From the various publications the underlying points are

- All official documentation has clearly shown the positive contribution that the tourism industry has made to the country.
- The air access policy has been reiterated several times showing a consistency however Air Mauritius needs to be more competitive.
- Duty free Island has been highlighted.
- Concern for the environment is an important factor for the tourism industry.
- Investment in the MTPA has been a common practice.

The Concept of Training has been given more importance in the budget speech. This highlights that promotion alone is not the axis to success. there are many recommendations made by the government but the actual implementation has to be monitored to measure the actual success of such recommendations.

2.5 HOTELS

In Mauritius, tourism industry was given priority by the government with an increase from 43 hotels in 1980 to 95 in 2000, with a growth rate of 182 per cent” (Juwaheer and Ross, 2003). Hotels in Mauritius faced difficult times in the 1990s because of changing customer demands and increasing competition from other tourist destinations like the Seychelles, the Pacific and Caribbean islands. Thus, the “sea, sun and sand” concept which, until recently, was the core of the tourism product had to be diversified, because “customers’ perceptions of service quality in the hotel industry for Mauritius fell short of their expectations.” (Juwaheer and Ross, 2003)

In general, outstanding hotels have established Mauritius as top worldwide destination for a relaxing beach holiday. Regular renovations have been carried out and competition has also helped to encourage continuous improvement, due to the dynamics of the industry this has given rise to different types of hotels. Mauritius has developed hotels of world renown and the hotel industry has initiated various quality management programmes to improve the quality of service.

The different classes of hotels vary significantly. The luxury hotels are targeted into a mix of European markets, notable France, UK, Germany and Switzerland, as well as the South African market. For the quality hotels, France becomes a more significant market, and some of the other European markets have reduced share in the market. For the value hotels, France becomes the major market. For the budget hotels, Reunion becomes the major market and other neighbouring markets become significant. (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002)

2.6 AIR TRANSPORT

From a Mauritian perspective, “Air Mauritius has played a vital role in the success of the tourism industry by profitably opening up new markets with consistent and reliable scheduled services, aided by a number of other airlines, including Air France and British Airways. Also Mauritius has been fortunate in having been able to mobilize capital for investment in the tourism industry, mobilized largely from profits in the sugar industry. It has also been fortunate in developing a number of major hotel groups that have the management capability and executive capacity to undertake significant corporate ventures, quite beyond what small businesses could attempt.” (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002).

“To date the insistence on scheduled air services has served Mauritius well. It has enabled our national carrier, Air Mauritius, to flourish and to open up the tourist markets, when no other carrier would consider it. It has also enabled many of the benefits of providing air services to remain within Mauritius.” The main issue when considering Mauritius air policy is “the question of maintaining some bargaining strength within Mauritius, in the most competitive industry in the world with the large players” (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002,). This has allowed Air Mauritius to play a vital role in developing markets for the tourism industry, more specifically the high-end market. The government policy does not encourage charter series to develop even though a number of bilateral partners are now operating scheduled charters. (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002,).

It has to be noted that the government tourism strategy must speak with one voice hence the airline are supporting the government policy. The government believes that the Mauritius competitive advantage lies in being a “focused player building upon its natural beauty, and how it can enhance that natural beauty” Mauritius adopts a more targeted approach rather than a mass marketing strategy. (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002,).

2.7 LEISURE AND RECREATIONAL ACTIVITIES

The beaches of Mauritius are one of the main attractions for tourists especially for relaxation. In turn the beaches act as the main source of recreational resource for example the coastal areas offer a variety of recreational activities namely deep sea diving, undersea exploration, cruise around the island etc and also picnic spots (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002).

Nowadays parks is a “popular destination for both Mauritians and international visitors and the numbers are growing. Anecdotal evidence from park officers suggests that one reason that the number of Mauritians using the park is growing because recreational areas are being sought as an alternative to crowded beaches” (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002).

2.8 CRAFTS

The National Handicraft Promotion Authority organises training to diversify the local handicraft. The handicraft ranges from basketry, woodwork, metal work, ship models, wicker furniture and clothing. Handicraft is usually produced on a small scale. NHPA shops are managed on a non- profit basis and are meant to show tourist how artisans work and to allow artisans to sell directly to the tourist. Handicraft is an important aspect of the tourism industry as it promotes small businesses and in turn creates employment. (Deloitte & Touche in Association with Kemp Chatteris Deloitte & Touche, 2002)

2.9 QUALITY MANAGEMENT IN TOURISM

The challenge to the tourism industry becomes clear with different customers having different needs, wants and expectations from different service encounters. The industry must therefore equip and gear itself to satisfying the needs of these consumers in the face of “lack of professionalism, inexperience, and poor standards of service” (O’Neill and Black, 1996; O’Gorman, 1992). It is therefore important to find a strategic fit between customers’ expectations and service delivery of the tourism industry as a whole. The implementation and integration of organizational climate, service quality, and customer satisfaction are critical issues for managers in a very competitive market. Therefore their level of sophistication will need to increase to meet these challenges (David, 2003).

2.10 DEFINITIONS OF QUALITY

O’Neill and Black (1996) define quality as an organisation’s ability to produce and deliver that which is demanded in a manner which consistently meets customer expectations. In the words of Berry *et al* (n.d.) “quality is the degree of excellence intended and the control of variability in achieving that excellence, in meeting the customer’s requirements”.

In addition Arsali (2002) defines Total Quality Management (TQM) “as the satisfaction of social shareholders via implementing effective planning, programs, policies, and strategies, as well as using human and other assets efficiently and continually within an organisation.” According to Feigenbaum (1995), quality is simply a customer determination; it depends upon the tourist’s actual experience with a tourism product or service, measured against his or her expectations. The following formula graphically depicts Armand V. Feigenbaum’s definition of quality.

$$\text{Quality} = \text{CE} - \text{R}$$

As depicted in the formula, quality is a function of the difference between tourists’ expectations (CE) and what they actually receive (R) in the way of products or services. When there is no gap between what tourists expect and what they actually receive, then

basic quality is the outcome (Feigenbaum, 1995). “Quality is simply meeting the customer requirements.”(Oakland, 1997)

2.11 SERVICES

The tourism industry is predominantly a service industry where the tourist experiences the service from the moment the tourist arrives in Mauritius till the moment he leaves the destination. The service sector is becoming a dominant element in many economies. The transition from secondary to tertiary sector is increasing at such a pace that the majority of the labour force is employed in the service sector i.e. in the tourism sector. There are actually five special features that differentiate a service from that of a good. They are intangibility, inseparability, variability, perishability and lack of ownership. It has to be noted that for a majority of services, contact with the customer is necessary however, with innovations in technology, contact can be reduced drastically.

A service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product (Kotler, Armstrong, Saunders and Wong, 1999). The nature of the product or service will indicate to what extent standardisation can be realised. Products or services can be standardised with the use of specifications. This implies that the product and service can be reproduced or repeated a large number of times in exactly the same way expected. This is usually possible with the use of specifications, which is defined by the ISO8402 (1998) “the document that prescribes the requirements with which the product or service has to conform” (Oakland, 1997).

However services are difficult to define. According to Lovelock (1996), most services are multidimensional and some are quite complex. Very often when a service is delivered to a customer it is not totally intangible. It does contain some elements of tangibility to support the core service. Palmer (2001) has ranked goods and services along a spectrum from tangibility dominant to intangible dominant. Therefore it is understood that services are sold in package to the customers comprising the tangible and intangible elements. Palmer (2001) has identified two levels in a service, namely core service and secondary service. The secondary level of a service offer involves a

combination of both tangible and intangible elements in order that the core benefit is realised by the customer. When determining the mix of services, management must ensure that services are offered in a responsive and timely manner so that customers do not wait for the service (Parasuraman *et al*, 1988).

2.12 TANGIBLE ASPECTS OF QUALITY

Oakland (1997) identifies that in the service package there are also physical elements, which are considered as the facilitating goods.” As mentioned, quality is both tangible and intangible. Tourists’ experience the tangible aspects of quality via their five senses—taste, touch, smell, sight and hearing. For example, the tangible aspects of quality may consist of the awesome panoramic view at a scenic lookout along the highway leading to a popular tourist destination; the feel of the coarse bark found on a sequoia tree; the intoxicating smell and taste of freshly baked bread, hot out of the oven and laden with butter, at a restaurant; or the invigorating sound of waves crashing along an ocean beach” (La Lopa and Marecki, 1999).

2.13 INTANGIBLE ASPECTS OF QUALITY

Oakland (1997,) further describes the service characteristics such as intangibility, perishability, simultaneity and heterogeneity. Very often customers judged quality with reference to intangible aspects such as experience, reputation of the organisation and staff. Perishability on the other hand relates to the difficulty to hold stock of service elements, as service operation and delivery occurs simultaneously. Moreover, it has to be noted that various functions such, as “marketing, design and operations cannot be separated in services”.

There is often variation in the service delivery and these variations make it difficult to set exact quantifiable standards for all the elements in the service. For example there are explicit service i.e. sensual benefit and implicit service i.e. psychological element, which are not always easy to quantify (Oakland, 1997). From the tourism perspective “The intangible aspect of quality, such as courtesy, assurance and empathy, refers to

how tourists feel (happy, angry or frustrated) about the personal interaction they may have had with those who work for the businesses that comprise the tourism system. This includes hospitality or personal service provided by the attendant at a self-serve gas station, the waiter or waitress at the restaurant, the front desk clerk at a hotel or the employee at a visitor information centre” (La Lopa and Marecki, 1999).

2.14 SERVICE QUALITY

Service quality means meeting and exceeding customer expectations, which has been growing in popularity since its inception in the late 1970s. Service quality is a product of marketing which values human interaction between a business and its customers. It is so intangible that objective measurement is impossible; the challenge lies mostly in managing appearances and perceptions (Harvey, 1998). Literature on service quality in the 1970s and 1980s reveals four main attributes: intangibility, heterogeneity, perishability and inseparability that is, no tangible quality to be evaluated prior to and during consumption and which cannot be stored (Zeithaml, 1981; Shostack, 1984). Heterogeneity relates to variability in the actual performance of services and is supported by Booms and Bitner (1981) and Looy et al. (1998). The third attribute perishability is obvious that services cannot be saved or inventoried for future use. The last attribute is the inseparability of production and consumption. When services are sold to customers, both production and consumption occur simultaneously.

The Service quality uses the five dimensions developed by Zeithaml et al. (1990) for evaluating service quality in a UK hotel group at six different locations. These five dimensions were used:

- (1) Tangibles – refers to physical facilities, equipment, appearance of personnel, etc;
- (2) Reliability – ability to perform the promised service dependably and accurately;
- (3) Responsiveness – willingness to help customers and provide prompt service;
- (4) Assurance – knowledge and courtesy of employees and their ability to convey trust and confidence; and

(5) Empathy – caring, individualised attention provided to customer.

2.15 IMPORTANCE OF QUALITY

Recent studies indicate that quality service is of paramount importance for customer retention and a crucial predictor of future economic activity (Madrigal, 1995). Therefore quality management programs must spread faster in the tourism industry to produce high-quality leisure experiences for tourists as well as increasing profits (La Lopa and Marecki, 1999). This is due to changing preferences of customers' development of highly competitive markets and growing impact of technology, which has been brought about by the breaking down of time and space barriers making the world a "global village". Competition has had major implications for the customer, providing increased choice, greater value for money and augmented levels of service. The firms that survive this fierce competition will be the ones that understand their customers and constantly innovate.

When a customer receives satisfaction higher than his expectations a new level of quality is introduced with businesses embracing the philosophy of kaizen—i.e. constantly improving the tangible and intangible aspects of their products and services if they are to generate repeat business. Thus, quality will not be the same tomorrow as it is today because tourism businesses such as Disney, Ritz-Carlton and others are constantly raising the quality standards of the industry leading to changes in tourists' expectations (La Lopa and Marecki, 1999).

In view of the above, implementing quality management programme in tourism is of utmost importance:

- And research has shown that for every complaint, there are 26 customers with problems. (Lawton, 1991)
- Dissatisfied customers tend to keep their unhappiness to themselves (Dorman, 1989)
- Customer retention is only 5% and can expect more than a 20% improvement with increase in profit potential of 50% to 100%. (Reichfeld, 1996)

The service provider should not only design a quality program but implement service to meet the customer's needs (O'Neill and Black, 1996). Thus quality is, in essence, an issue which involves customers and who are not prepared to settle for anything less (O'Neill and Black, 1996).

“The provision of high quality service has become essential to survival, and many hospitality organizations are attempting to implement various quality management schemes. The performance and credibility of hospitality organizations like the Ritz Carlton, Hyatt, Sheraton, Marriott, Intercontinental, Four seasons, Hilton and others, which have already successfully implemented quality management systems, is a compelling justification for all other hospitality organizations also adopting similar strategies.” (David, 2003)

A quality management program for businesses is to satisfy the needs and expectations of tourists but at a profit which is necessary for their survival (La Lopa and Marecki, 1999). However, profit should not be the sole motivating factor for any quality management program; it should also promote the quality of work, life, and standard of living for all employees, providing opportunities for personal development leading to satisfied customers (La Lopa and Marecki, 1999). Another factor relating to quality is price as a key measure to represent what tourists have to sacrifice to obtain the service. They have set expectations, and the cost perceived by tourists contributes to value assessment of the service i.e. the higher the price the higher the quality expected (Lovelock, 2001a; Zeithaml and Bitner, 2003; Berry and Yadav, 1996; Lovelock 2001b).

La Lopa and Marecki (1999) further argue that managers should understand that unless they truly satisfy the needs and expectations of tourists, they will not only lose profits but may contribute to the demise of the tourism system of which their business is an integral and inseparable part. A quality management programme is truly a means to that end.

2.16 LEADERSHIP

Leadership is the ability to strengthen and inspire followers to accomplish shared goals (Besterfield et al, 2005). The role of top managers is to make quality an inseparable aspect of every employee's job and this could be achieved only if there is total commitment of everyone in the organisation, starting with top management who should lead by example. If they are committed to quality, there will be a commitment to involve and develop employees, and focus on continuous process improvement. Leadership has a vital role to play, both in setting direction, ensuring that the quality improvements are implemented. The performance of organisations in the tourism sector depends significantly upon the work of the employees which is to a large extent influenced by their superiors and ultimately by top management. Therefore, the success of an organization depends much the leadership of the organization.

2.16.1 STRATEGIC PLAN

According to Oakland (1997) TQM is an approach, which improves “competitiveness, effectiveness and flexibility through planning, organizing and understanding each activity”. The effectiveness of an organisation depends on the extent to which employees try to achieve common goals and objectives, thus showing the importance of values, vision, mission and objectives of the organisation, which has to be cascaded down into departmental and functional objectives. “The achievement of the company or service objectives requires the development of business or service strategies, including the strategic positioning in the market place. Plans for implementing the strategies can then be developed. Strategies and plans can be developed by senior managers alone, but there is likely to be more commitment to them if employees participate in their development and implementation is encouraged.” TQM starts at the top of an organisation and for TQM to be successful commitment and communication from top management is vital. Moreover, TQM also involves each individual at each level. It is therefore important to have the right mindset for TQM to be effective. Therefore, “effective leadership starts with Chief Executive's vision, which translated into the strategy for implementation” (Oakland, 1997).

2.16.2 INVOLVE SUBORDINATE

According to Besterfield et al (2005), employee involvement and empowerment is one of the approaches to improving quality and productivity. There is a need to establish a quality climate and culture that is evident within the organization, empowering employees, wanting them to create pride and joy in the work place, be involved in planning that affects them, and creating a work environment of teamwork and lateral service. Such an explicit statement of the very highest of service attitudes demonstrates a company commitment to a culture for service. This clearly indicates that climate and culture forms an important part in the quality implementation process. Total quality requires the participation of everybody, thus employee involvement and empowerment is very important

2.17 QUALITY PRACTICES

2.17.1 QUALITY FROM SUPPLIERS TO CONSUMERS

Oakland (1997) considers that despite the type of organisation, quality relies to a large extent on quality chains of customers and suppliers. Failure of supplier to meet the company's requirements will translate into failure in meeting customer needs, which in turn affects the quality of the product or service delivered. For example a waitress in the airline will not be able to serve the passengers adequately if the supplier has not provided the right lunch trays for the flight; this will lead to a dissatisfied customer. Hence quality is required throughout the supply chain. Commitment and involvement of suppliers and managers are important elements for success where different suppliers meet together to discuss mutual problems within the organisation. This will enable suppliers to understand their role and importance in the ultimate goal of satisfying customers. Suppliers will therefore be more alert to requirements and needs of the business.

2.17.2 CONTINUOUS IMPROVEMENT PROGRAMME AND INNOVATION

A climate for innovation connotes new things happening continually, an approach similar to Hammer and Champy (1993) and their concept of re-engineering to jobs

designed, systems operate, and how products and services are delivered. A major feature is the devolution of decision making, employees responsible for most operational decisions and providing a supportive environment where they feel empowered and a part of the management (David, 2003). With a view to continuous improvement in the service David (2003) reinforces the need for managers to understand their organization's climate Vis a Vis both the customer and the employee in order to operate a successful hotel. In addition other authors Weeks, Helms, Ettkin (1995) state that Organizations, which are ready for change in climate, are more successful and in a shorter period of time.

There are "three basic principles for continuous improvement: focusing on the customer, understanding the process, and seeing that all employees are committed to quality." Managers must be able to understand the importance of continuous improvement, which includes "planning and operating processes, providing inputs, evaluating outputs, examining performance and modifying processes and their inputs" (Oakland, 1997). From a broader perspective, Williams, and Buswell, describe (2003) Total Quality Management as a feature which feels the need for constant change, for continual reappraisal of the ways things are done and what customers expect and desire." "TQM can be regarded as a management philosophy in the pursuit of continuous improvement identifying how stakeholders, mainly customers and staff, react."

2.17.3 QUALITY MANAGEMENT SYSTEM

The implementation of Quality Management System (QMS) provides a systematic means to an organisation to achieve quality. A QMS is a formalised system that documents the company structure, management and employee responsibilities, and the processes required to deliver a quality product or service. Quality systems are designed to provide both the support and mechanism for effective conduct of quality-related activities in an organisation. The latter has to ensure that the QMS is working effectively. This is required not only to give an assurance to the customer, but also to ensure improvement in all operations and thereby improve profitability. An organisation will benefit from establishing an effective quality management system. Nowadays, there

are an increasing number of organisations that follow standards and get certified. The existing quality systems certifications in Mauritius are ISO 9001:2000, ISO 14001, HACCP, OHSAS 18001, SQF, SA 8000, and Green Globe (appendix 1).

2.17.4 QUALITY APPROACHES

2.17.4.1 ZERO DEFECTS

Zero Defects, pioneered by Philip Crosby, is a quality approach which aims to eliminate defects and errors in a process by doing things right the first time. The ultimate objective is to reduce the level of defects to zero. In some cases it is impossible to achieve zero defects but the organisation must strive to eliminate the likelihood of errors or defects occurring. The idea behind it is to increase revenue through increased customer satisfaction and to increase profit by reducing the cost of failure.

2.17.4.2 KAIZEN

Kaizen is a well established Japanese management concept of continuous incremental improvements. The three key components of Kaizen are the elimination of waste, the 5S framework for good housekeeping, and standardization. Kaizen is people-oriented, relatively easy to implement, and requires discipline to achieve continuous improvement.

2.17.4.3 SIX SIGMA

Six sigma is a contemporary quality approach that makes use of powerful statistical tools and techniques within a framework known as DMAIC (Define-Measure-Analyse-Improve-Control) to minimise variability from processes. Originally introduced by Motorola in 1986, now six sigma has evolved and many organisations have benefited from its implementation.

2.17.4.4 STATISTICAL PROCESS CONTROL

The Statistical Process Control (SPC) is a method that uses statistical tools to monitor a process performance by detecting and predicting significant variations that may result in nonconforming outputs. Initially SPC was used mainly in the manufacturing sector but with time its application has been extended to the service sector.

2.17.5 BENCHMARKING AND SURVEY

“Benchmarking measures an organisation’s operations, product, and services against those of its competitors. It will establish targets, priorities, and operations, leading to competitive advantage” (Oakland, 1997).

The systems approach identifies the process of the service delivery and determines if a system is producing quality leisure through a combination of customer feedback methods, including surveys, complaint or suggestion cards, toll-free numbers, focus groups, mystery shoppers, spotters and computer-aided questionnaires”. The feedback loop can allow the system to evolve and adapt to the changing needs of tourists, thereby perpetuating its viability. Such information as the number of tourists that visit a destination, tourism dollars captured by businesses, the quality of the tourist’s leisure experience etc will help to evaluate the quality or quantity of the system’s outputs, which can be both formal and informal through friends or relatives or paid advertising (La Lopa and Mareck, 1999). Any reliable information obtained on the quality of products/services, can be used to initiate modifications in policies and practices to ensure that all aspects of quality are maintained to achieve the desired objective (O’Neill and Black 1996). Another important aspect of the issue is whether employees’ perceptions and customer satisfaction match, as customer feedback may be difficult to gather, and particularly in an unbiased form.” (David, 2003, p.210)

Shea (1996) observed that climate surveys are being used by service organizations to monitor how their employees perceive the organization. With a questionnaire which no doubt furnishes both local and corporate management with a great deal of useful information. This process embedded into the Marriott management procedures is now used as one of the benchmarks of management performance. In addition, Management may use a database, which may serve as a benchmark where yearly data can be compared with the previous year; necessary precautions can then be taken against weaknesses, and the organization can open its way to a continuous improvement process (Arsali 2002,).

2.18 HUMAN RESOURCE MANAGEMENT

Hotel staff should show consistent courtesy and make helpful suggestions to guests to align service quality with consumer expectations. In order to achieve this, hotels will have to implement long-term resource strategies to recruit, train and develop qualified employees (Juwaheer and Ross, 2003).

Much service production takes place in personal interaction between customers and employees whose behaviour is critical to the perception of quality. It is therefore important to recruit, keep and develop employees, who are service-oriented, as well as technically and socially competent (Berry, 1980; Gronroos, 1990; Varey and Lewis, 2000). Management must convince its personnel that image building is part of their jobs and they must be involved in the establishment of quality standards during service delivery (Bitner, 1992). Contact personnel or front line personnel, through their behaviour and attitudes, are indicative of the level of quality services offered by them, and they exert a strong influence on customer satisfaction and their evaluative process (Bitner, 1992; Carman, 1973; Fisk *et al*, 1988; Gronroos, 1984; Heskett, 1997).

2.18.1 EMPLOYEE TRAINING

Oakland (1997) believes that training must be systematically and continuously performed. Quality training takes into consideration error/defect/problem, reporting and analysis, investigation and review. Training should be carried out throughout the organisation from senior management, middle management, first level supervision and quality team leaders and all other employees. Moreover, training should be followed up with improvement projects and workshops. According to Zhang *et al* (2000) investment in education and training are vitally important for TQM success.

The first challenge is to improve the service quality by giving guests more individual attention and ensuring that employees always have guests' interests best at heart. Such goals could be achieved by training in a happy environment. "The more the employees understand how the organisation functions the more 'at home' they feel and the better service the customers will receive" (Juwaheer and Ross, 2003).

There are centralised training programmes within the sector with external courses, including a shared personnel training manager, together with varying degrees of on the job training, job appraisal with charts and employees' performance and personal characteristics etc are noted in findings i.e.: honesty; friendliness; willingness to help and learn; smart appearance; behavioural skills; understanding of service; and stability (Anthony *et al*, 2004).

2.18.2 TEAM BUILDING

Teamwork for quality takes into consideration strategy, structure and needs to be implemented thoughtfully and effectively. Usually, a team can accomplish more than an individual because of the collective and diverse knowledge available. Nowadays, in order to be competitive, organizations are encouraging teamwork, which facilitates open communication amongst employees and gives them a sense of importance. Thus, in turn it will contribute to organizational productivity, quality and flexibility (Hendricks & Singhal, 2001). According to Lo & Scally (1996) quality improvement will only be successful when all people across vertical and horizontal levels are involved in making it happen.

2.18.3 ORGANISATIONAL CULTURE & MUTUAL TRUST

According to Oakland (1997) the culture of an organisation is shaped by the norms, beliefs, behaviours, rules, dominant values and climate in the organisation. Armstrong (2003) reinforces this concept and defines “organisational culture or corporate culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated, but shape the ways in which people behave and things get done.”

Culture researchers look at evolution of social settings and use qualitative methods to identify factors that could be generalized across different settings. Culture is more deep rooted and shaped over time by many of the organizational processes and it is made up of shared beliefs and values that are passed on to all within the organization. Culture is the social glue, a frame of reference or shared values that shape how the organization and individuals act and react”. Organisational culture is slow to form and difficult to change and the organizational climate is affected by the prevailing organizational

culture (David, 2003). According to Denison (1996) culture goes deeper into underlying reason.

Within the wider quality movement there is evidence to show that without an environment where the employee is satisfied, it will be difficult to enlist the employee's support for the objectives of management (Cole *et al*, 1993). HR welfare and quality service supports the notion of empowerment and devolved decision making, vital to hospitality managers. "If a good organizational climate exists for services, innovation and HR/employee welfare will follow providing the best possible conditions for quality to take place". Many management theorists have long advocated that treating human resource well is a basic tenet of any successful company and all service industries, characterized by intangibility, heterogeneity, and simultaneous production and consumption (David, 2003).

The climate of the workplace is a fundamental factor in the provision of quality service and employee well-being is the basis for development of a climate for innovation and quality. The culture and the climate shape not only employee actions, but also their commitment to service that is of paramount importance to satisfy customers (David, 2003).

2.18.4 EMPLOYEE COMMITMENT

Dale (1999), states that it is the responsibility of the senior management team to create the organisational environment, atmosphere, values and behaviour in which TQM can achieve its potential. According to Brown *et al* (1994), lack of top management commitment is one of the reasons for the failure of TQM efforts. An organisation needs the co-operation of all its employees for the smooth running of the organisation. Employee commitment is important to implement continuous improvement or other quality management. This can only be achieved with the right top management approach (Oakland, 1997).

2.18.5 REWARDING PERFORMING EMPLOYEES

O'Neal (1998) considers that reward strategy can help create a work experience that meets the needs of the employees and encourages them to contribute extra effort. According to Besterfield et al. (2005) reward and recognition go together to form a system for letting people know they are valuable members of the organisation. As people are recognised, there can be huge changes in self-esteem, productivity and improved quality. To effectively support their quality effort, firms must implement an employee compensation system that strongly links quality and customer satisfaction with pay (Brown et al., 1994).

2.19 CUSTOMER FOCUS

Customer needs and how well they are met by the supplier can be obtained through long-term relationship between the two. "Hotel managers, employees must ensure that all moments of contact between the hotel and the guests result in a positive experience for the guests." (Juwaheer and Ross, 2003). "As hotels in Mauritius are competing fiercely for a larger and more stable market share, the marketing focus for hotel managers is to increase the number of repeat customers with longer stay by meeting their needs more effectively and analysing perceptions about service quality with respect to different customer segments". "Once customers' requirements are clearly identified and understood, hotel managers are likely to be able to anticipate and cater for their desires and needs, rather than reacting to their dissatisfaction." (Juwaheer and Ross, 2003)

According to La Lopa and Marecki (1999) "One dissatisfied customer can affect an entire location or facility". If the experience is good, the tourist is placed in a position to assume that the quality of the other attractions and services-facilities are of high quality as well. "Conversely, if the experience is bad, the tourist might then assume that it is unsafe or unwise to spend more time and money on not only this but future visits. Worse still, he or she may relate the message to family and friends." (La Lopa and Marecki, 1999)

According to Reichheld (1993) and Heskett *et al.* (1997), customers are the primary source of revenue. Customer satisfaction results from a cognitive process of evaluating

the service received against its costs (Woodruff *et al.*, 1991; Rust and Oliver, 1994; Westbrook, 1981). Satisfied customers are ambassadors of a company, (Host and Knie-Anderson, 2004) whereas dissatisfied customers may spread negative signals by word-of-mouth (Nauman and Ciel 1995).

2.19.1 CUSTOMER LOYALTY

Loyalty means fidelity and enthusiastic devotion to a country, cause and individual but in business context, it is customer's willingness to continue patronizing a firm, purchasing and using its goods and services on a repeated basis and voluntarily recommending the firm's product to friends (Lovelock, 2001b).

Customer satisfaction and his expectations must be met or exceeded in order to build loyalty. It must not be taken for granted that it will continue if he receives better value than could be obtained by switching to another firm. However, if the customer is disappointed or if a competitor starts to offer significantly better value, then obviously he will shift. Quality according to O'Neill and Black (1996) relates to the customers' perception of the service and not the other way round (former president of Scandinavian Air Services). The interaction between tourists with employees is the "moments of truth." Understanding the concept of moments of truth is critical in the tourism sector, particularly in today's information age a single employee's fault may diminish the customer's overall appraisal of the quality of service provided which is an integral and inseparable part of the business (La Lopa and Marecki, 1999).

Nevertheless, it has been seen that even a satisfied customer may change firm so as to gain new experience while others who are price sensitive will look for the best deal. So customer satisfaction is a requisite for his loyalty but that does not mean that he will return.

Complaints arise when a tourist is dissatisfied with a service. Managers must welcome complaints as it gives them the opportunity to correct the problem, restore relationship with complainer and improve future satisfaction. According to Lovelock (2001a), there are several options left for a tourist when faced with a service failure;

1. The tourist does nothing.
2. The tourist complains in some form to the firm.

3. The tourist takes action through a third party
4. The tourist abandons the supplier and discourages others using the service.

If complaint behaviour is not recognised and tourist complaints are not handled properly, bad consequences may be far reaching (Lewis, 1993). An effective complaint management can facilitate maximisation of customer loyalty as complaints are the most useful and meaningful source of information to improve customer satisfaction (Kemp, 1999, Sanes, 1993). In addition, systematic monitoring and control policies may appear to be important in this endeavour (Juwaheer and Ross, 2003).

2.19.2 SERVICE RECOVERY

Service recovery is an umbrella term for systematic efforts by a firm to correct a problem following a service failure and to retain a customer's goodwill (Lovelock, 2001b). Managers must look at complaint handling as a profit centre rather than a cost centre. The table below shows the guidelines for effective problem resolution (TARP, 1986).

“Studies of customer dissatisfaction show that customers are dissatisfied with their purchase about 25% of the time but that only about 5 % complain. The other 95% either feel that complaining is not worth the effort, or that they don't know how to or to whom to complain” (Kotler, 2001). By systematically analysing customer surveys, Hyatt managers alert employees to problems e.g. offering hospitality gifts for inconvenience (Hiebeler, Kelly & Kettelman, 1997).

Quality is a growing concern for many service firms and they are paying more attention than ever to the needs and expectations of the customers (Anthony *et al*, 2004). Today most hotel companies have the standard operating procedures in place to better meet the needs of the tourists and they have become an increasingly significant competitive tool and a means to attaining the edge on the business rivals (David, 2003, O'Neill and Black, 1996.).

2.20 MEASUREMENT IN QUALITY

According to Besterfield *et al*, (2005) performance measures are important to achieve seven main objectives:

- Establish baseline measures and reveal trends.
- Determine which processes need to be improved.
- Indicate process gains and losses.
- Compare goals with actual performance.
- Provide information for individual and team evaluation.
- Provide information to make informed decisions.
- Determine the overall performance of the organisation.

Moreover, Oakland (1997) states that “measurement is important in identifying opportunities, and comparing performance internally and externally. Measures, typically non financial, are used in process control and performance improvement.” He further argues that measurement must address four basic questions why, what, where and how. For example, the rates of absenteeism and of staff turnover are measures that can be used in determining the strengths and weaknesses, or management style and people’s morale, in any company”.

2.21 BENEFITS OF QUALITY

Nowadays, “Quality and the provision of quality services have become an essential element for any hotel enterprise” (David, 2003). The benefits of quality management will be apparent only “if the necessary proactive precautions can be taken successfully every year, the actual gap among the layers of staff will be narrowed in terms of employee resistance and inefficient use of time, money, and energy. As a result of successful TQM applications, the social shareholders will be more satisfied, and effects of internal challenges will be minimized for the organisation” (Arsali, 2002). Other authors argue “in order to increase and maintain market share, tourism businesses must therefore concern themselves with attaining and maintaining a consistent level of quality in both their production and delivery systems. Hence, it can be noted that quality in tourism is a vital element to increase market share. (O’Neill and Black 1996)

Quality is a strategic tool to strengthen a firm's competitive position to improve its profitability (Reicheld and Sasser, 1990). Only customer can assess service quality offered by an organisation, and this assessment is based upon perceptions during service encounters (Parasuraman *et al.*, 1988; Taylor and Baker, 1994; Zeithaml, 1988; Bitner and Hubbert, 1994; Bitner *et al.*, 1994; Johnson, 1995). In fact, quality service is a must for success and survival in today's competitive environment (Samli and Frohlich, 1992) and it enhances customer retention rates and helps attract new customers through word of mouth.

Business performance can be broadly judged by several attributes such as profitability, growth, market share, company image and repeat business due to customer loyalty. All measured financially or statistically it can be affected by two key variables; the market conditions and the results of strategic decisions (Anthony *et al.*, 2004). On the other hand if the quality of service is good and customers are satisfied there will be less complaints and more time and resources available to develop new products or services to match the changing and preferences of the clientele (La Lopa and Marecki, 1999)

Oakland (1997) considers that the benefit of “ making sure the requirements are met at every stage, every time, are truly enormous in terms of increased competitiveness and market share, reduced cost, improved productivity and delivery performance and elimination of waste”. This clearly depicts the implications of a good quality management system.

2.22 BARRIERS TO QUALITY MANAGEMENT

La Lopa and Marecki (1999) considers that repeat purchases of products and services from the same or similar businesses over time does not necessarily mean quality is achieved. Moreover, absence of complaints from customers often provides managers with the perception that they do not need quality management systems. Lingaraj and Khamalah, (2004a) reinforces this concept in their findings and noted that respondents perceived TQM as a fashionable buzzword, and were committed to it just to be politically correct. There was a limited implementation of TQM in the firms surveyed.

“Customers’ perceptions of service quality in the hotel industry for Mauritius fell short of their expectations; due to lack of management and staff training in service quality Managers in turn should also aim at reaching the good level of quality on those areas that have the highest importance. Hence, closing the gap between the guest’s expectations and their perceived service quality (Juwaheer and Ross, 2003). “In the quest for improved quality, hospitality industry managers often face two major obstacles:

- 1) They do not know what aspects the guests considers to be important when evaluating the hotel experience; and
- 2) They do not have reliable and valid instruments for measuring service quality perceptions.”

In addition Lingaraj and Khamalah, (2004a) in their research of total quality management for small businesses identified that although the majority of the respondent indicated commitment towards TQM most have not implemented TQM programmes or quality programmes. There is also the lack of commitment of managers to recognise employees who successfully implement TQM.

According to Oakland (1993) the problem in quality management is total quality paralysis (i.e. the question of where to begin) especially in small enterprises, which, is due to limited managerial knowledge, skill, ability, incentives, resources and time. TQM has been applied without any research on this aspect and which has thus resulted in failure due to lack of professionalism, inexperience, and poor standards of service in the tourism industry over the years (Weeks, Helms and Ettkin 1995; O’Gorman 1992). On the other hand larger organisations are more successful in bringing TQM (Mohd and Elaine 2000; Wiele and Brown 1998; Haksever 1996)

A study by Anthony *et al.* (2004) indicates a high variability in the mean score of the four dimensions (reliability, responsiveness, assurance and empathy) across the UK hotels, were due to the following reasons:

- The procedures of the service quality standards are not being followed consistently across the hotels;

- Each general manager has a strong degree of autonomy in the way the hotel is run;
- Non-standardisation of the recruitment process of staff; and.
- Very limited training being given to front-line staff in service quality and its importance to customers.

2.22.1 MAJOR CONSTRAINTS IN REACHING QUALITY

Anthony *et al*, (2004) enumerates the major constraints in reaching quality:

- Budget
- Unsociable hours
- Staff understanding of guests
- Lack of training
- Staff behaviour and attitude towards services
- The adequate training structure
- Communication with employees regarding their job performance
- Quality and role conflict
- Interview procedures
- Employee empowerment

3.1 METHODOLOGY

This study focuses on the quality management practices in the Mauritian tourism industry. The scope of the project is to survey the managerial viewpoint regarding quality management practices in organisations that operate within the different components of the tourism sector, namely

- ❑ Accommodation – hotels, bungalows, guesthouses etc.
- ❑ Transport – airlines, car rentals.
- ❑ Tour Operators.
- ❑ Airports services – AML (Airports of Mauritius Ltd.)
- ❑ Travel Agents.
- ❑ Leisure and Recreation activities.
- ❑ Restaurants

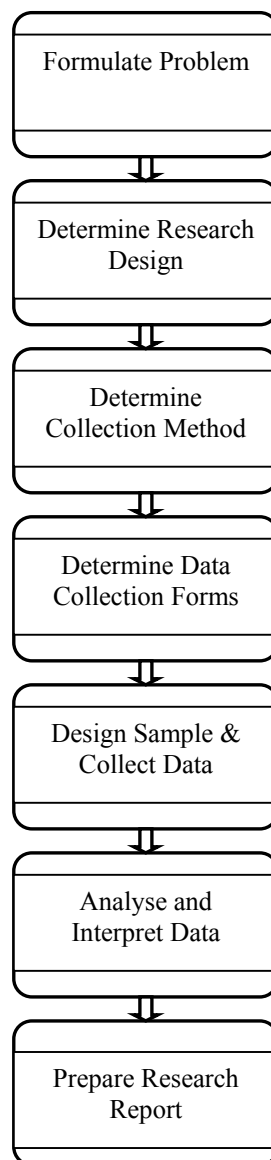
3.2 RESEARCH

Research is a fact finding process, logical and essential for success. By gathering information on the customers' needs, better decisions can be made relative to the problem. Methodology is the most important step to ensure the validity, reliability and practicability of data. The methodology used will therefore depict the quality of results obtained.

Research is important for it aids in making better decisions by providing additional information relative to specific problems. Zikmund, (2000) defines “Business Research as the systematic and objective process of generating information for aid in making business decision”. However, from Kotler’s (2001) point of view, “research is the systematic design, collection, analysis and reporting of data and findings relevant to a specific marketing situation facing the company”

To ensure that research acts as a valuable aid to management decision-making, it is critical that the process of investigation is soundly based and organised in an efficient manner (Chisnall, 1992). In simple terms information is sought, processed and analysed

in order to bridge a gap from “Uncertainty” to “Certainty”. The systematic research methodology was used for the purpose of this study. The research process by Churchill (2004), as detailed below, was applied.



3.2.1 PROBLEM FORMULATION

As Fraenkel & Wallen, (1993) point out “The Problem Statement should be accompanied by a description of the background of the problem (what factors caused it to be a problem in the first place) and a rationale or justification for studying it”. The main challenge with this study is that the tourism organisations are diversified in various ways, which implies meeting different tourism quality needs of the industry.

The problem was identified through various documentations showing evidence of a lack of information pertaining to the quality management practices in the tourism industry. A survey of outgoing tourists by the Ministry of Tourism and Leisure (2002) determined that 56% of the respondents surveyed perceived the overall quality of the Mauritian tourism product to be higher than that of other island destinations. The Ministry’s survey conducted in 2004 revealed that this percentage has dropped to 53%. This means that 44% of the tourists surveyed in 2002 and 47% in 2004 did not have the same perception leading us to the obvious conclusion that there is a pressing need to enhance the quality of our product in the tourism sector. In addition, a study on the perceptions of hotel guests in Mauritius by Juwaheer and Ross (2003), found that the customers’ expectations of service quality from hotels were not met. It also showed that the largest gap between tourists’ perceptions and expectations in the hotel industry of Mauritius pertains to the projection of quality service image by the hotel. Therefore there is a definite need for the hotels to improve their service quality image. In spite of these findings, the status of the implementation and practice of quality management in this sector has not been appraised although a clear understanding of this is essential before quality in the sector can be enhanced.

From the Problem Definition the following Research Objectives were then elaborated:

1. Investigate the existing quality management practices in the tourism industry.
2. See whether quality is being managed effectively and in a holistic manner.
3. Investigate how much organizations invest in quality (% revenue).
4. Look into the benefits derived from effective quality management.
5. Identify the barriers to the implementation of quality management.
6. Look into what organizations are losing from ineffective and inefficient quality management.

7. Recommend strategies for improvement of quality in the tourism sector.

Quality must be considered as a strategy and top management commitment is required for the implementation of a formal quality programme. While some organisations will face difficulties in implementing quality, those who have succeeded in its implementation will derive benefits. Therefore, the following hypotheses were developed:

- H1: There is no difference in the management of quality among the different types of services within the tourism sector.
- H2: There is no difference in the management of quality between small/medium and large organisations.
- H3: There is no difference in the management of quality among the different types of ownership within the tourism sector.
- H4: There is no difference in the barriers towards the implementation of quality among the different types of services within the tourism sector.
- H5: There is no difference in the barriers towards the implementation of quality between small/medium and large organisations.
- H6: There is no difference in the barriers towards the implementation of quality among the different types of ownership within the tourism sector.
- H7: There is no difference in the benefits derived from quality management among the different types of services within the tourism sector.
- H8: There is no difference in the benefits derived from quality management between small/medium and large organisations.
- H9: There is no difference in the benefits derived from quality management among the different types of ownership within the tourism sector.

- H10: There is no difference in the commitment of top management towards quality among the different types of services within the tourism sector.
- H11: There is no difference in the commitment of top management towards quality between small/medium and large organisations.
- H12: There is no difference in the commitment of top management towards quality among the different types of ownership within the tourism sector.
- H13: There is no difference in the implementation of strategic plan among the different types of services within the tourism sector.
- H14: There is no difference in the implementation of strategic plan between small/medium and large organisations.
- H15: There is no difference in the implementation of strategic plan among the different types of ownership within the tourism sector.

Note: Small, medium and large organisations are defined according to the number of people employed as follows:

- Small and medium organisations employ less than 50 employees.
- Large organisations employ more than 50 employees.

3.2.2 EXPLORATORY RESEARCH

More information was needed to understand the concepts about quality management in the tourism industry and hence exploratory research was carried out. Exploratory research may also be considered as a qualitative approach where “the researcher is especially interested in how things occur and particularly in the perspective of the subject. The three main techniques commonly used by qualitative research are observation, interviewing and document analysis” (Fraenkel & Wallen, 1993).

Moreover, Zikmund (2000) considers exploratory research as the initial research conducted to clarify and define the nature of a problem.

The Literature review is a form of exploratory research used where secondary data is also gathered and the combination of the relevant information is summarised from various reliable sources such as reports, books, and journals.

3.2.3 DATA COLLECTION METHOD

According to Boyld a research design is a basic plan, which guides the data collection and analysis phases of the research project (Boyld et al, 1996).

3.2.3.1 QUESTIONNAIRE DESIGN

There are various basic research methods such as experiment, survey, observation and secondary data. For this research a Questionnaire survey was chosen to obtain quantitative data and reach a maximum number of “representative respondents”. Specific questions/statements were then formulated from the broad research objectives. Using the vast amount of knowledge acquired through literature review a questionnaire was then designed.

Taking into consideration the sensitivity of the tourism sector as well as the convenience of respondents, a user-friendly yet complete questionnaire was designed to address all pertinent factors relating to quality management in tourism organisations. The flow of the questionnaire was important and had to be planned carefully. A covering letter was designed whereby a brief description and explanation as to how to answer the questionnaire was provided.

3.2.3.2 COLLECTION OF DATA

Data collection was carried out mostly by sending the questionnaires to the appropriate senior managers of each firm for completion. Alternatively, the firms had the option to complete the questionnaires through an interview. Follow up was necessary when there was no personal contact with the respondent. The participation of interviewees is what made the response rate a success in most cases as questionnaires were numbered and name of interviewees were identified by same to ease return of questionnaire.

3.2.4 DETERMINING DATA COLLECTION FORMS

3.2.4.1 STRUCTURE AND OBJECTIVES OF QUESTIONNAIRE

Different types of scales were used in the questionnaire such as the nominal scale in which the numbers or letters are assigned to objects and serve as labels for identification or classification. For example, simple dichotomous questions were used for demographic questions such as gender. The ordinal scale was also used which arranges objects or alternatives according to their magnitude, an example would be the use of itemized rating scale or more precisely Likert scale. Moreover, the interval scale was used which arranges objects according to their magnitude but also distinguishes this ordered arrangement in units of equal intervals, an example would be to ask respondents to give data on the percentage increase or decrease in customer complaints.

The objectives of the questionnaire were designed to look into the quality practices, quality implementation, employee training, customer loyalty, cost of quality and demographic information. The questionnaire was pre-tested and modifications were made as required.

3.2.5 SAMPLE DESIGN AND DATA COLLECTION

Sampling “refers to the process of selecting individuals who will participate in the research” in this case the population is taken into consideration. The population “refers to all the members of a particular group. It is the group of interest to the researcher, the group to whom the researcher would like to generalise the result of a study”. (Fraenkel & Wallen, 1993)

“A representative sample is a sample that is similar to the population on all characteristics” (Fraenkel & Wallen, 1993). A statistical sample representing the various industry groups in the Mauritian tourism industry was chosen for the purpose of this study. Nevertheless, the whole population of hotels obtained from both AHRIM and Ministry of Tourism and Leisure were taken and it is justified by the fact that hotels form a significant component within the tourism sector. A sample frame for the remaining components of the tourism sector was identified from the 2006 online Teleservices directory. Statistics of tourism were taken into consideration for the year

2005, figures were obtained from the Central Statistical Office. Hence, Tourism Organisations were selected according to specific criteria.

The survey instrument included demographic items and consisted mostly of Likert-scale statements covering relevant areas of quality management with 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, and 5 = strongly disagree.

Sampling was carried out according to specific tourism components.

Categories	Population Size	Sample Size 35% of Population
Hotel • Hotels and Resorts	99	99*
Accommodation • Bungalow and Chalet	19	7
Leisure • Leisure parks • Museums • Handicraft and ship model • Duty Free Shop • Night Clubs • Casino • Water sports	89	31
Travel In-bound operations • Car Hire • Tour Operators • Travel Agents • Airline-Air Mauritius	173	61
Food Services • Restaurants	296	104
TOTAL	676	302

Note:

- The distribution was taken from a national perspective to represent proportionally.
- *The hotel population of 99 instead of 35 hotels were surveyed.

3.2.5.1 SAMPLE PROCEDURE

This is an example of probability sampling, which is based on chance selection procedures (Zikmund, 2000). There are various probability sampling but in this case stratified random sampling was used - “stratified random sampling- is a sample which is selected so that certain characteristics are represented in the sample in the same proportion as they are in the population” (Fraenkel & Wallen, 1993). The target respondents were people from management, preferably top management.

3.2.5.2 SAMPLE SIZE

The Survey was carried out during the month of May. For the purpose of the project, 35% of the population was considered. The initial sample to be surveyed was 238, however, with positive response the proportion was recalculated and finally 302 organisations were considered including the total population size of the hotels. The response rate reached is 99.7% that is 301 surveys considered.

3.2.5.3 PRE-TESTING THE QUESTIONNAIRE

The real test of the questionnaire is how it performs under actual conditions of data collection. For this assessment, the questionnaire pre-test was vital and it was carried out among 30 respondents randomly. The aim of the pilot survey was to identify the weaknesses, ambiguities, omissions and time taken per questionnaire so that corrective actions could be taken to avoid any eventual bias before finalizing the questionnaire.

The pre-testing exercise aims at: -

- ❑ Providing an idea of the amount of time taken to complete the questionnaire.
- ❑ Allowing testing the sequence and flow of the questions.
- ❑ Enabling to test whether the respondents understood the questions properly, that is, if an easy language was used and avoid ambiguous words.

Based on the pilot survey some modifications, to clear ambiguity, were made to the questionnaire accordingly.

3.2.6 DATA ANALYSIS AND INTERPRETATION

Data was prepared for analysis by the computer software. Several measures, discussed below, were taken first to ensure reliability and validity of the data.

“Data validation is the process of determining, to the extent possible, whether a survey’s interviews or observations were conducted correctly and are free of fraud or bias” (Hair et al., 2005). This process thus ensures that there was no ‘Curbstoning’ (cheating or falsification of the data collection process). Data validation had been maintained by ensuring that the interviewer(s) were actually conducting the surveys in the required organisations. In addition, each interviewer was given a particular sector and region to survey and they had to note down on a sheet provided to them all the organisations surveyed to avoid duplication of data.

‘Editing’ refers to “the process whereby the raw data are checked for mistakes made by either the interviewer or the respondent” (Hair et al., 2005), thus improving the quality of the data. Care was taken to ensure that there was proper screening of respondents, the answers were within the required range, and that the data were ‘logical’. Editing was necessary for the number of room statement criteria, which was applicable for hotels and accommodation only.

The data ‘coding’ process was needed whereby the responses were coded for the computer software to analyse and interpret them. Most of the data was already pre-coded by assigning values to the answers. The coded data were then entered into the computer thus allowing the manipulation and transformation of the raw data into useful information. A check was subsequently done to ensure that the data input were in line with the responses in the respective questionnaires. One-way tabulation along with cross tabulation was used and data were illustrated by means of bar charts, pie charts, tables, and cross tabulations in order to give a clear idea of quality in the Tourism Industry in Mauritius. The Excel 2000, and SPSS 13.0 were used to sort, filter, and tabulate data.

Identifying the research needs was crucial to classify which analysis technique could be used. On the outset descriptive statistics are used such as percentage. Moreover, to facilitate comprehension tables and graphs were included. This type of research was

used to measure existing quality practices, benefits of quality management, and barriers to quality management.

3.2.7 NON PARAMETRIC TESTS

As the data collected for analysis does not follow a normal distribution, nonparametric tests have been used (Field, 2005). The Kolmogorov-Smirnov tests of normality were run for all statements and nearly all of them were significant with $p < 0.05$. Moreover the five point Likert scale used in the survey is considered ordinal, which reinforces the use of nonparametric tests. Anderson, Sweeney and Williams (1996) point out “with nominal or ordinal data, it is inappropriate to compute means, variances, and standard deviations; hence, parametric methods normally cannot be used. Nonparametric methods are often the only way to analyse such data and draw conclusions.”

Nonparametric test such as Chi-Square is used to “test whether two categorical variables forming a contingency table are associated” (Field, 2005). In the chi-square test any p -value < 0.05 would show a significant association between the two variables. Categories ‘strongly agree’ and ‘agree’ were collapsed into one category ‘agree’ whereas categories ‘strongly disagree’ and ‘disagree’ were collapsed into another category ‘disagree’. But category ‘neutral’ remained unchanged. Collapsing the different categories had to be done because the criterion for Chi-square test was not satisfied. The Chi-square test criterion is that no more than 20% of the cells contain expected frequencies less than 5 and no cells have expected frequency less than 1 was then satisfied (Berenson, Levine & Krehbiel, 2004). Cross-tabulations had been used to perform the Chi-square tests and to discuss in detail the relationship between the variables.

A significant value in a chi-square test implies that there is a significant association between the variables. This information is important to identify to what extent certain types of organisations adopt quality management practices and if there is a relationship between the independent and dependent variables respectively. Besides, the objective of this test is to identify where significant association are noted and to use the information gathered to make new recommendations to improve the quality in the tourism industry.

In addition, Kruskal Wallis test and Mann Whitney U tests were used to test the hypotheses formulated for this study.

3.2.8 LIMITATIONS OF THIS SURVEY

Despite the fact that every precaution has been taken to avoid biases, the survey might still be subject to untruthfulness of respondents. Another limitation was that the definition of the size of organizations was limited to the number of employees because of a lack of information about annual turnover/revenue. Besides, the sample size of some components of the tourism sector was very small.

4.1 ANALYSIS

Findings and analysis deal with the results obtained from the survey and interpretation of data. Each question has an objective, the first objective was to analyse and measure to what extent the quality management practices are implemented in the tourism industry.

The objectives of the research are to:

8. Investigate the existing quality management practices in the tourism industry.
9. See whether quality is being managed effectively and in a holistic manner.
10. Investigate how much organizations invest in quality (% revenue).
11. Look into the benefits derived from effective quality management.
12. Identify the barriers to the implementation of quality management.
13. Look into what organizations are losing from ineffective and inefficient quality management.
14. Recommend strategies for improvement of quality in the tourism sector.

Section A deals with various Quality Management aspects such as services, leadership, quality perception, quality practices, customer focus, human resource, benefits of quality, barriers to quality, measurement of quality.

Section B on the other hand deals with the profile of the organisation which includes type of organisation, type of service, management level of respondent, gender, and type of ownership, number of employees, number of rooms, annual revenue and age of organisation. Moreover, Certifications is also part of section B as not all organisations have quality certifications or NQA awards.

4.2 SECTION A

4.2.1 SERVICES

It has to be noted that the tourism industry is mainly characterised by the services industry. Hence, aspects of services are analysed as detailed below.

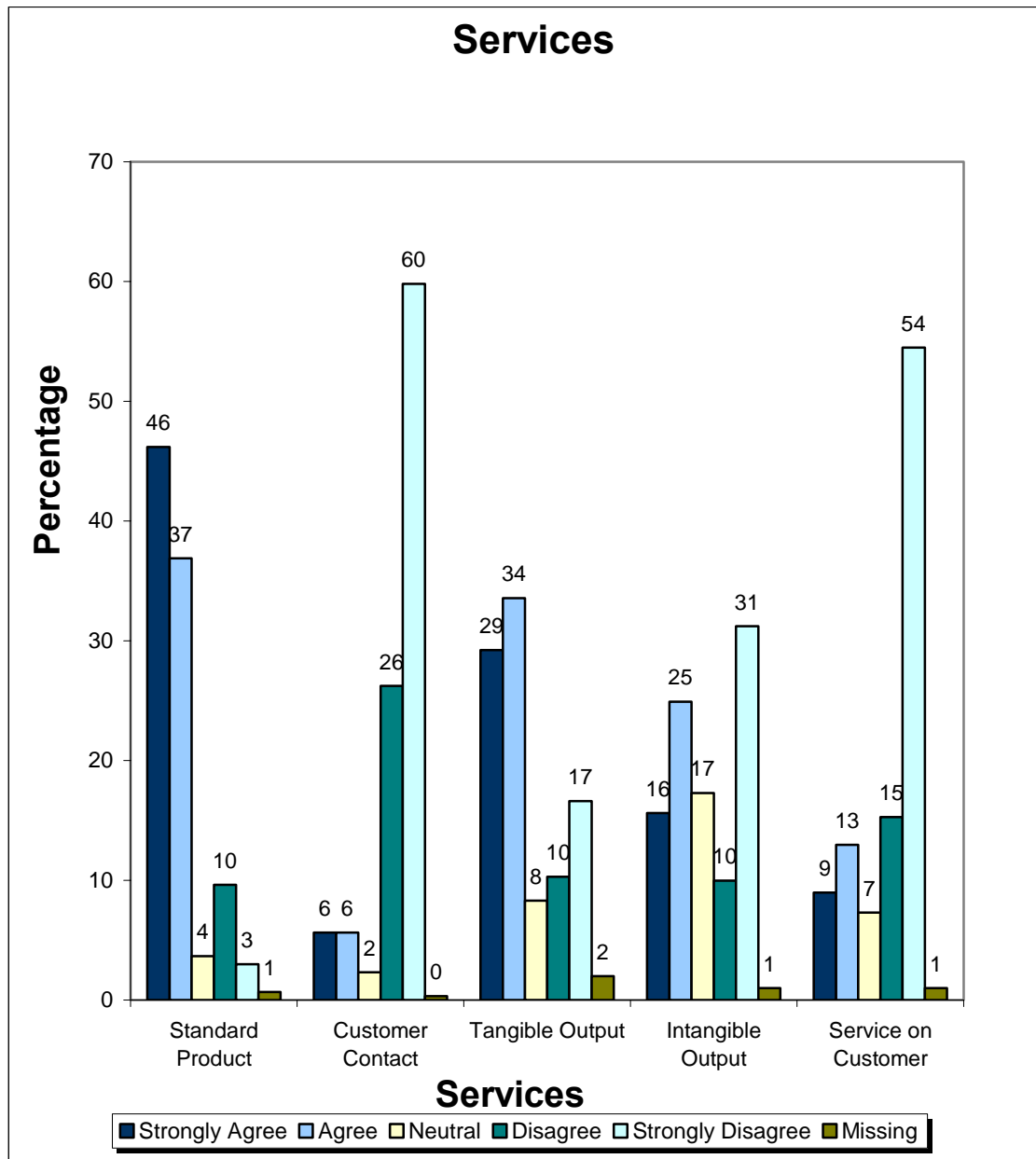


Figure 1: Services

Question 1

We offer standard product or service

According to management representatives of the tourism organisations, most organisations provide standard products or services with 46% who “strongly agree” with the statement and 37% who “agree” with the statement. Hence, a total of 83% of tourism organisations provide standard product or service. Moreover, only 3 % “strongly disagree” to this statement reinforcing the fact that most tourism organisations provide standard products or services.

Question 2

There is low customer contact in our service

As previously mentioned, the tourism industry is characterised mainly by services, as tourists tend to experience the service. Moreover, services also imply the need for close contact with the customers in certain organisations. Respondents i.e. Management Representatives reinforce this view as 60% “strongly disagree” and 26% “disagree” with the statement that there is low customer contact in their service. Hence, a total of 86% disagree in general, which indicates that customer contact forms a very important part of their service.

Question 3

Our service involves production of tangible outputs (e.g. food, spectacles, etc)

Although services are an important aspect of the tourism industry however it is often accompanied by tangible outputs. From the diagram 34% “agree” and 29% “strongly agree” that their service involves the production of tangible output. A total of 63% agree, which shows that services are often accompanied by the tangible output. In general 27% disagree that their service involves production of tangible output, which indicates that very few organisations provide pure service and that their services are often accompanied by tangible output.

Question 4

We offer primarily intangible services (e.g. better health, car repair, selling, etc)

For this question surprisingly 41% agree with the statement where 16% “strongly agree” and 25% “agree” that they offer primarily intangible services. On the other hand 41 % also disagree with the statement where 31% “strongly disagree” and 10% “disagree” that they offer primarily intangible service. This question hence indicates that although the tourism sector is highly services oriented, the findings show that not all tourism organisations primarily provide intangible service.

Question 5

Our service primarily is performed on the customer (e.g. surgery, hair cut, massage, etc) Organisations in the accommodation and travel category disagreed with this statement, as their services are not primarily performed on the customer. However, services such as leisure, hotels and food services normally fell into the category that primarily provided service on the customer. A total of 69% disagree with the statement that they provided the service on the customer whereas 22% agree that they primarily provided the service on the customer.

Summary: Services

From the Services Diagram the 46% “strongly agree” with the statement that they offer standard product or service, 60% “strongly disagree” that there is low customer contact in their service, 34% “agree” that their service involves production of tangible output, 31% “strongly disagree” that they offer primarily intangible services and 54% “strongly disagree” that their service is primarily performed on the customer. The findings in the diagram clearly show that most tourism organisations provide standard products and that customer contact is important. However, there is a combination of both tangible and intangible product/services in the tourism industry and a very limited number of tourism organisations actually perform services on customers.

4.2.2 LEADERSHIP

Leadership is an important aspect in Quality Management and it contributes to the effective implementation of Total Quality Management.

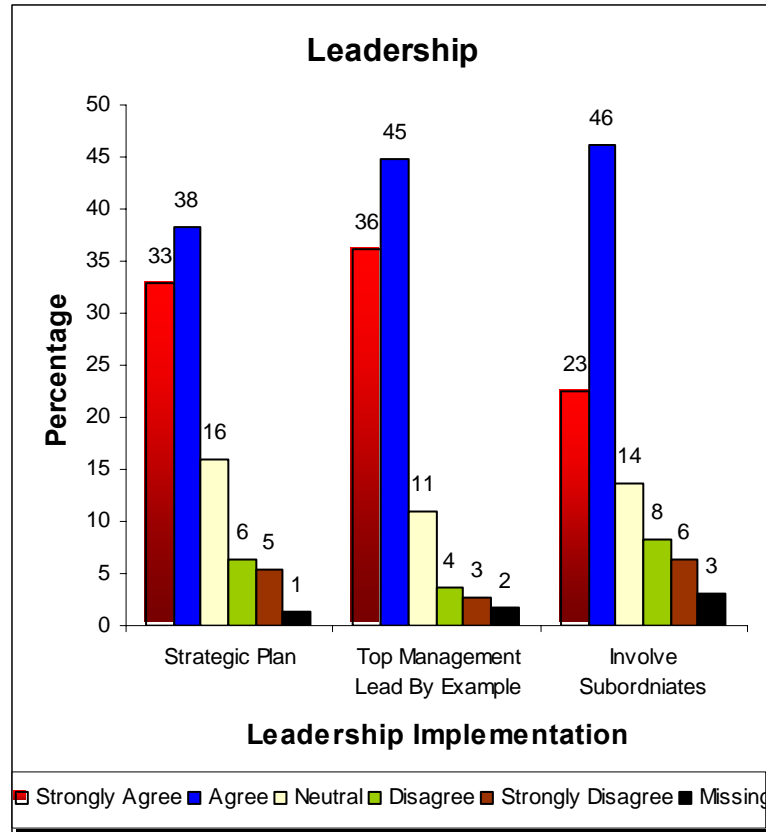


Figure 2: Leadership

Question 6

Our organization has implemented a strategic plan

From the survey 38% “agree” and 33% “strongly agree” with the statement that their organisation has implemented a strategic plan. Hence a total of 71% of the tourism organisations surveyed have implemented a strategic plan. It indicates top management has defined clear objectives for the organisation, which will provide a clear roadmap for management and employees to follow or work towards. In simple terms it gives the organisation a sense of direction with set targets, showing that a large majority have implemented a strategic plan however 11 % disagree and 16% are “neutral”, which indicates that there is still room for improvement as this accounts for 29% of the sample surveyed.

Question 7

Our top management leads by example

In many tourism organisations' top management leads by example. This is clearly depicted in the diagram with 36% who "strongly agree" and 45% who "agree" that their top management leads by example. Hence, a total of 81 % agree that their top management leads by example. However, 7 % disagree and 11% rated "neutral", depicting that not all organisations adopt this strategy, as an overall 19% did not agree with the statement.

Question 8

Our top management involves subordinates in decision-making

A great majority of the tourism organisations involve subordinates in decision-making. It could be due to the fact that in the tourism industry many employees are in direct contact with the customers. From the diagram 46% "agree" and 23 % "strongly agree" with the statement i.e. that top management involves subordinates in decision making. This represents 69% who agree with the statement. However, 14% are "neutral" and 14% disagree. Hence a total of 31% of the tourism organisations surveyed have not realised the importance of involving subordinates in decision-making. This depicts that there is a tendency for these organisations to adopt a top down approach and maintaining power in the hands of a few.

Summary: Leadership

From the diagram above 46% "agree" that they involve subordinate, 45 % "agree" that top management leads by example and 38%; "agree" that their organisation has a strategic plan. Although a majority of tourism organisations implement leadership quality management practices, 29% do not agreed to the statement that their organisation has a strategic plan, 19% did not agree with the statement that their top management leads by example and 31% did not agree with the statement that they involve subordinates in decision making. This clearly shows that some tourism organisations have still not adopted the right leadership for an effective implementation of quality management practices.

4.2.3 QUALITY PERCEPTION

Quality Perception may at times dictate the organisation's readiness to implement quality management practices. Hence, common quality management perceptions have been tested to see whether they are present in the minds of management representatives.

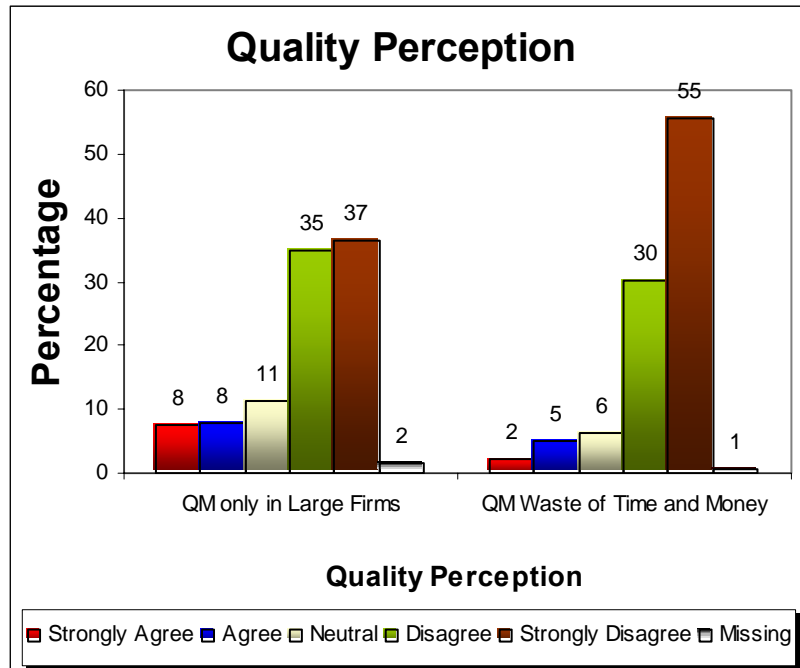


Figure 3: Quality Perception

Question 9

We believe that quality management is appropriate only for large firms

From the survey a total of 72% disagree with the statement that quality management is appropriate only for large firms where 37% “strongly disagree” and 35% “disagree”. The remaining 28% therefore are not convinced that quality management practices can be implemented in small/medium organisations and remain sceptical towards the implementation of quality management practices. This hence gives further insight that quality management has not been thoroughly understood by some management representatives and is still regarded as a practice, which is adopted mainly by large organisations.

Question 10

We believe that quality management programmes are a waste of time and money

The management representatives in general disagreed with the statement that quality management programmes are a waste of time and money, with 55% who “strongly disagree” and 30% who “disagree”. Hence, a total of 85% disagree with the statement while the remaining 15% are not convinced about the importance of the quality management practices. This further indicates that some management representatives believe that quality management may be costly and time consuming for their organisation.

Summary: Quality Perception

From the survey 55% “strongly disagree” with the statement that quality management is a waste of time and money and only 37% “strongly disagree” with the statement that quality management is only for large firms. This provides evidence that perception about these aspects have still not been cleared in the mind of management representative. There is hence a need to change the mindset of management representatives towards the need for quality management.

4.2.4 QUALITY PRACTICES

This section deals with the various quality practices in quality management. The objective is to identify which quality management practices have been adopted in the tourism organisations and if these organisations actually adopt a formal quality management program. Other aspects covered are: is top management committed to quality, is quality implemented from suppliers to consumers, are services maintained in adverse conditions, are products/services designed for ease of production, does the organisation invest in IT for quality, does the organisation implement quality approaches, considering the importance of the internal customer and also benchmarking against competitors have been considered.

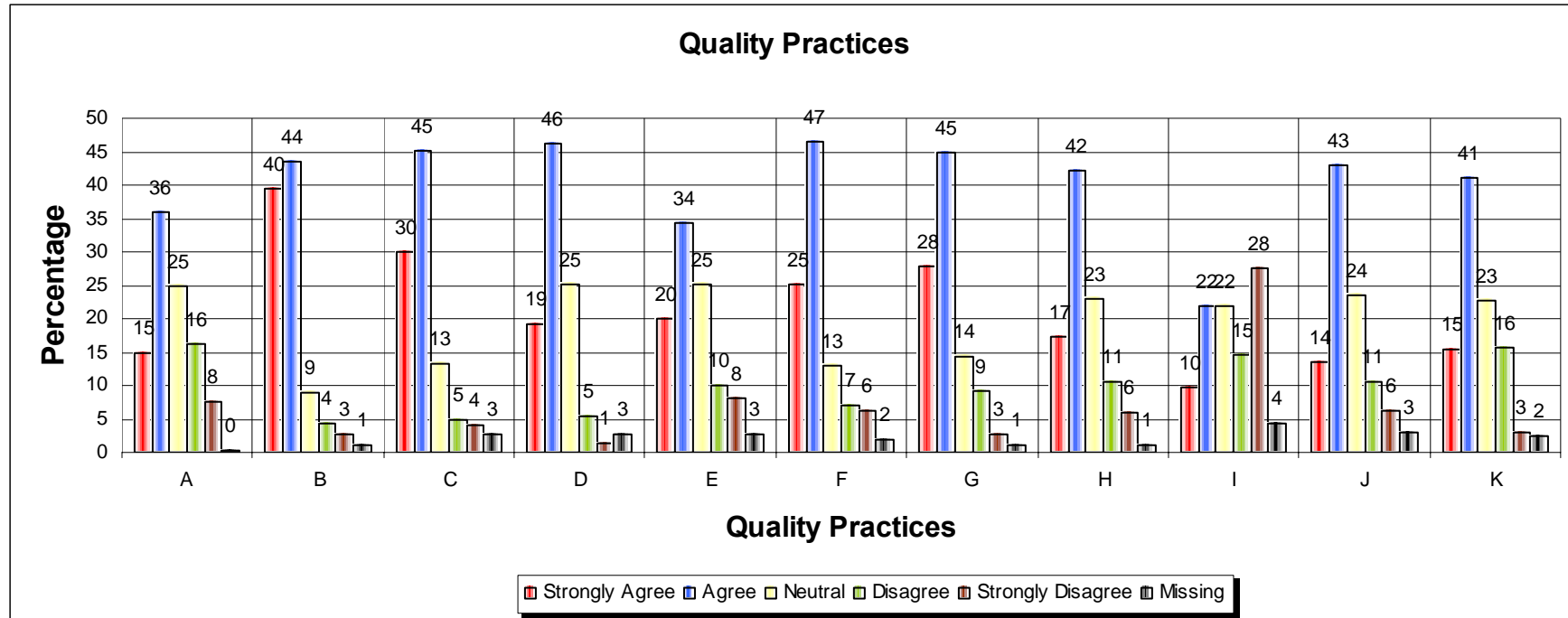


Figure 4: Quality Practices

A	Formal Quality Management Exists
B	Top Management Commitment
C	Quality Form Suppliers to consumers
D	Service maintained in adverse conditions
E	Ease of Production
F	Continuous Improvement Program
G	IT for Quality
H	Involve suppliers in quality
I	Quality Approaches
J	Internal Customer
K	Benchmarking

Question 11

A – We have a formal Quality Management Program.

The majority of the management representatives agreed that they adopt a formal quality management program i.e. 36% who “agree” and 15 % who “strongly agree” with the statement. Consequently, a total of 51 % agreed with the statement and the remaining 49% still have not agreed to the statement whereas 25 % are “neutral”. This is a rather high percentage, which shows that many tourism organisations have still not implemented a formal quality management program in their organisation.

Question 12

B – Our top management is totally committed to quality

A high percentage was rated for this statement, where 44% “agree” and 40% “strongly agree”. This represents 84% of the tourism organisations surveyed and the remaining 16 % have not agreed with the statement. The lowest response from the organisations surveyed was only 9% for the “neutral” category. Hence, the findings indicate that although a majority of tourism organisations’ top management is totally committed to quality, the remaining 16% have still not agreed to the statement showing there is still scope for improvement as top management plays an important role for the implementation of quality.

Question 13

C – Quality emphasis encompasses our entire organization from supplier to customers.

From the figure above, most respondents, i.e, 45% agreed and 30% strongly agreed with the statement that quality encompasses their entire organisation from supplier to customers. A total of 75% have agreed and the remaining 25 % have not agreed with the above statement. This means that quality chains and quality should not be solely the concern of the organisation alone but it should also include quality from suppliers too. However, not all organisations adopt this approach and do not consider that quality from suppliers is also important. This is an essential point as it often reflects on the final service.

Question 15

D – We design products/services to perform as intended even under adverse conditions.

From the survey 46% “agree” and 19 % “strongly agree” with the statement that they design products / services to perform as intended even under adverse conditions. Therefore, a total of 65% agree with the statement and the remaining 35 % do not agree out of which 25% are “neutral”. This indicates that tourism organisations have not foreseen adverse conditions and have not adapted their product or service to perform under adverse conditions. Those who have not agreed with the statement are adopting a reactive approach rather than a proactive one.

Question 16

E – We design products/ services for ease of production.

The highest frequencies for this category are 34% who “agree” and 20% who “strongly agree” with the statement that they design products/ services for ease of production. Hence a total of 54% only, design products and services for ease of production, which implies that 46% do not agree with this statement. The “neutral” category was rated by 25 % of the respondents, which shows that they may be unclear or have not actually considered this aspect of designing product or services for ease of production.

Question 17

F – We have continuous improvement programme covering people, processes, equipment, materials, suppliers and environment.

From the findings 47% “agree” and 25% “strongly agree” indicate that 72% of the respondents agree with the statement that they adopt a continuous improvement programme. Out of the remaining 28% have not agreed with the statement, 13 % are “neutral”. This moreover emphasises a lack of understanding of quality management practices although a large majority do adopt continuous improvement programme.

Question 18

G – We invest in information technology to improve quality

The percentage of respondents who “agree” and “strongly agree” with the statement that they invest in information technology to improve quality are 45 and 28 respectively. Even though 73% agree with the statement, the remaining 27% do not agree, out of which 14 % are “neutral”. This clearly indicates that not all companies have actually grasped the importance and impact of information technology as an important tool, which can help to enhance quality.

Question19

H – Our suppliers are very involved in our quality programme.

This question deals with the concept of quality chain, which encourages organisations to implement quality at every stage even when choosing suppliers. In order to achieve this organisations have to involve suppliers in their quality program so that they understand how they contribute to the final output. From the survey 42% “agree” and 17% “strongly agree” with the statement that they involve suppliers in their quality programme. Hence, a total of 59% agree with the statement and out of the remaining 41 % who do not agree, 23% are “neutral”. There is obviously a very limited understanding of the importance of involving the suppliers in their quality programme. This reflects a lack of communication and openness with suppliers, which may affect customer satisfaction as no organisation operates in isolation. Suppliers hence need to understand their role in the quality management program.

Question 26

I – We use quality approaches like zero defects, kaizen, six sigma, and statistical process control.

From the survey 28% of the respondents “strongly disagree” with the statement that they use quality approaches. Those who use quality approaches represent 10% who “strongly agree” and 22% who “agree” with the statement. Hence, only 32% of the tourism organisations surveyed actually implement quality approaches. The remaining 68% do not agree with the statement, out of which 22% are “neutral” which implies that many management representatives may not be aware of these quality approaches.

This indicates that training at top level and awareness of quality management practices may not be present in the tourism industry.

Question 27

J – We treat the next step in the process as an internal customer.

From the diagram above, only 43% “agree” with the statement that the internal customer is important in quality management and 14% “strongly agree” with it. Therefore, 43% of the respondents have not agreed with the statement and from this total 24% are “neutral”. This may be due to the fact that many respondents may not understand the concept of internal customer. Hence an awareness program may be necessary to enlighten the managers of the possibilities that quality management may provide.

Question 28

K – We establish internal standards of performance based on how world-class companies operate.

This question relates to benchmarking with other companies. From the survey 41% “agree” with the statement and 15% “strongly agree” with the statement that they carry out benchmarking techniques. Out of the remaining 56% respondents who do not carry out benchmarking, 23% are “neutral”. There may not be the right framework in place for certain companies to carry out benchmarking. Moreover, some companies do not feel concerned about the issue. These portray that companies may not be aware of their standard in comparison to other competitors.

Summary: Quality Practices

The highest frequency rated in the various quality practices are positive with a general trend of around 40% of respondents who “agree” with the statements. However, this still shows that there is room for improvement and that quality practices has not found its way in the everyday functioning of all tourism organisations. There seems to lack the right framework and commitment to quality as only 36% “agree” that they implement formal quality management practices however 44% “agree” that top management is committed to quality. Moreover, only 45% “agree” that quality encompasses suppliers to customers and 46% “agree” that they produce products or

service to perform under adverse conditions. The lowest rating is E where 34% who “agree” that they produce products or services for ease of production. The highest rating is F with 47% who “agree” that they adopt a continuous improvement program. While Information Technology gaining momentum, only 45% are using it to improve quality. In addition only 42 % involve suppliers in quality programs. As mentioned previously suppliers also play an important role as they contribute in satisfying the final customer. The most alarming figure is I with the highest percentage of 28% who “strongly disagree” with the statement that they adopt quality approaches such as Zero Defect, Kaizen, Six Sigma, and Statistical Process Control. Moreover 43% “agree” with the statement that the next step is the internal customer, and finally only 41% “agree” that they employ benchmarking techniques.

4.2.5 CUSTOMER FOCUS

This section deals with the customer as the customer plays an important role in quality management. Objectives of organisations are to meet customer needs wants and to satisfy these wants in order to gain a profit. Quality is an essential element to reach profitability. Moreover when customers are not satisfied, there is a need to identify the loopholes and remedy them, this can be achieved by delighting the customer and also putting in place the right customer complaint mechanism.

Therefore customers form a very important part of the quality management program, as quality is the means to an end and not an end in itself. This concept has to be understood and acted upon by management representatives.

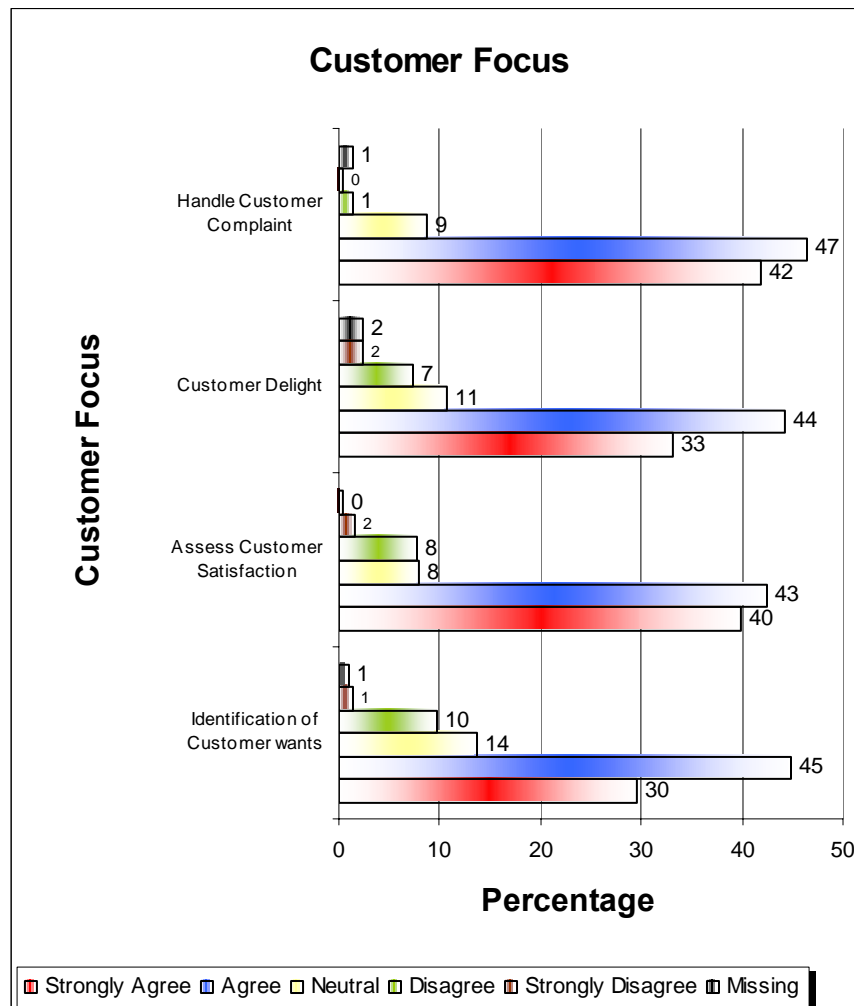


Figure 5: Customer Focus

Question 14

We have a thorough system for identifying customer wants

From the diagram above 45% of the respondents “agree” with the statement that their organisation has a thorough system for identifying customer wants and 30% “strongly agree” with it. This implies that 75% of them have a thorough system for identifying customer wants whereas out of the remaining 25% do not agree, 14% are “neutral” to this issue. Despite having a majority who agree to the statement, some organisations still do not have a thorough system for identifying customer wants. Therefore, it can be deduced that not all tourism organisation are aware of the actual wants and needs of their customers, which is one of the fundamental elements in any business.

Question 29

We systematically assess customer satisfaction.

Assessing customer satisfaction is important in order to meet their expectations. From the survey 43% “agree” and 40% “strongly agree with the statement. Therefore, 83% of tourism organisations actually assess customer satisfaction. However, out of the remaining 17% have not agreed with the statement, 8% are “neutral” and 8% “disagree” with the statement. Without assessing customer satisfaction organisations are not aware of changing preferences and will not be making optimum use of the resources to satisfy the customers. There may be some aspects, which are important for customers which management is not maximising on.

Question 31

We consistently incorporate value-added features in our product/ services to delight customers.

Delighting customers is gaining importance as companies try to exceed customers expectations. While doing so, they delight customers in reaching a higher level of satisfaction. From the survey only 44% “agree” and 33% “strongly agree” with the statement that they incorporate value added features in their product/ service to delight customers. This represents 77% of respondents who agree with the statement whereas the remaining 23% have not adopted this approach or may not find it a significant aspect to consider. All too often organisations forget that customers are the lifeblood of the organisation and that they form part of the quality management process and should not be treated separately when designing value-added features.

Question 32

We handle customer complaints effectively

Handling of customer complaints is often a very delicate issue and without the proper training and the right communication skills management may lose not only one customer but also lose in terms of the negative word of mouth. Customers who still feel unsatisfied may even report such issue to the press. Management representatives should regard customer complaints positively as an opportunity to improve actual processes, which are in place. From the survey 47% “agree” and 42% “strongly

agree” that they handle customer complaints effectively. Therefore a total of 89% of the tourism organisations believe that they handle customer complaints effectively. Yet out of the remaining 11% who do not agree, 9% are “neutral”. This shows that some companies may not have the right training or are not aware of effective customer complaint handling.

Summary: Customer Focus

From the findings of the survey, 45% “agree” that they have a system for identifying customer wants, 43% “agree” that they systematically assess customer satisfaction, 44% “agree” that they incorporate value-added features in their product/service to delight customers and the highest percentage is 47% who “agree” that they handle customer complaint effectively.

4.2.6 HUMAN RESOURCE MANAGEMENT

Human resource plays an important role in quality management as they are in close contact with the customers. Employees need to be well trained, need to have team building skills, mutual trust, commitment, responsible for quality of their work and should be rewarded adequately. Employee turnover is the consequences of unsatisfied employees, which impacts on the smooth running of the organisation.

The following section will deal with the human resource aspect and how the quality in human resource has been carried out in the tourism organisations.

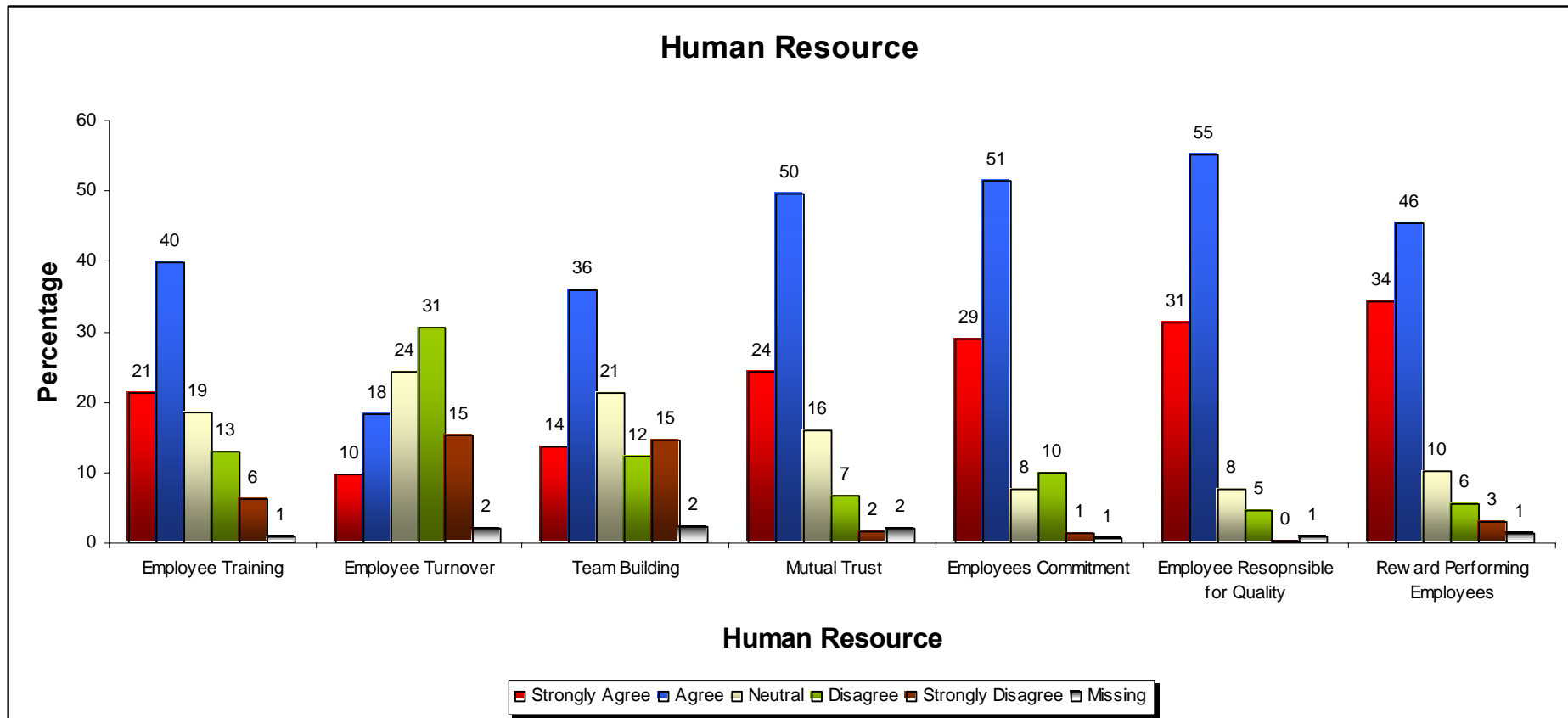


Figure 6: Human Resource Management

Question 20

Employees at all level undergo extensive training in quality management

From the survey 40% “agree” and 21% “strongly agree” with the statement that employees at all level undergo extensive training in quality management. This represents 61% of the sample. The remaining 49% do not agree out of which 19% are “neutral”. This indicates that training of employees for quality management is not considered important for a great majority of tourism organisations and they hence do not implement it.

Question 21

Our organisation experiences a high employee turnover

High employee turnover indicates that employees are not satisfied with their job and hence tend to leave the organisation. From the findings 31% of the respondents “disagree” and 15% “strongly disagree” with the statement. This represents 46% who disagree with the statement and out of the remaining 54% who do not disagree, 24% represents those who are “neutral”. This clearly indicates that there employee turnover is obviously present in the tourism organisations. Therefore organisations in this sector should create attractive packages and the right working environment, which will reduce the rate of employee turnover.

Question 22

We use team-building techniques (e.g. quality circles, taskforces, etc.)

The percentages of organisations that use team building are 36% who “agree” and 14% who “strongly agree”. This represents only 50% who use team-building techniques. This is rather alarming as employees are not encouraged to use team-building techniques. The remaining 50% do not agree, out of which 21% are “neutral” implying that there is a lack of team building techniques in the tourism industry.

Question 23

Our organisational culture builds mutual trust

Findings indicate that 50% “agree” and 24% “strongly agree” with the statement that their organisational culture builds mutual trust. It represents 74% who agree that their

organisational culture builds mutual trust. The remaining 26% do not agree out of which 16% are “neutral”. This shows that the majority understand the importance of a good organisational culture to build mutual trust. However, not all organisations share this view.

Question 24

Employees at all level are committed to quality

Respondents noted that 51% “agree” and 29% “strongly agree” with the statement representing 80%. Hence, out of the remaining 20% do not agree with the statement, 8% are “neutral”. It shows that despite the lack of the right human resource quality management, employees are still committed to quality. This can be explained by the fact that management may be using other motivating factors to induce employee commitment.

Question 25

Employees are responsible for the quality of their work

The diagram indicates in general that employees are responsible for the quality of their work. This is clearly shown as 55% “agree” with the statement and 31% “strongly agree” with that statement. This represents 86% who agree with the statement and the remaining 14% do not agree, out of which 8% are “neutral”. The results confirm why employees are committed to quality, as they are responsible for the quality of their work. In other words they are held accountable for their quality of work.

Question 30

Employees who perform well are rewarded / recognised

Employees are rewarded and recognised in order to motivate and encourage employees to perform better. In some organisations they name the best employee of the month to encourage employees to continually upgrade their skills. From the survey 46% “agree” and 34% “strongly agree” with the statement, which represents 80%. However, out of the remaining 20% do not agree, 10% are “neutral”. It is important to highlight that the majority of tourism organisations recognise the importance of rewarding and recognising the efforts of their employees. There are various types of rewards both intrinsic and extrinsic, which may be provided to employees. Taking care of employees

is important, as they are the ones who actually deliver the service and provide the necessary feedback. Moreover, they have the first contact with the tourists.

Summary: Human Resource

The findings show that only 40% “agree” that employees at all levels undergo extensive training in quality management, 31% “disagree” that their organisation experiences a high employee turnover, 36% “agree” that they use team-building techniques, 50 % “agree” that their organisational culture builds mutual trust, 51% “agree” that their employees at all levels are committed to quality and finally only 46% “agree” that employees who perform well are rewarded/ recognised. It has to be noted that the tourism industry consider certain aspects of human resource more important than others, for example 86% agree that employees are responsible for their quality of work, 80% agree that employees at all levels are committed to quality and 80% agree that reward and recognition should be provided to employees who perform well. This reinforces the concept that there is a lack of team building and training in the tourism industry.

4.2.7 BENEFITS OF QUALITY

There are various benefits of quality and some of the main benefits are increases in competitiveness, improvement in customer satisfaction, increased productivity, enhanced profitability and high employee morale.

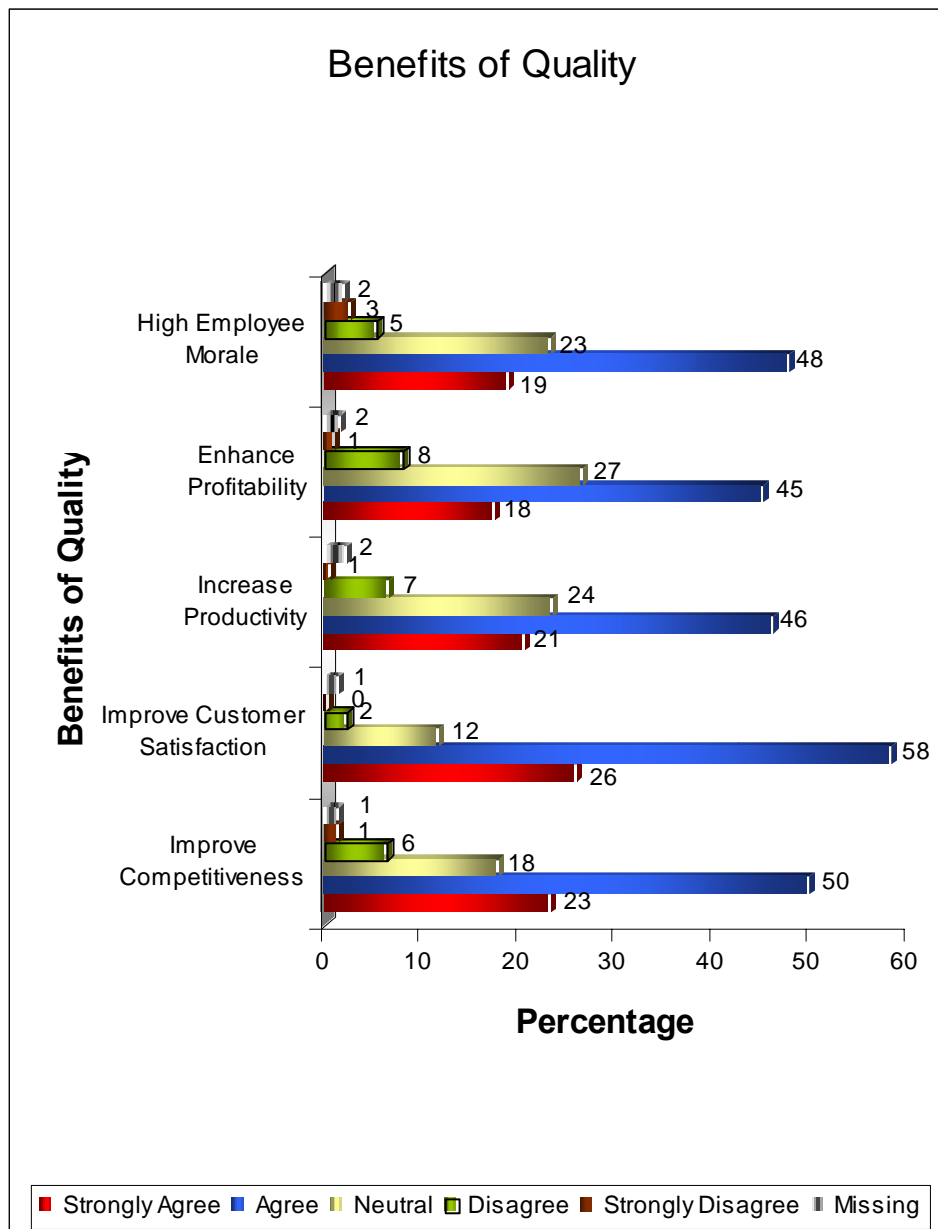


Figure 7: Benefits of Quality

Question 33 a

As a result of quality management our competitive position has improved vastly.

From the survey 50% “agree” and 23% “strongly agree” with the statement that quality management has improved the competitive position of the tourism organisation. Hence, 73% agree that as a result of quality management their competitive position has improved vastly. However, out of the remaining 27% do not agree, 18% are “neutral” illustrating that the majority of tourism organisations has experienced an improvement in their competitive position due to quality management.

Question 33 b

As a result of quality management our customer satisfaction has improved vastly.

The survey depicts that 58% “agree” and 26% “strongly agree” with the statement that as a result of quality management their customer satisfaction has improved vastly. It implies that 84% agree to that statement. On the other hand, out of the remaining 16% do not agree, 12% are “neutral”. It explains that quality management plays an important role in customer satisfaction.

Question 33 c

As a result of quality management our productivity has increased significantly.

The majority i.e. 46% “agree” and 21% “strongly agree” with the statement that their productivity has increased significantly as a result of quality management. Hence, 67 % agree with the statement. Still out of the remaining 33 % did not agree with this statement, 24% rated “neutral”. It reveals that tourism organisations have still not experienced increase in productivity due to quality management. This may occur, as many tourism organisations are not adopting the right quality management methods required for their organisation.

Question 33 d

As a result of quality management our profitability has been greatly enhanced.

From the survey it is noted that 45 % “agree” and 18% “strongly agree” with the statement that profitability has increased due to quality management. Overall, 63% agree with the statement. Nevertheless, out of remaining 37% who have not agreed with the statement, 27% are “neutral”. It shows that tourism organisations have not actually considered the benefits of quality management on their organisation in terms of higher profitability. Moreover, they may not be adopting the right quality management in the right manner.

Question 33 e

As a result of quality management our employee moral is much higher.

From the diagram 48% “agree” and 19% “strongly agree” with the statement that employee morale has increased due to quality management. Hence, 67% agree with the

statement and the remaining did not agree with the statement, out of which 23% are “neutral”. There is a clear indication that tourism organisations do not adequately comprehend the importance of quality management as a means to improve employee morale.

Summary: Benefits of quality.

From the findings the highest percentages are noted where 50% “agree” that their competitive position has improved due to quality management, 58% “agree” that their customer satisfaction has improved due to quality management, 46% “agree” that productivity has improved due to quality management, 45% “agree” that quality management has improved due to quality management, and finally 48% “agree” that quality management has improved due to quality management.

4.2.8 BARRIERS TO QUALITY MANAGEMENT

In many organisations, quality management suffers due to lack of top management commitment, lack of strategy, lack of training, lack of communication, lack of cooperation, inability to change culture, and lack incentives.

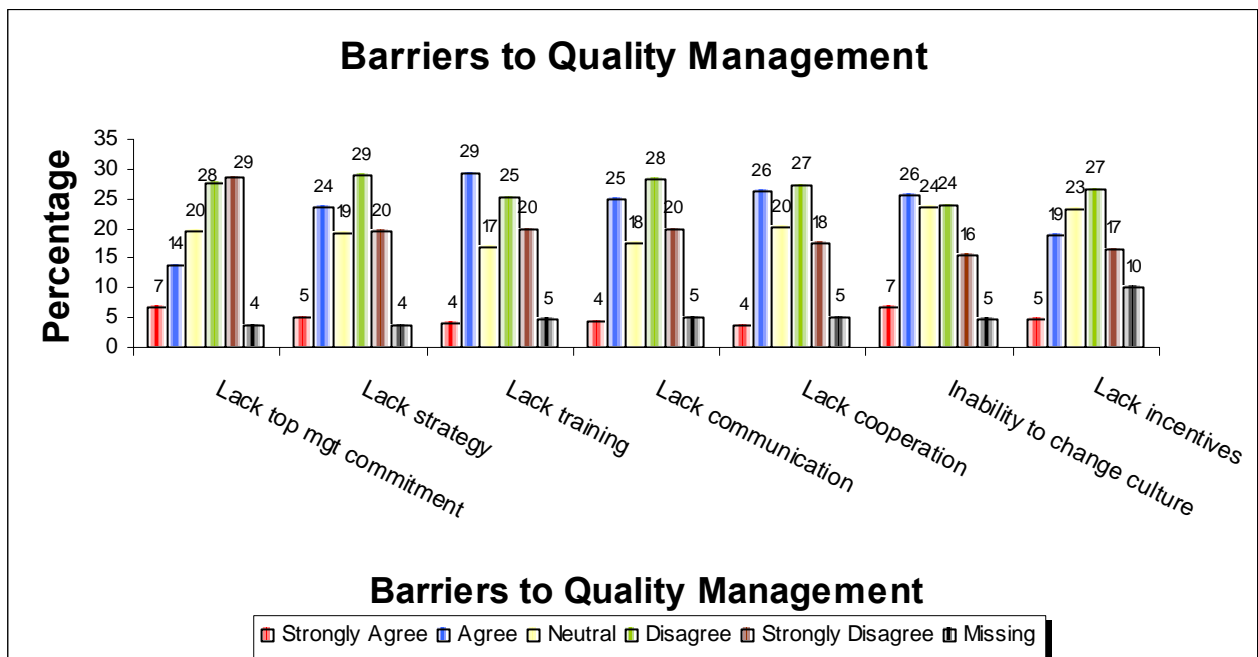


Figure 8: Barriers to Quality Management

Question 34 a

Our quality management has suffered due to lack of top management commitment.

From the diagram 29% “strongly disagree” and 28% “disagree” which is a total of 57% who disagree that their quality management has suffered due to lack of top management commitment. The remaining 43% have not disagreed with the statement however, 20% represent those who have opted for “neutral”. The percentage that disagrees is 57%, implying that top management may be committed to quality; but other factors may be hampering quality management. This result is not very optimistic, as 43% have not categorically ruled out that lack of top management may be the reason for inadequate quality management. Hence, this clearly depicts that there is still room for improvement.

Question 34 b

Our quality management has suffered due to lack of strategy.

From the survey 29% “disagree” while 24% “agree” with the statement. A total of 49% disagree with the statement that quality management has suffered due to lack of strategy and 43% agree that quality management has suffered due to lack of strategy. It points out that there is not much difference in terms of percentage of those who agree and those who disagree. This indicates in some organisations quality management has not been adequately implemented because of lack of strategy however in other organisations they have clear set strategies. Lack of strategy is a very important drawback as it provides the tourism organisation with the sense of direction. Without a clear strategy the organisation adopts a reactive rather than a proactive approach.

Question 34 c

Our quality management has suffered due to lack of training.

The percentage that “agrees” with the statement that quality management has suffered due to lack of training is 29%. However 25% “disagree” with the statement that quality management has suffered due to lack of training. A total of 33% agree with the statement and a total of 45 % disagree with the statement. It should be highlighted that only 45% disagree with the statement. This implies that lack of training may be an

important factor which influences the smooth implementation of quality management practices.

Question 34 d

Our quality management has suffered due to lack of communication.

The highest percentage of 48 disagrees with the statement that quality management has suffered due to lack of communication. It has to be mentioned that 28% “disagree” while 25% “agree” that quality management has suffered due to lack of communication. The total that agrees that quality management has suffered due to lack of communication represents only 29% of the total sample size. Although 48% disagree with the statement, the percentage is rather low indicating that lack of communication may be one of the reasons for poor quality management.

Question 34 e

Our quality management has suffered due to lack of cooperation.

From the diagram 27% “disagree” that quality management has suffered due to lack of cooperation, on the other hand 26%, “agree “ that quality management has suffered due to lack of cooperation. From a global perspective, a total of 45% disagree and 30% agree with the statement. Although the majority disagree, this implies it is not due to lack of cooperation that quality management has suffered, but due to other aspects. Only 45% share this opinion, which indicates that there is room for improvement and that lack of cooperation may be an issue in certain tourism organisations.

Question 34 f

Our quality management has suffered due to lack of ability to change organisational culture

It must be stated that 26% “agree” with the statement and 24% are “neutral” and 24% “disagree”. A total of 40% disagree and 33% agree with the statement that quality management has suffered due to inability to change organisational culture. It clearly

shows that in certain organisations inability to change organisational culture may hamper the effectiveness of quality management practices.

Question 34 g

Our quality management has suffered due to lack of incentives

From the survey 27% “disagree” with the statement that quality management has suffered due to lack of incentives and 23% rated “neutral”. However, a total of 44% disagree with the statement and 24% agree with the statement that quality management has suffered due to lack of incentives. Once more it is clearly shown that there is room for improvement as there are great variations in the ratings.

Summary: Barriers to Quality Management

Table I: Summary of barriers to quality management

Statement	Agree	Disagree
38. Lack of top management commitment	21%	57%
39. Lack strategy	29%	49%
40. Lack training	33%	45%
41. Lack communication	29%	45%
42. Lack cooperation	30%	45%
43. Inability to change culture	33%	40%
44. Lack incentives	24%	44%

The above table describes that lack of training, inability to change organizational culture and lack cooperation are the main barriers to quality management. However, 57% and 49% of the respondents disagreed with top management commitment and strategy are among the categories respectively. It implies these aspects are mainly present in tourism organizations. Therefore organizations should work harder to reduce these barriers to induce effective quality management.

4.2.9 MEASUREMENT OF QUALITY

This section deals with the measurement of customer complaint, cost of poor quality and how much organizations spend on quality management.

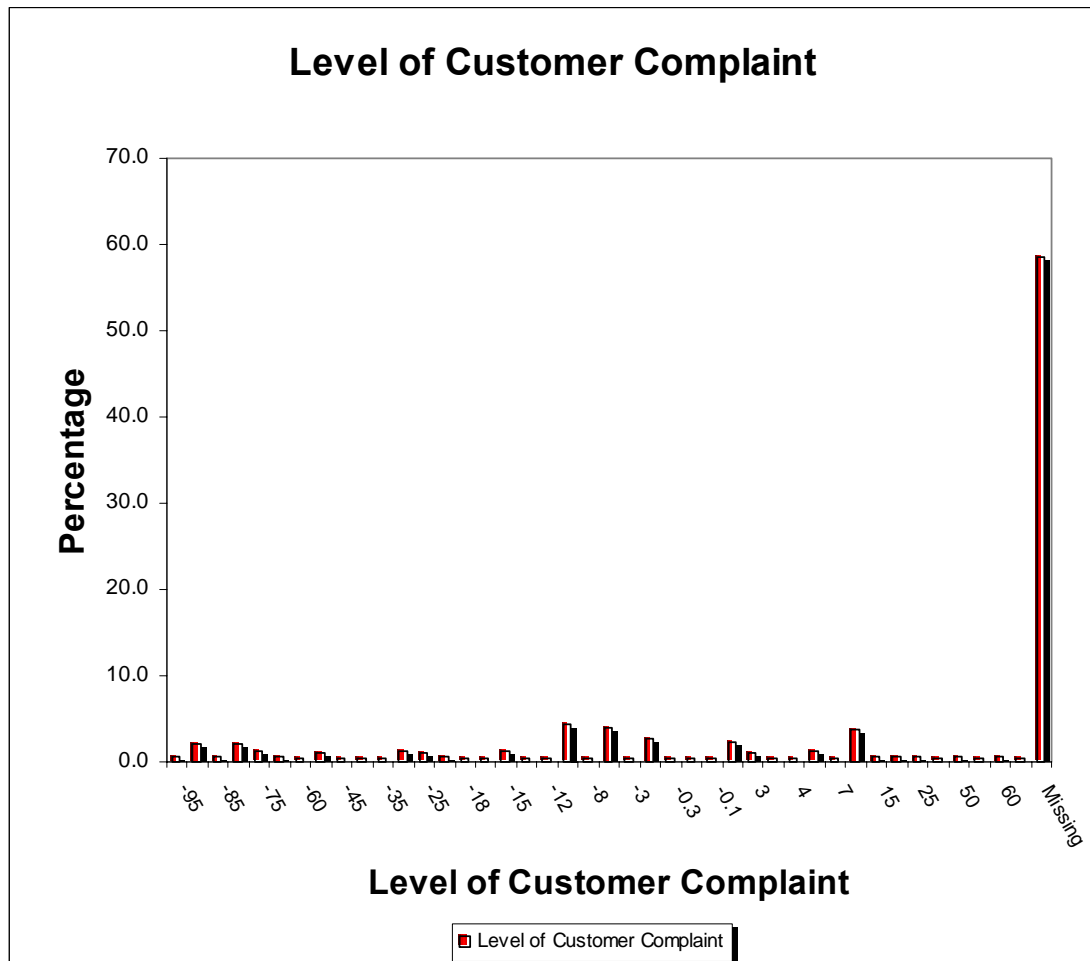


Figure 9: Level of Customer Complaint

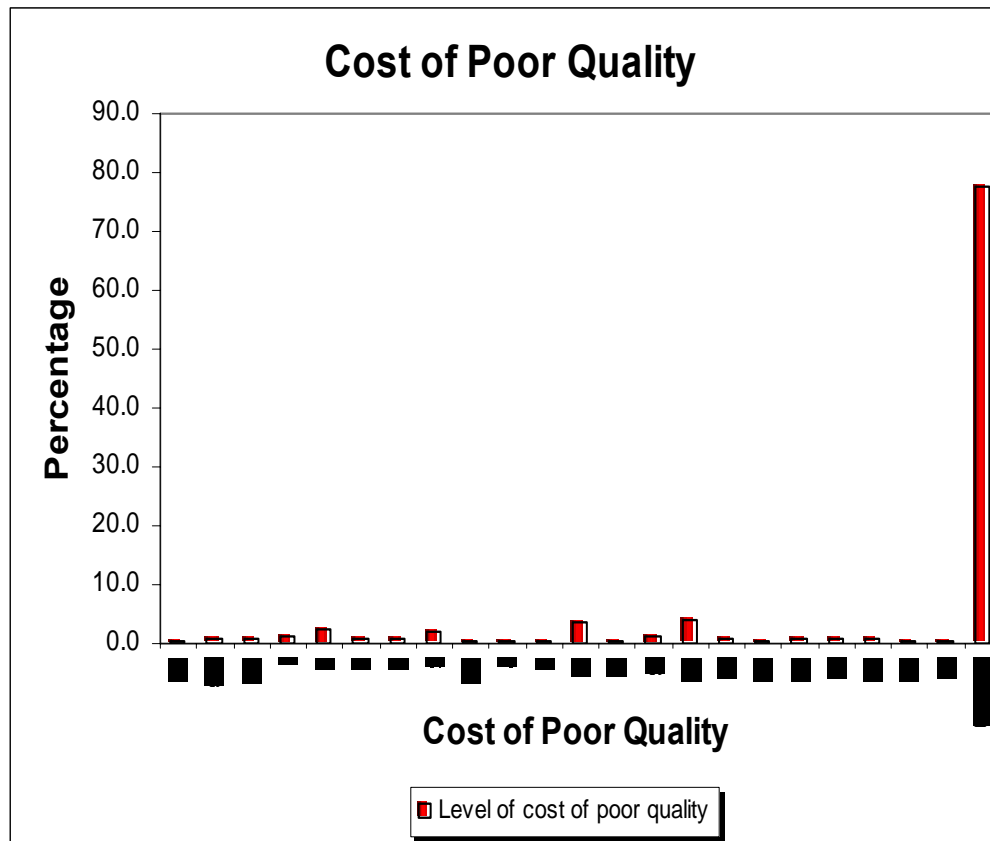
Question 35

The level of customer complaints has dropped/increased by about ____% in the last year.

For this statement answers ranged from -95% to 80%, which clearly reveals that tourism organizations do not actually measure quality management, especially customer complaints, and also based on the fact that fictitious answers were provided. A great majority (58.5%) of the respondents did not provide answers to that statement, showing as 'missing' values in the analysis.

Question 36

The cost of poor quality was about _____ % of our annual revenue last year



Question 37

We spend about _____% of our annual revenue on quality management last year.

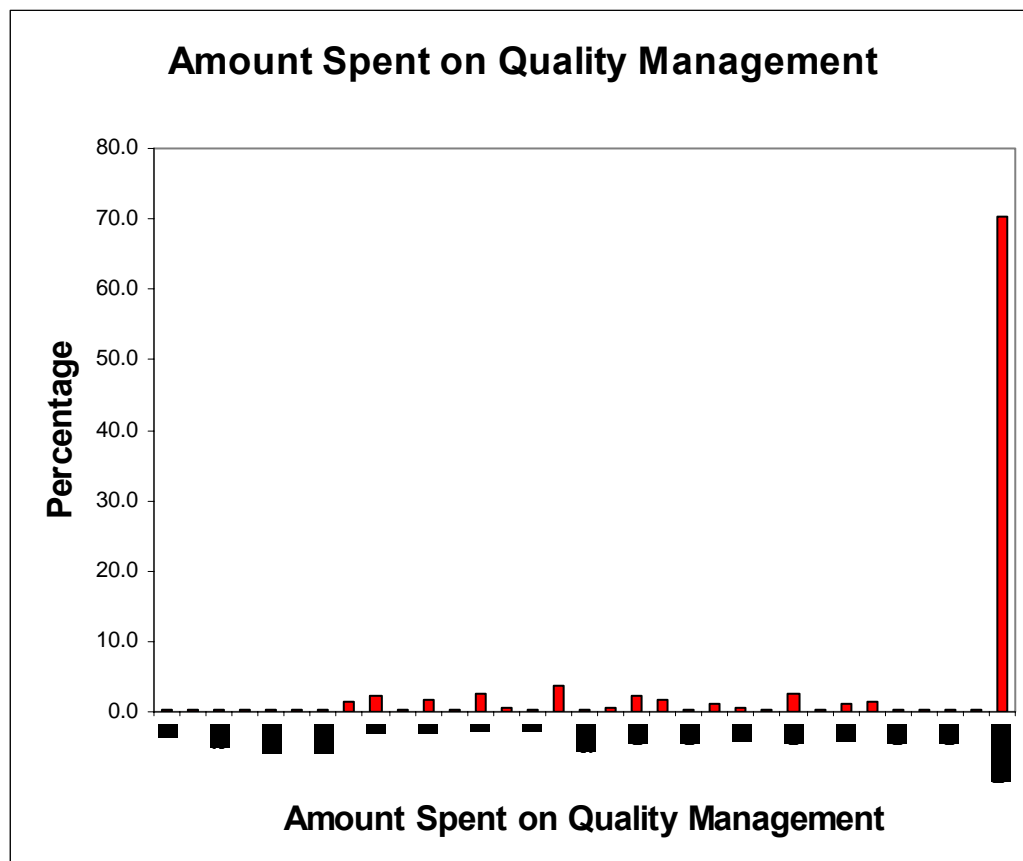


Figure 11: Amount Spent on Quality Management

This statement's answers range from 90% to -5%, implying that management spent 90% to -5% of their annual revenue on quality management in the previous year. The diagram also shows that 70% did not respond to this answer. It illustrates that many tourism organizations do not measure the amount spent on quality management. Here again answers provided were very ambiguous.

Summary: Measurement of Quality

In this section most respondents did not provide answers to the statements. Cost of poor quality as a percentage of annual revenue was the highest percentage (77.4%) in terms

of 'missing' category for that statement. In addition 70.4% also did not answer the statement relating to the percentage of annual revenue spent on quality management and finally 58.5% did not answer the statement relating to level of customer complaint. It is an indication that many organizations do not have the right framework to measure quality, which confirms why respondents answered so ambiguously.

4.3 SECTION B

4.3.1 INFORMATION ABOUT THE ORGANISATION

This section deals with the details about the various tourism organisation from the type of organisation, type of service, management level of respondent, gender of respondent, type of ownership, number of employees, number of rooms, annual revenue and age of the organisation. The information will portray the different organisations, which represents the tourism industry. A response rate of 99.67% was obtained for the sample size of 35% of the actual tourism population.

Question 2

Type of Organisation

The diagram below shows 82% of the tourism organisations are local ones. However 14% represent international organisations. This clearly shows that there is limited international investment in the tourism industry.

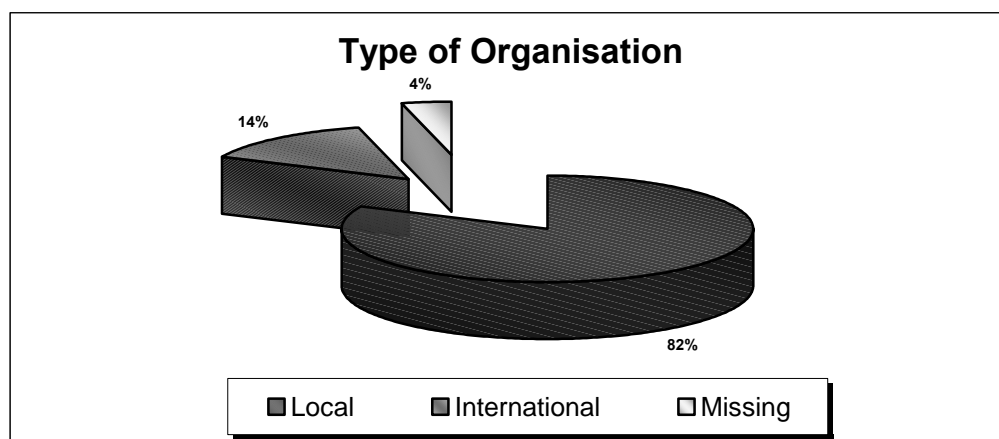


Figure 12: Type of Organisation

Question 3

Type of Service

From the survey the types of organisations selected were chosen specifically according to a probability sampling, more specifically, stratified sampling as 35% of the actual tourism organisations were selected. Specific sectors were identified such as hotel, accommodation, leisure, travel and food services. However as the hotels have a greater impact on the industry, the total sample size of 99 hotels from December 2005 official

list was considered. From the Breakdown 33% of the sample represents hotels, 35% represents food services, 20% represents travel, 10% represents leisure and 2% represents accommodation. A response rate of 99.67% was achieved.

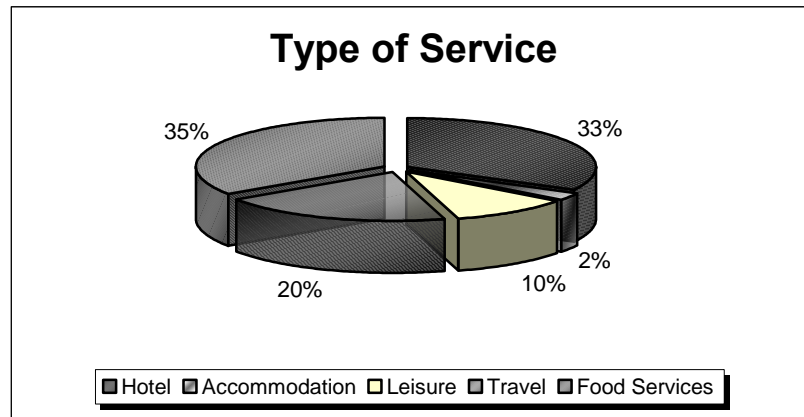


Figure 13: Type of service

Table II Type of Service

Type of Service	Frequency
Hotel	99
Accommodation	7
Leisure	31
Travel	60
Food Services	104

Question 4

Management Level of Respondent

The objective was to contact top management or middle management in the tourism organisations. The survey describes that 54% and 37% represent “top management” and “middle management” who actually responded to the survey respectively. However, 6% of the respondents were “low management” level and the remaining 3% did not answer. It is clearly shown that the target group (top management and middle management) was successfully reached.

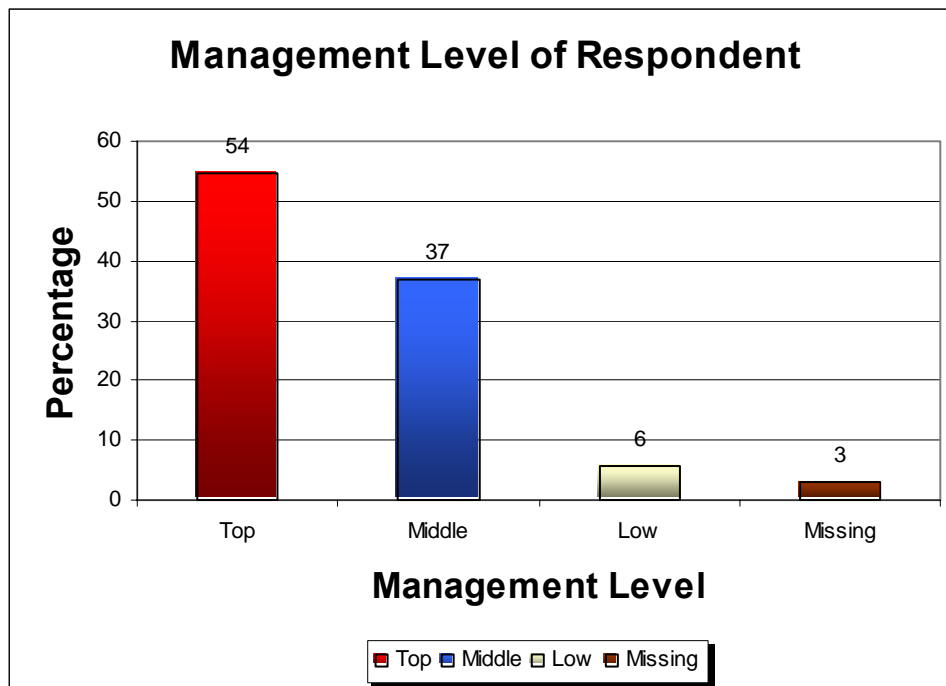


Figure 14: Management Level of Respondent

Question 5

Gender of Respondent

From the survey, 78%, representing the majority, were male management representatives whereas female management representatives represented only 20%. However 2% did not answer this question.

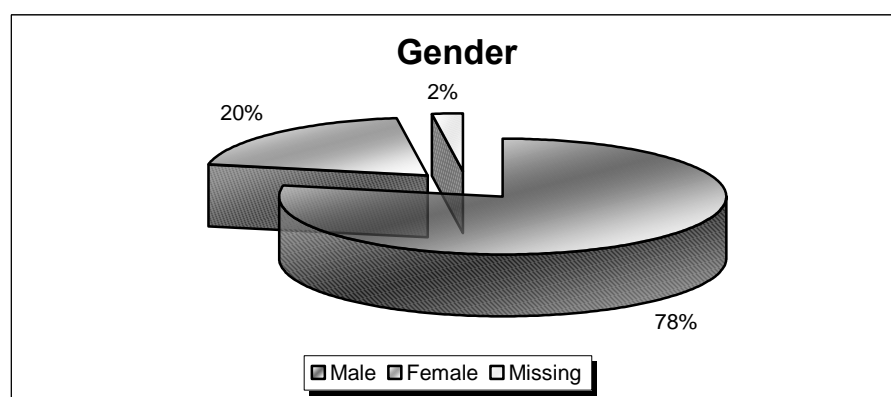


Figure 15: Gender

Question 6

Type of Ownership

From the diagram below, 54% of the respondents represent “sole proprietorship or family business”, 28% represent “partnership business” and 11% represent “public company”. The remaining 8% is missing. This indicates that the majority of tourism organisations are under sole proprietorship and family businesses.

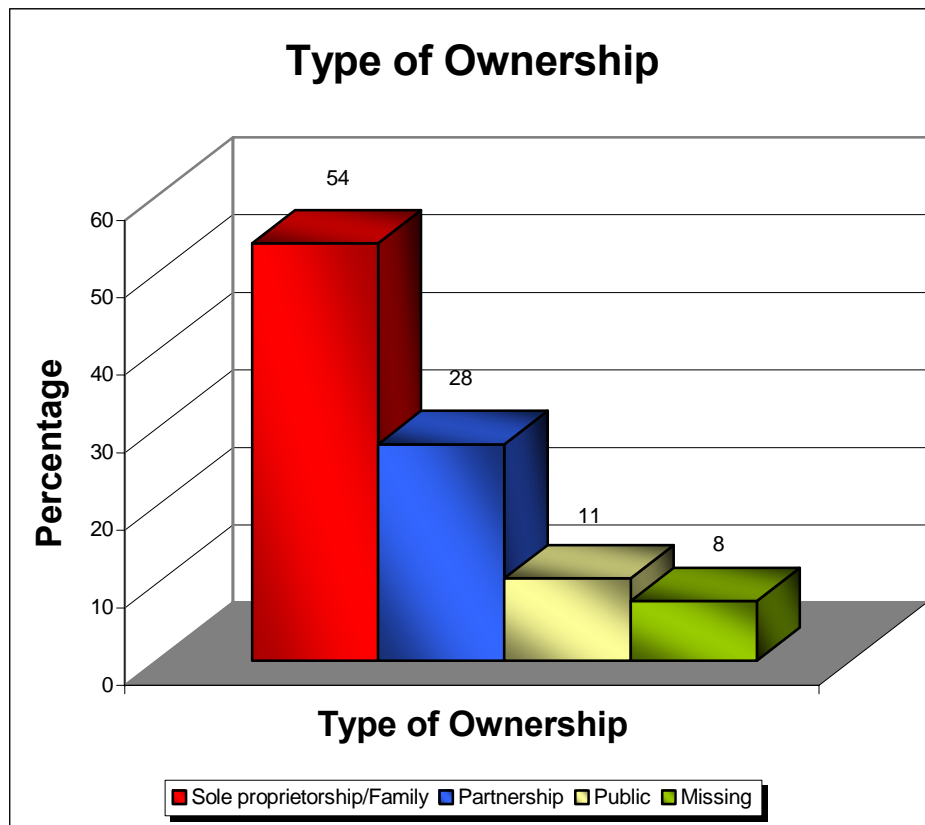


Figure 16: Type of Ownership

Question 7

Number of Employees

From the survey 39%, 18% and 16% of tourism organisations have less than 10 employees, between 11-25 employees and between 101-500 employees respectively. Only 6% of the tourism organisations employ more than 500 employees.

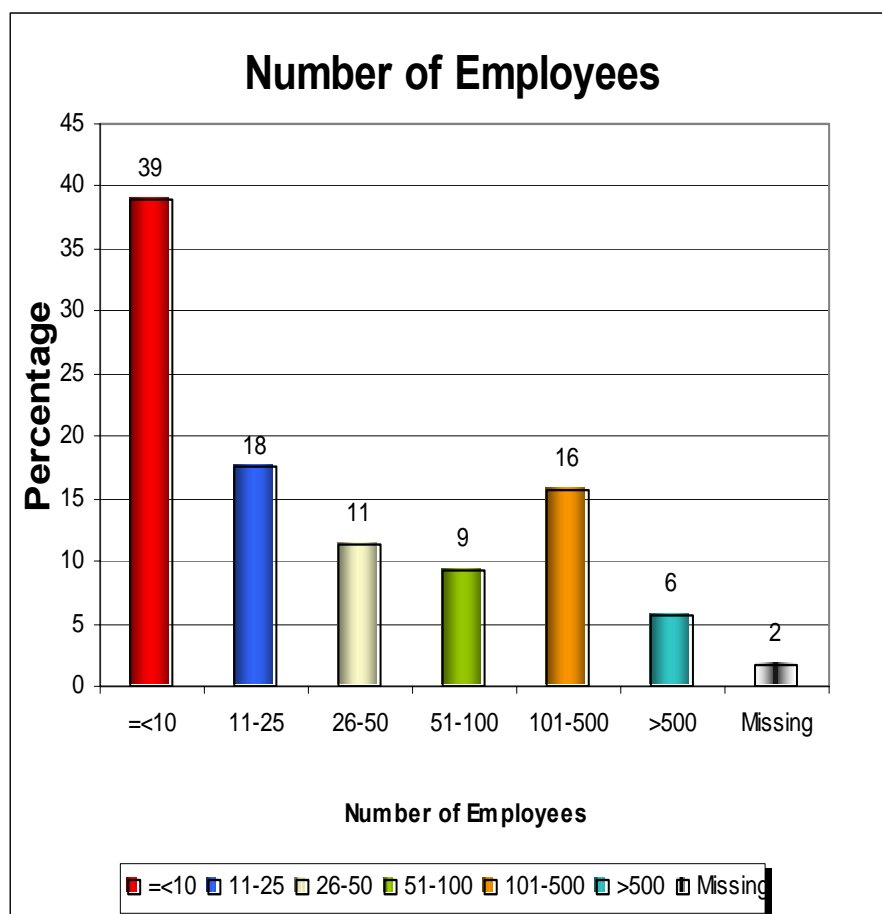


Figure 17: Number of Employees

Question 8

Number of rooms (only for hotels, guest houses, etc.)

From the diagram below, 14%, 13%, and 8% of hotels and accommodations have less than 50 rooms, more than 80 rooms and between 51-81 rooms respectively. 2% did not answer and for the remaining 64% the question was not applicable as they were either in the leisure, travel or food services category. As per the diagram, most hotels surveyed (14%) have less than 50 rooms.

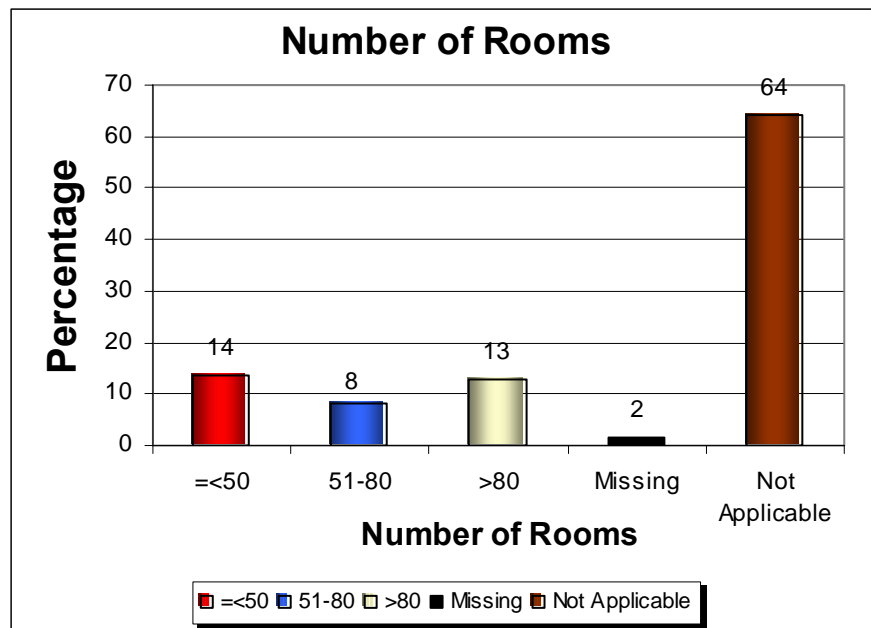


Figure 18: Number of Rooms

Question 9

Annual Revenue

It is important to observe that 37 % did not answer this question as annual revenue was considered as confidential information. However, the highest percentage that answered is 12% with 1-4.9 million in terms of annual revenue. In addition, 11% of the tourism organisations surveyed obtains more that 100 million in terms of annual revenue, 10% obtain less than 0.5 million and 10% obtain from 10-49.9 million. This clearly illustrates, as expected, that the tourism industry is a very lucrative sector as the majority who answered this question obtain more than 0.5 million in terms of annual return i.e. 54% of the tourism organisations surveyed.

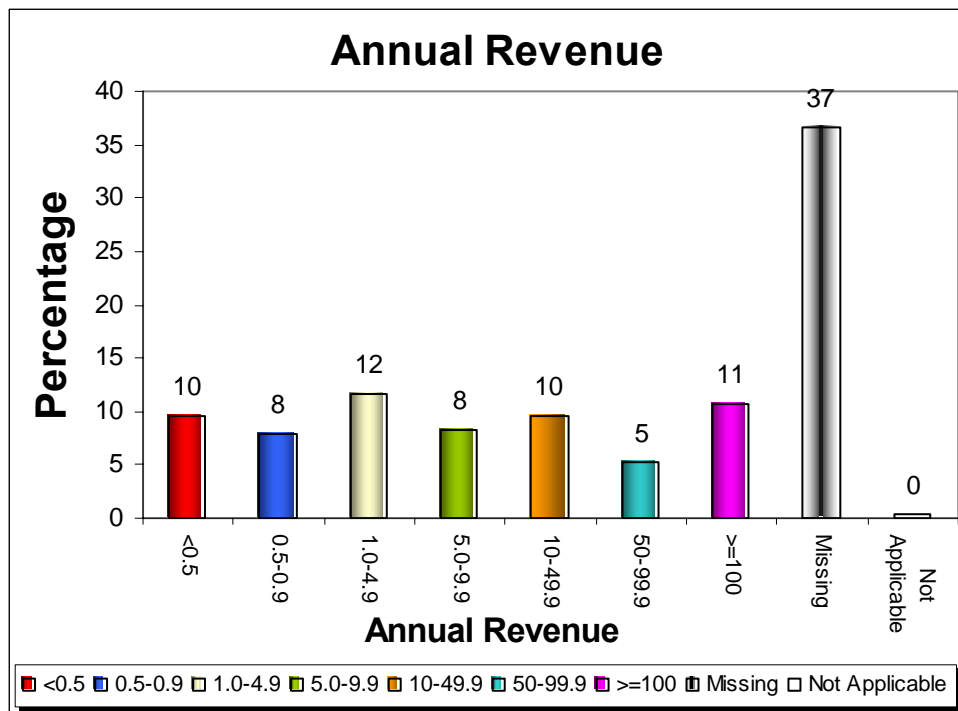


Figure 19: Annual Revenue

Question 10

Age of Organisation

This diagram describes that 48% of the tourism organisation have been in operation for more than 10 years, 18% have been in operation for 5-10 years, 13 % have been in operation 3-5 years and the remaining 16% have been in operation for less than 3 years.

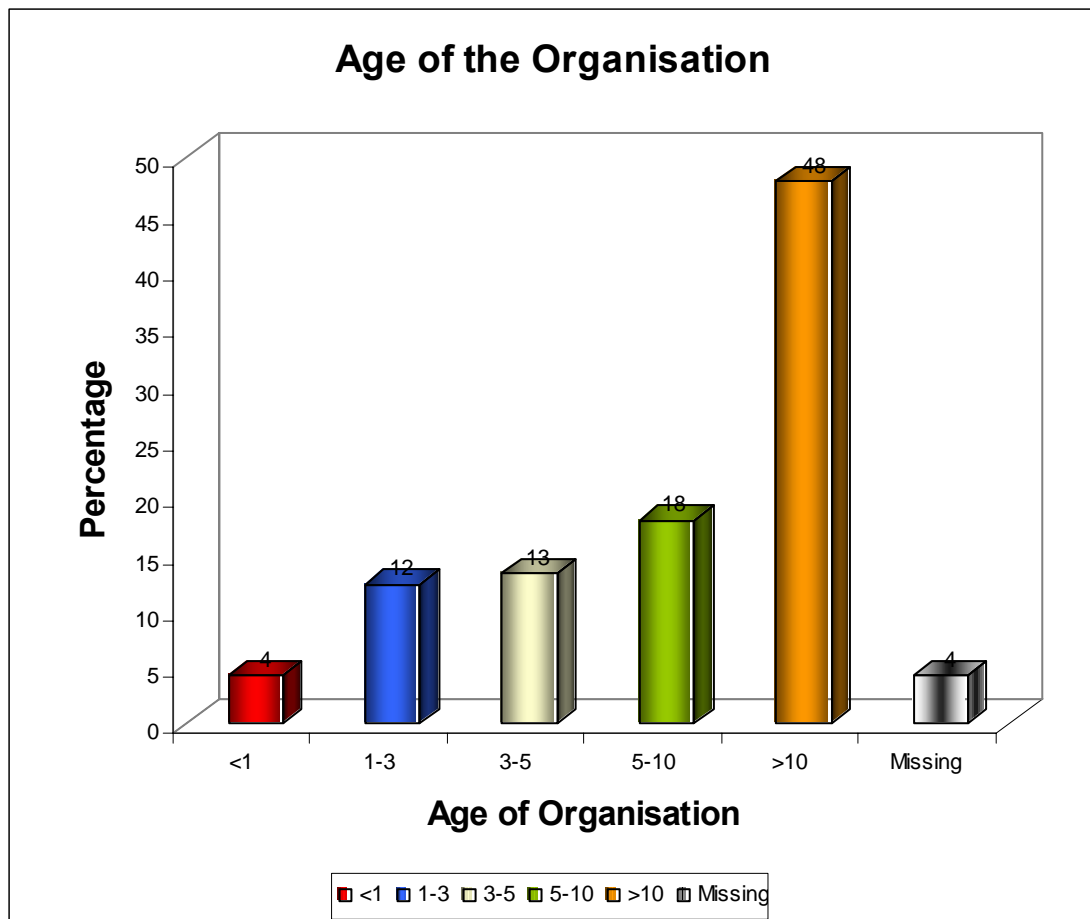


Figure 20: Age of Organisation

4.3.2 CERTIFICATIONS

Question 11

Our Organisation is certified under:

From the diagram below, 12% of the organisations are ISO 9001 certified, 11% are HACCP certified, and only 3 % are SQF certified and 3% are Green Globe Certified. It is hence clearly observed that most organisations are ISO 9001 certified and HACCP certified. It gives an indication that the majority of tourism organisations are not certified.

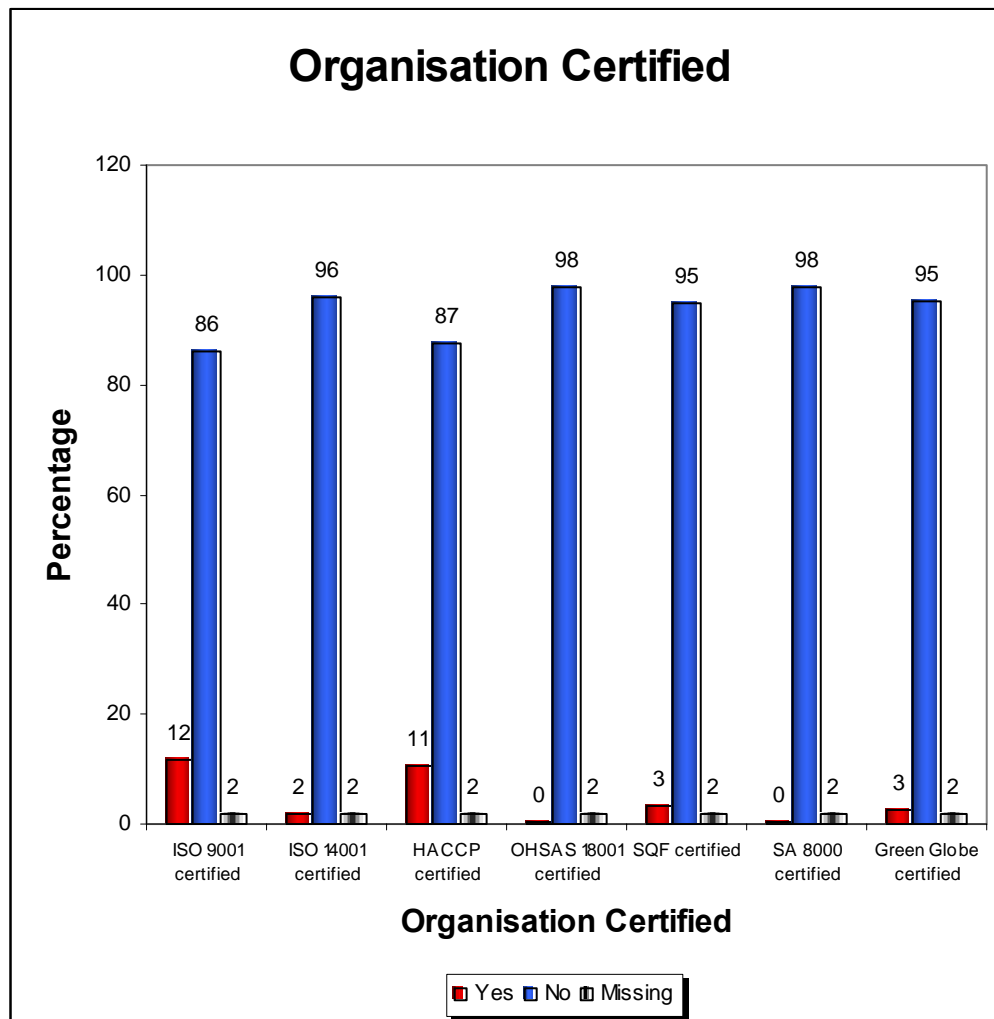


Figure 21: Organisations Certified

Question 12

Our organisation has won:

Very few organisations have won National Quality Award. Among them, only 4% have won the National Quality Award Level 3, 3% won National Quality Award Level 2 and 2% won National Quality Award Level 1. A total of 9% of the tourism organisations surveyed have won the National Quality Award.

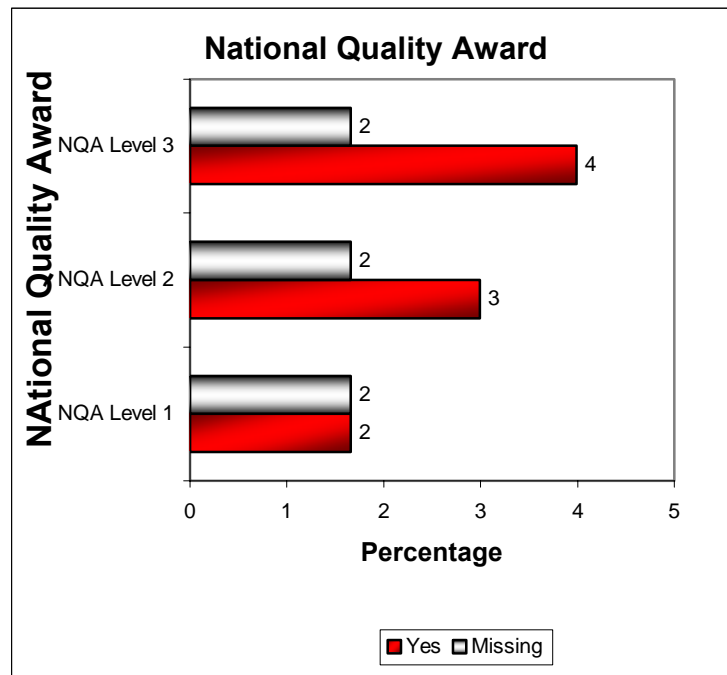


Figure 22: National Quality Award

4.4 FURTHER ANALYSIS

4.4.1 LEADERSHIP

Table 1 Percentage agree for statements related to Leadership

Survey Statement	Agree (%)
<i>Leadership</i>	
Strategic Plan	72.1
Top Management Leads by Example	82.4
Involve Subordinate	70.9
<i>Quality Practices</i>	
Top Management Commitment	83.9
<i>Barriers to Quality Management</i>	
Lack of Top Management Commitment	21.4
Lack Strategy	29.7

From Table 1, 82.4% of respondents have a top management that leads by example, 72.1% adopt a strategic plan and 70.9% involve subordinates in decision-making. The findings show that 82.4% believe their top management leads by example and 83.9% of tourism organisations have top management commitment to quality yet, 21.4% of tourism organisations consider lack of top management commitment as a barrier to quality management. In addition 29.7% of respondents consider lack of strategy as a barrier to quality management.

Table 2 Cross tabulation of statements related to Leadership with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Leadership</i>		
Strategic Plan	69.8	82.9
Leads by Example	81.6	87.8
Involves Subordinates	68.3	87.8
<i>Barriers to Quality Management</i>		
Lack of Training	36.7	22.2
Inability to Change Culture	36.1	21.1
Lack of Incentives	27.6	17.1

From Table 2, international organisations tend to have the appropriate leadership style compared to local companies since 82.9% of international organisations have a strategic plan, 87.8% have a top management that leads by example and 87.8% involve subordinates in decision making. In comparison only 68.3% of local organisations

involve subordinates in decision-making, 69.8% have a strategic plan and 81.6% have a top management that leads by example. This shows that both local and international organisations believe that their top management leads by example however, only 69.8% and 68.3% of local organisations have a strategic plan and involve subordinates in decision making respectively.

This may be evident as 27.6% of local organisations consider lack of incentives, 36.1% consider inability to change organisational culture, 36.7% consider lack of training, and 22.9% state that lack of strategy acts as a barrier to quality management.

Table 3 Cross tabulation of statements related to Leadership with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Leadership</i>					
Strategic Plan	82.8	57.1	60.0	78.9	62.5
Leads by Example	85.9	71.4	86.7	84.2	77.7
Involves Subordinates	84.7	42.9	56.7	64.3	67.3
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Quality Approaches	43.3	28.6	20.0	35.3	26.2
<i>Barriers to Quality Management</i>					
Lack of Strategy	25.8	57.1	27.6	17.9	38.6

Table 3 shows that management within hotels tend to adopt leadership practices more than the other tourism components as all leadership statements range within 82.8%-85.9% of hotels. Top management leads by example ranges from 71.4%-86.7% of the tourism components. Although all sectors believe that top management leads by example, not all tourism components have a strategic plan nor do they involve subordinates in decision-making. Moreover, accommodation has the poorest results for all leadership criterions.

This is apparent, as accommodation may not have the basic quality framework in place as only 57.1% of accommodation has a formal quality management programme and only 28.6% have quality approaches. Likewise, 57.1% of respondents from the accommodation component believe that lack of strategy acts as a barrier to quality management. This shows that decision makers in the accommodation component may

not have the right quality approach and programme to effectively apply quality management in their establishment.

Table 4 Cross tabulation of statements related to Leadership with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Strategic Plan	64.4	78.3	90.6
Leads by Example	80.0	86.7	87.5
Involves Subordinates	62.4	80.2	78.1
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4
Benchmarking	47.5	64.3	87.5
<i>Barriers to Quality Management</i>			
Inability to Change Culture	39.5	25.0	20.7

As per Table 4, the rating for leadership style of management is lower for sole proprietorship/family businesses as compared to partnership and public organisations, which range from 78.1%-90.6%. The statement “top management leads by example” rated within the 80.0%-87.5% of all types of ownership. This is however surprising as most sole proprietorships/family businesses do not adequately adopt quality management throughout their organisation since only 41.4% of sole proprietorships/family businesses have a formal quality management programme and only 47.5% of sole proprietorships/family businesses carry out benchmarking. This may be obvious as 39.5% of sole proprietorship/family businesses consider inability to change organisational culture as a barrier to quality management, which may affect the smooth implementation of quality management.

Table 5 Cross tabulation of statements related to Leadership with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Leadership</i>						
Strategic Plan	62.3	58.5	82.4	81.5	91.5	88.2
Leads by Example	78.9	75.5	88.2	85.2	91.3	88.2
Involves Subordinates	58.9	66.7	87.9	81.5	87.2	76.5
<i>Barriers to Quality Management</i>						
Lack of Strategy	41.2	28.8	25.0	18.5	13.3	20.0
Lack of Cooperation	31.3	35.3	25.0	50.0	22.2	20.0
Inability to Change Culture	38.9	31.4	31.3	48.0	19.6	20.0

As indicated by Table 5, organisations that have more than 26 employees have a strategic plan with percentages ranging from 81.5%-91.5%. However organisations with less than 26 employees do not tend to have a strategic plan as well as involve their subordinates in decision-making. It is important to note that all organisations, irrespective of the number of employees, believe that their top management leads by example. The percentage of organisations that have more than 26 employees have a high rating throughout the leadership statements, which ranges from 81.5%-91.5%. However the statement “involve subordinates in decision making” rated 76.5% for organisations that have more than 500 employees. This may be explained, as 20.0% of organisations that have more than 500 employees consider lack of cooperation, inability to change culture and lack of strategy as the main barriers to quality management.

Table 6 Cross tabulation of statements related to Leadership with Strategic Plan

	Strategic Plan
Survey Statement	Agree (%)
<i>Leadership</i>	
Leads by Example	90.1
Involves Subordinates	79.5
<i>Barriers to Quality Management</i>	
Lack of Cooperation	26.5
Inability to Change Culture	26.6
Lack of Incentives	20.8

From Table 6, 90.1% of organisations that have a strategic plan and a top management that leads by example and only 79.5% of organisations that have a strategic plan involve subordinates in decision making. This indicates that most organisations may have a strategic plan and a top management that leads by example, however a lower percentage involves subordinates in decision making. This may be explained as 26.6% that have a strategic plan consider inability to change organisational culture as a barrier to quality management and 26.5% that have a strategic plan consider lack of cooperation as a barrier to quality management. Moreover, 20.8% of those that have a strategic plan believe that lack of incentives acts as a barrier to quality management, which explains why only 79.5% of those organisations that have a strategic plan involve subordinates in decision making.

Table 7 Cross tabulation of statements related to Leadership with Formal Quality Management Exists

Formal Quality Management Exists	
Survey Statement	Agree (%)
<i>Leadership</i>	
Strategic Plan	88.1
Leads by Example	88.1
Involves Subordinates	80.3
<i>Barriers to Quality Management</i>	
Lack of Incentives	19.1

Table 7 shows that 88.1% of organisations that have a formal quality management have a strategic plan; moreover, 88.1% also have a top management that leads by example. However 80.3% of those that have a formal quality management programme also involve subordinates in decision-making. There are 19.1% of those that have a formal quality management programme think that lack of incentives acts as a barrier to quality management. Hence those that have a formal quality management programme also tend to adopt leadership styles as leadership statements ranges from 80.3%-88.1%. This portrays a positive image as organisations that adopt formal quality programme also induce organisations to implement leadership styles.

Table 8 Cross tabulation of statements related to Leadership with Top Management Commitment

Top Management Commitment	
Survey Statement	Agree (%)
<i>Leadership</i>	
Strategic Plan	77.1
Leads by Example	88.7
Involves Subordinates	77.0
<i>Barriers to Quality Management</i>	
Lack of Strategy	23.1
Inability to Change Culture	29.7
<i>Quality Practices</i>	
Quality Approaches	37.6
Ease of Production	53.3
Formal Quality Management	57.2

From Table 8, 77.1% and 77.0% of organisations that have top management commitment have a strategic plan and involve subordinates in decision-making respectively. The above statement may be explained as, 23.1% of organisations that have top management commitment agree that lack of strategy is a barrier to quality management. In addition, 29.7% of organisations that have top management

commitment to quality management also consider inability to change organisational culture as a barrier to quality management.

This is contradictory as although 88.7% of organisations that have top management commitment also have a top management that leads by example, only 37.6% of those that have a top management commitment adopt quality approaches, 53.3% of those that have top management commitment design products or services for ease of production and 57.2% of those that have top management commitment have a formal quality programme. It shows that most respondents believe they have top management commitment to quality yet; a few of them actually adopt quality management.

4.4.1.1 STRATEGIC PLAN

Table 9 Cross tabulation of statements related to Strategic Plan with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Leadership</i>		
Strategic Plan	69.8	82.9
<i>Barriers to Quality Management</i>		
Lack of Strategy	29.8	24.3
Lack of Training	36.7	22.2
Inability to Change Culture	36.1	21.1
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0

As per Table 9, 82.9% of international organisations agree with the statement that they have a strategic plan as compared to 69.8% of local organisations. Out of the local companies surveyed 29.8% believe that lack of strategy is a barrier to quality management. Although 82.9% of international organisations surveyed have a strategic plan, only 69.0% of them actually have a formal quality management programme. As for the local organisations 69.8% have a strategic plan but only 48.2% of local organisations have a formal quality management programme. The findings show that international organisations have a better overall rating whereas local organisations seem to be lagging behind in quality management. It may be due to lack of quality management training as 36.7% of local organisations consider lack of training and 36.1% consider inability to change culture as a barrier to quality management.

Table 10 Cross tabulation of statements related to Strategic Plan with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Leadership</i>					
Strategic Plan	82.8	57.1	60.0	78.9	62.5
<i>Barriers to Quality Management</i>					
Lack of Strategy	25.8	57.1	27.6	17.9	38.6

Table 10 shows that 82.8% of hotels, 78.9% of travel organisations, 62.5% of food services, 60.0% of leisure organisations and 57.1% of accommodation have a strategic plan. This shows only certain tourism components find it important to have a strategic plan. It is obvious, as 57.1% of accommodation, 38.6% of food services and 27.6% of leisure organisations believe that lack of strategy acts as a barrier to quality management. Moreover, these three components rated highest for the statement concerning lack of strategy. This may indicate that, as food services, leisure organisations and accommodations do not sufficiently adopt a strategic plan; they thus believe that this lack of strategy acts as a barrier to quality management.

Table 11 Cross tabulation of statements related to Strategic Plan with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Strategic Plan	64.4	78.3	90.6
<i>Barriers to Quality Management</i>			
Lack of Strategy	35.8	28.4	6.7
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4

Of the different types of organisations, 90.6 % of public and 78.3% of partnership organisations have a strategic plan compared to 64.4% of sole proprietorship and family businesses as indicated by Table 11. This is highlighted as 35.8% of sole proprietorship and family businesses consider lack of strategy as a barrier to quality management and only 41.4% of sole proprietorship or family businesses have a formal quality management programme. This depicts that sole proprietorship and family businesses have a relatively lower percentage that adopt a strategic plan and formal quality programme, which may explain the reason why 35.8% of sole proprietorship and family businesses consider lack of strategy as a barrier to quality management.

Table 12 Cross tabulation of statements related to Strategic Plan with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Leadership</i>						
Strategic Plan	62.3	58.5	82.4	81.5	91.5	88.2
<i>Barriers to Quality Management</i>						
Lack of Strategy	41.2	28.8	25.0	18.5	13.3	20.0

There are 91.5% of organisations that have between 101-500 employees, have a strategic plan. The organisations surveyed that have 26-50, 51-100, >500 employees agree on having a strategic plan with a rating of 82.4%, 81.5% and 88.2% respectively, as shown by Table 12. However, only 62.3% of organisations that have ≤ 10 employees have a strategic plan and 58.5% of organisations that have between 11-25 employees, have a strategic plan, implying that most organisations employing between 11-25 and ≤ 10 employees do not sufficiently implement a strategic plan. This is explained as 41.2% of organisations that have ≤ 10 employees and 28.8% of organisations that have 11-25 employees consider lack of strategy as a barrier to quality management. As smaller organisations do not relatively adopt a strategic plan, they accordingly consider lack of strategy as a significant barrier to quality management.

Table 13 Cross tabulation of statements related to Strategic Plan with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Leadership</i>		
Strategic Plan	88.1	47.2
<i>Barriers to Quality Management</i>		
Lack of Strategy	16.2	29.7

In addition a chi-square test was carried out, the p-value is < 0.05 indicating that the results are significant, implying there is an association between the two variables i.e. “There is a significant association between implementing a strategic plan and having a formal quality management programme.” Table 13 illustrates that 88.1% of organisations that have a formal quality management programme also have a strategic plan. However, 47.2% of organisations that do not have a formal quality management programme have a strategic plan. This indicates a positive relationship between having a formal quality management programme and having a strategic plan. Having a formal quality programme may encourage having strategic plan, however, not all organisations

that have a strategic plan necessarily have a formal quality management programme. In addition 16.2% of the organisations surveyed that have a formal quality programme, consider that lack of strategy is a barrier to quality management.

Table 14 Cross tabulation of statements related to Strategic Plan with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Leadership</i>		
Strategic Plan	77.1	20.0
<i>Barriers to Quality Management</i>		
Lack of Strategy	23.1	90.5

Table 14 shows that 77.1% of organisations have a strategic plan and top management commitment to quality. Yet 20.0% of tourism organisations that do not have top management commitment have a strategic plan. The results explain most organisations that have a strategic plan have a tendency to have top management commitment. This is supported by the fact that 23.1% of respondents' state that they have top management commitment and believe that lack of strategy is a barrier to quality management.

4.4.1.2 TOP MANAGEMENT LEADS BY EXAMPLE

Table 15 Cross tabulation of statements related to Top Management Leads by Example with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Leadership</i>		
Leads by Example	81.6	87.8
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Benchmarking	52.1	92.7
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	22.1	15.4

Table 15 indicates that 87.8% of international organisations and 81.6% of local organisations' top management leads by example. Both percentages are high, indicating that both local and international organisations' top management lead by example. A very positive view of top management is portrayed here. When considering quality management practices, only 48.2% and 52.1% of local companies adopt formal quality

management programme and actually carry out benchmarking respectively. Moreover, 22.1% of local organisations believe that a lack of top management commitment acts as a barrier to quality management. This indicates that respondents have a very good view of top management but the latter is practically not doing enough to improve quality especially in local organisations as all percentages relating to quality management practices, human resource, customer focus and benefits of quality is lower than that of international organisations.

Table 16 Cross tabulation of statements related to Top Management Leads by Example with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Leadership</i>					
Leads by Example	85.9	71.4	86.7	84.2	77.7
<i>Barriers to Quality Management</i>					
Lack of Top Management Commitment	25.3	16.7	17.2	11.1	24.5
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Quality Approaches	43.3	28.6	20.0	35.3	26.2

From Table 16, 86.7% of the leisure organisations believe that their top management leads by example with the highest rating as compared to percentage of accommodation with 71.4% only. A high percentage of hotels, leisure and travel organisations have a top management that leads by example. However a low percentage of food services and accommodation have a top management that leads by example. This clearly shows that top management leads by example in the leisure (86.7%), hotels (85.9%) and travel (84.2%) sector as compared to food services (77.7%) and accommodation sector (71.4%). Although all components in the tourism industry are positively viewed, 25.3% of hotels, 24.5% of food services, 17.2% of leisure organisations, 16.7% of accommodation and 11.1% of travel organisations believe that a lack of top management commitment acts as a barrier to quality management. Furthermore, only 43.3% of hotels, 35.3% of travel organisations, 28.6% of accommodations, 26.2% of food services and 20.0% of leisure organisations adopt quality approaches. The results indicate that although top management paints a positive image, most respondents believe that lack of top management commitment acts as a barrier to quality management and there is a lack of quality approaches across all tourism components. It confirms that tourism managers consider quality only at face value as only 45.2% of

leisure organisations, 50.0% of food services, 52.5% of hotels and 52.5% of travel organisations and 57.1% of accommodation adopt a formal quality programme.

Table 17 Cross tabulation of statements related to Top Management Leads by Example with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Leads by Example	80.0	86.7	87.5
<i>Quality Practices</i>			
Top Management Commitment	79.5	86.7	96.9
Quality Approaches	19.6	48.8	58.1

As per Table 17, top management leads by example accounts for 87.5% of public organisations, 86.7% of partnership organisations and 80.0% of sole proprietorship/family businesses surveyed. The percentage of the different types of ownership depicts that public organisations, partnership organisations and sole proprietorship all believe top management leads by example. This positive view of top management is also reflected in the rating for top management commitment for quality management as 96.9% of public organisations, 86.7% of partnership organisations and 79.5% of sole proprietorship think that their top management is totally committed to quality. However only 19.6% of sole proprietorship businesses, 48.8% of partnership organisations and 58.1% of public organisations have quality approaches. This is a pertinent factor, as there is a lack of quality approaches in tourism sector irrespective of the type of ownership and it contradicts the statement that most top management are committed to quality management, as in practice most organisations are not even adopting the quality approaches.

Table 18 Cross tabulation of statements related to Top Management Leads by Example with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Leadership</i>						
Leads by Example	78.9	75.5	88.2	85.2	91.3	88.2
<i>Barriers to Quality Management</i>						
Lack of Top Management Commitment	30.4	15.4	12.1	14.8	11.1	31.3

From Table 18, 91.3% of organisations with 101-500 employees, 88.2% of organisations with >500 employees, 88.2% of organisations with 26-50 employees and 85.2% of organisations with 51-100 employees have a top management that leads by example. For organisations employing ≤ 10 employees and between 11-25 employees, 78.9% and 75.5% respectively have a top management that leads by example. As such, smaller organisations as compared to larger ones have a lower percentage of top management that leads by example. Moreover, the highest percentage that considers lack of top management commitment as a barrier to quality management are organisations that have more than 500 employees with 31.3% and organisations that have ≤ 10 employees with 30.4%. The results depict why organisations that have ≤ 10 employees have a lower rating for top management that leads by example.

Table 19 Cross tabulation of statements related to Top Management Leads by Example with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Leadership</i>		
Leads by Example	90.1	45.7
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	15.4	50.0

From Table 19, 90.1% of tourism organisations that have a strategic plan also have a top management that leads by example. Moreover 45.7% of tourism organisations that do not have a strategic plan believe that their top management leads by example. This simply shows that those having a strategic plan are more likely to have a top management that leads by example as compared to those organisations that do not have a strategic plan. It has to be noted that 15.4% of organisations that have a strategic plan also consider lack of top management commitment as a barrier to quality management.

Table 20 Cross tabulation of statements related to Top Management Leads by Example with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Leadership</i>		
Leads by Example	88.1	79.2
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	12.8	38.0
Lack Strategy	16.2	58.6

Table 20 indicates that 88.1% of tourism organisations that have a formal quality management programme and 79.2% of tourism organisations that do not have a formal quality management programme have a top management that leads by example. This shows that most tourism organisations believe that they have a top management that leads by example irrespective of having a formal quality management programme. The results indicate that 16.2% and 12.8% of tourism organisations that have a formal quality programme consider lack of strategy and lack of top management commitment as a barrier to quality management respectively.

Table 21 Cross tabulation of statements related to Top Management Leads by Example with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Leadership</i>		
Leads by Example	88.7	35.0
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	13.6	95.0

From Table 21, 88.7% of tourism organisations that have top management commitment for quality, 35.0% that do not have top management commitment to quality have a top management that leads by example respectively. A high percentage that have top management commitment to quality also have a top management that leads by example which indicates that top management commitment encourages top management to lead by example. Yet, 35.0% believe that they do not need to have a top management committed to quality to have a good management that leads by example. There are 13.6% that have top management commitment to quality and consider lack of top management commitment as a barrier to quality management.

4.5.1.3 INVOLVES SUBORDINATES

Table 22 Cross tabulation of statements related to Involves Subordinates with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Leadership</i>		
Involves Subordinates	68.3	87.8
<i>Human Resource</i>		
Training for Quality	58.4	78.0
High Employee Turnover	26.9	35.7
Team Building	47.3	70.7
Mutual Trust	75.7	77.5
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0

To test for association, a chi-square test was carried out “there is a significant association between top management involving subordinates in decision making and type of organisation”. The p-value is < 0.05 indicating that the results are significant implying an inverse relationship. This is highlighted in Table 22 where 87.8% of international organisations involve subordinate in decision making as compared to 68.3% of local organisations. The findings may be explained by the low rating of human resource statements across local organisations in comparison with international organisations.

Table 23 Cross tabulation of statements related to Involves Subordinates with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Leadership</i>					
Involves Subordinates	84.7	42.9	56.7	64.3	67.3
<i>Barriers to Quality Management</i>					
Lack of Cooperation	23.5	50.0	42.9	21.8	40.4

Out of the managers surveyed in the hotel industry, 84.7% agree that they involve subordinates in decision making as compared to other types of services. As per Table 23, only 42.9% of the accommodation component involves subordinates in decision-making. Apart from the hotel industry, a lower percentage of food services (67.3%), travel organisations (64.3%) and leisure (56.7%) involve subordinates in decision-making. the percentage throughout seems to be rather low except for the hotel industry. This may be obvious as 23.5% of hotels, 21.8% of travel organisations, and 40.4% of

food services 42.9% of leisure organisations and 50.0% of accommodations consider lack of cooperation as a barrier to quality management.

Table 24 Cross tabulation of statements related to Involves Subordinates with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Involves Subordinates	62.4	80.2	78.1
<i>Barriers to Quality Management</i>			
Inability to Change Culture	39.5	25.0	20.7
Lack of Communication	38.0	17.7	27.6

A chi-square test was carried out “there is a significant association between top management involving subordinates in decision making and type of ownership”. The results are significant at p value < 0.05, implying there is an association. This is described Table 24 where 80.2% of partnership organisations and 78.1% of public organisations involve subordinates in decision making as compared to 62.4% of sole proprietorship and family businesses. There is an inverse relationship between type of ownership and involving employees in decision-making. This may be further explained as 39.5% and 38.0% of sole proprietorship/ family businesses consider inability to change organisational culture and lack of communication as a barrier to quality management respectively.

Table 25 Cross tabulation of statements related to Involves Subordinates with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Leadership</i>						
Involves Subordinates	58.9	66.7	87.9	81.5	87.2	76.5

From Table 25, 87.9% of organisations employing between 26-50 people involve subordinate in decision making as compared to 58.9% of organisations that employ ≤ 10 employees. In addition 87.2% that have 101-500 employees, 81.5% that have 51-100 employees, 76.5% that have >500 employees and 66.7% that have 11-25 employees also involve subordinates in decision making. The lowest percentage was noted in small organisations with ≤ 10 employees and organisations that employ between 11-25 employees involve subordinates in decision making.

Table 26 Cross tabulation of statements related to Involves Subordinates with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Leadership</i>		
Involves Subordinates	79.5	35.3

A chi-square test was carried out to measure association i.e. “there is a significant association between top management involving subordinates in decision making and strategic plan”. The results are significant at p-value < 0.05, implying there is a relationship. Table 26 indicates that 79.5% of organisations that have a strategic plan also involve subordinates in decision-making. However, 35.3% of organisations that do not have a strategic plan involve subordinates in decision-making. This shows a positive relationship between having a strategic plan and involving subordinates in decision-making. Therefore organisations that have a strategic plan also tend to involve subordinates in decision making.

Table 27 Cross tabulation of statements related to Involves Subordinates with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Leadership</i>		
Involves Subordinates	80.3	54.3

In addition, a chi-square test was carried out “there is a significant association between top management involving subordinates in decision making and formal quality management programme”. The p-value is less than 0.05 indicating that the results are significant, highlighting an association between the two variables. From Table 27, 80.3% of the organisations surveyed that have a formal quality management programme also involve subordinates in decision-making. However, 54.3% that do not have a formal quality management programme involve subordinates in decision making. This shows a positive relationship between having a formal quality management programme and involving subordinates in decision-making. In simple terms organisations that have a formal quality programme also tend to have a strategic plan.

Table 28 Cross tabulation of statements related to Involves Subordinates with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Leadership</i>		
Involves Subordinates	77.0	35.0
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	13.6	95.0
Lack Cooperation	29.0	52.4
Inability to Change Culture	29.7	76.2

From Table 28, 77.0% of those that have top management commitment to quality also involve subordinates in decision-making. However, 35.0% that do not have top management commitment also involve subordinates in decision making. It has to be noted that 13.6% of those that have top management commitment to quality also consider lack of top management commitment as a barrier to quality management. Moreover, 29.7% of those have top management commitment also consider inability to change culture as a barrier to quality management and 29.0% of those that have top management commitment also think that lack of cooperation acts as a barrier to quality management. It indicates that although there may be top management commitment to quality, management does not seem to be dealing with their human resources aspect adequately as 29.0% of tourism organisations that have a top management commitment to quality consider lack of cooperation as a barrier to quality management.

4.4.2 QUALITY PRACTICES

Table 29 Percentage agree for statements related to Quality Practices

Survey Statement	Agree (%)
<i>Quality Practices</i>	
Formal Quality Management	51.0
Top Management Commitment	83.9
Quality emphasis in entire Organisation	77.1
Designed for Adverse Conditions	67.2
Ease of Production	55.6
Continuous Improvement Programme	73.2
IT to Improve Quality	73.5
Supplier Involvement	60.1
Quality Approaches	33.0
Internal Customer	58.2
Benchmarking	57.8

Table 29 shows that 83.9% of respondents from the tourism organisations agree that top management is totally committed to quality, 77.1% agree that quality emphasis is present in their entire organisation, 73.5% invest in IT to improve quality and 73.2% have a continuous improvement programme. Moreover, it is noted that 67.2% and 60.1% of the respondents design products/services to perform as intended even under adverse conditions and involve supplier in quality programme, respectively.

It was noted that a low percentage of managers surveyed consider the internal customer (58.2%), carry out benchmarking (57.8%), design products and services for ease of production (55.6%), have a formal quality management programme (51.0%) and have quality approaches (33.0%). These figures are very surprising since 83.9% say that top management is totally committed to quality yet only 51.0% have a formal quality management programme and 33.0% adopt quality approaches. This indicates that most tourism organisations adopt only certain quality management practices although 83.9% state that top management is totally committed to quality.

Table 30 Cross tabulation of statements related to Quality Practices with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Top Management Commitment	83.0	92.5
Quality emphasis in entire Organisation	74.7	92.7
Ease of Production	52.7	77.5
Supplier Involvement	57.6	78.0
Quality Approaches	28.5	62.5
Internal Customer	56.3	73.2
Benchmarking	52.1	92.7

From Table 30, only 62.5% of international organisations that adopt quality approaches and 69.0% adopt formal quality management programme respectively. In contrast, figures of local organisations are low with only 28.5% of the respondents adopting quality approaches, 48.2% have formal quality management programme, 52.1% actually carry out benchmarking, and 52.7% design products or services for ease of production, 56.3% consider the internal customer and 57.6% involve supplier in quality programme. Moreover, 74.7% of respondents have quality emphasis in the entire organisation from supplier to consumer and only 57.6% involve suppliers in their quality programme. From the findings, 83.0% of local organisations have top management commitment to quality yet in real situation quality practices are not being adopted by a majority of local organisations.

Table 31 Cross tabulation of statements related to Quality Practices with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Top Management Commitment	78.6	100.0	83.3	81.4	89.4
Quality emphasis in entire Organisation	76.5	85.7	79.3	70.7	80.2
Designed for Adverse Conditions	74.0	83.3	70.0	57.9	64.4
Ease of Production	56.6	0.0	46.7	48.1	65.0
Continuous Improvement Programme	72.4	71.4	71.4	74.1	74.0
IT to Improve Quality	78.8	100.0	72.4	86.4	59.6
Supplier Involvement	60.2	57.1	48.4	53.4	67.3
Quality Approaches	43.3	28.6	20.0	35.3	26.2
Internal Customer	63.3	42.9	48.3	58.2	57.3
Benchmarking	63.3	28.6	55.2	60.3	53.9

From Table 31, only 52.5% of the hotels surveyed have a formal quality management programme and 56.6% design products or services for ease of production and 43.3% actually carry out benchmarking techniques. In addition 59.6% of food services invest in IT to improve quality, 57.3% consider the internal customer, 53.9% carry out benchmarking and 50.0% have a formal quality management programme but only 26.2% of food services adopt quality approaches. Moreover, 57.1% of respondents in the accommodation component have a formal quality management programme, 57.1% involve suppliers in their quality programme yet for other quality practices the rating is well below 50 %, all accommodation surveyed do not design products or services for ease of production, 28.6% carry out benchmarking, 28.6% adopt quality approaches and 42.9% consider the internal customer. The managers surveyed in leisure organisations (55.2%) agree that they carry out benchmarking yet other quality practices statement which rated below 50 % are 48.4% that involve supplier in quality, 48.3% that consider the internal customer, 46.7% that design products or services for ease of production, 45.2% have a formal quality management programme and finally 20.0% adopt quality approaches. In travel organisations 58.2% of managers surveyed take into consideration the internal customer, 57.9% design product or service to perform as intended even under adverse conditions, 53.4% involve suppliers in their quality programme, 52.5% have a formal quality programme, 48.1% design products or services for ease of production and only 26.2% of travel organisations adopt quality approach.

Hence this simply shows that hotels seem to be adopting quality practices more than other tourism components followed by the food services. However the remaining tourism components are in a greater need of quality management practices throughout their organisations. From the findings formal quality management programme ranges from 45.2%-57.1% across the different tourism components with only 45.2% of leisure organisations having a formal quality management programme. Most organisations lack the fundamental formal quality management programme, yet they all believe that they have top management commitment to quality, which ranges from 78.6%-100%. Less than 50% of all tourism components adopt quality approaches, yet all tourism components believe that they have top management commitment to quality, they have a quality emphasis from supplier to consumer and they have a continuous improvement program as percentages are high for all tourism components ranging from 70.7-100.0%.

Table 32 Cross tabulation of statements related to Quality Practices with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4
Top Management Commitment	79.5	86.7	96.9
Quality emphasis in entire Organisation	70.9	85.5	87.5
Designed for Adverse Conditions	59.5	75.6	78.1
Ease of Production	56.6	61.7	34.4
Continuous Improvement Programme	66.3	79.0	90.6
IT to Improve Quality	71.1	78.6	84.4
Supplier Involvement	50.9	72.3	67.7
Quality Approaches	19.6	48.8	58.1
Internal Customer	53.2	62.2	78.1
Benchmarking	47.5	64.3	87.5

The percentage of public organisations that adopt quality practices is higher followed by partnership organisations then sole proprietorship organisations. As per Table 32, 19.6% of sole proprietorship, 48.8% of partnership organisations and 58.1% of public organisations that adopt quality approaches respectively. Moreover, 41.4% of sole proprietorship, 54.8% of partnership organisations and 84.4% of public organisations have a formal quality management programme. It has to be noted that sole proprietorship has the lowest percentages throughout except for 56.6% that design products or services for ease of production as compared to 34.4% of public organisations.

Table 33 Cross tabulation of statements related to Quality Practices with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Formal Quality Management	35.0	49.1	76.5	55.6	59.6	88.2
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
Quality emphasis in entire Organisation	67.0	77.4	79.4	96.2	89.1	82.4
Designed for Adverse Conditions	53.1	66.7	64.7	85.2	87.2	87.5
Ease of Production	56.6	64.0	58.8	57.1	52.2	35.3
Continuous Improvement Programme	64.0	73.1	76.5	74.1	82.6	100.0
IT to Improve Quality	69.6	67.3	61.8	78.6	89.4	94.1
Supplier Involvement	52.2	62.3	60.6	64.3	70.2	76.5
Quality Approaches	21.8	13.7	38.2	55.6	52.2	66.7
Internal Customer	45.1	50.0	69.7	88.5	67.4	88.2
Benchmarking	44.2	52.8	69.7	55.6	73.9	100.0

Table 33 indicates that smaller organisations with fewer employees especially those with ≤ 10 employees do not tend to adopt quality practices as compared to larger organisations. Organisations with ≤ 10 employees have the lowest percentages throughout except for 61.8% of organisations having 26-50 employees invest in IT to improve quality, 35.3% of organisations employing more than 500 employees design products or services for ease of production and 13.7% of organisations employing 11-25 people implement quality approaches.

Table 34 Cross tabulation of statements related to Quality Practices with Strategic Plan

	Strategic Plan (%)
Survey Statement	Agree
<i>Quality Practices</i>	
Formal Quality Management	62.1
Top Management Commitment	90.1
Quality emphasis in entire Organisation	84.4
Designed for Adverse Conditions	74.9
Ease of Production	54.3
Continuous Improvement Programme	78.7
IT to Improve Quality	79.8
Supplier Involvement	67.5
Quality Approaches	41.7
Internal Customer	66.0
Benchmarking	65.6

From Table 34, 54.3% of organisations that have a strategic plan also design products or services for ease of production. Moreover 41.7% adopt quality approaches. The other statement range well above the 50 % indicating that those organisations that have a strategic plan also tend to have quality practices. This is reflected as 62.1% of organisations that have a strategic plan also have a formal quality programme, 65.6% carry out benchmarking, 66.0% consider the internal customer, 67.5% involve supplier in their quality programme, 74.9% design products or service to perform as intended even under adverse conditions, 78.7% have a continuous improvement programme, 79.8% invest in IT for quality, 84.4% have quality emphasis from supplier to consumer and 90.1% have top management commitment.

Table 35 Cross tabulation of statements related to Quality Practices with Formal Quality Management Exists

Formal Quality Management Exists (%)	
Survey Statement	Agree
<i>Quality Practices</i>	
Top Management Commitment	94.7
Quality emphasis in entire Organisation	87.8
Designed for Adverse Conditions	73.8
Ease of Production	52.7
Continuous Improvement Programme	85.9
IT to Improve Quality	80.8
Supplier Involvement	73.5
Quality Approaches	42.4
Internal Customer	72.8
Benchmarking	72.0

Out of the organisations surveyed, 52.7% having a formal quality management programme also design products or services for ease of production and 42.4% have quality approaches respectively as shown in Table 35. The remaining percentages for other quality practices all range above 70%. This shows that having a formal quality programme induce organisations to adopt quality practices; yet organisations that have a formal quality programme do not lay sufficient emphasis on designing products or services for ease of production and adopting quality approaches.

Table 36 Cross tabulation of statements related to Quality Practices with Top Management Commitment

Top Management Commitment (%)	
Survey Statement	Agree
<i>Quality Practices</i>	
Formal Quality Management	57.2
Quality emphasis in entire Organisation	86.2
Designed for Adverse Conditions	72.5
Ease of Production	53.3
Continuous Improvement Programme	81.3
IT to Improve Quality	77.1
Supplier Involvement	66.3
Quality Approaches	37.6
Internal Customer	63.6
Benchmarking	63.2

Table 36 shows that 57.2% of organisations whose top management is committed to quality also have a formal quality management programme, 53.3% design products or services for ease of production and 37.6% adopt quality approaches. The remaining statements range above 60% indicating that top management commitment encourages

organisations to implement quality practices. This is portrayed as 63.2% that have top management commitment carry out benchmarking, 63.6% consider the internal customer, 66.3% involve their suppliers in their quality programme, 72.5% design products or services to perform as intended even under adverse conditions, 77.1% invest in IT for quality, 81.3% have a continuous improvement programme and 86.2 % have a quality emphasis from supplier to consumer.

4.4.2.1 FORMAL QUALITY MANAGEMENT PROGRAMME

Table 37 Cross tabulation of statements related to Formal Quality Management with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
<i>Barriers to Quality Management</i>		
Lack of Strategy	29.8	24.3
Lack of Training	36.7	22.2

The chi-square test was carried out “there is a significant association between formal quality management programme and type of organisation”. The results are significant at p value < 0.05 , implying there is a relationship. This is highlighted in Table 37 where 69.0% of international organisations have a formal quality management programme as compared to 48.2% of local organisations. The results portray an inverse relationship as more international than local organisations have a formal quality management programme. This may be evident, as 36.7% of local organisations believe that lack of training acts as a barrier to quality management. Moreover, 29.8% of local organisations and 24.3% of international organisations also think that lack of strategy acts as a barrier to quality management.

Table 38 Cross tabulation of statements related to Formal Quality Management with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Top Management Commitment	78.6	100.0	83.3	81.4	89.4

Most tourism organisations do not adopt formal quality management programme as percentages range from 45.2%-57.1% across all tourism components as shown by Table 38. Only, 45.2% of leisure organisations, 50.0% of food services, 52.5% of travel organisations, 52.5% of hotels, 57.1% of the accommodation adopt formal quality management programme. These results are a cause for concern, as only around 50% adopt formal quality management programme. This is surprising as all tourism components indicate that they have top management commitment to quality in their organisations with percentages ranging from 78.6%-100.0%. However, practically most components within the tourism industry fail to adopt a formal quality management programme within their organisations. One of the reasons may be because believing they are committed to quality does not necessarily mean having a formal quality management programme.

Table 39 Cross tabulation of statements related to Formal Quality Management with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Leads by Example	80.0	86.7	87.5
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4
Top Management Commitment	79.5	86.7	96.9
<i>Barriers to Quality Management</i>			
Inability to Change Culture	39.5	25.0	20.7

A chi-square test was carried out to measure the significant relationship between two variables i.e. “the significant association between formal quality management programme and type of ownership”. As the p-value is < 0.05 this shows that a relationship exists. Moreover, the results are reinforced with Table 39 where 84.4% of public organisations as compared to 54.8% of partnership organisations and 41.4% of sole proprietorship or family businesses have a formal quality management programme. An inverse relationship is noted, as more public organisations tend to have a formal quality management programme than partnership and sole proprietorship organisations. However, 80.0% of sole proprietorship or family businesses, 86.7% of partnership organisations and 87.5% of public organisations believe their top management leads by example. Likewise 79.5% of sole proprietorship or family businesses, 86.7% of partnership organisations and 96.9% of public organisations state that they have top

management commitment to quality. Top management state that they are committed to quality, yet, most tourism organisations do not sufficiently adopt formal quality management programme. This may be obvious as 39.5% of sole proprietorship or family businesses, 25.0% of partnership organisations and 20.7% of public organisations consider inability to change organisational culture as a barrier to quality management. Therefore, inability to change organisational culture may be hampering the implementation of quality practices such as formal quality management programme.

Table 40 Cross tabulation of statements related to Formal Quality Management with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Formal Quality Management	35.0	49.1	76.5	55.6	59.6	88.2
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8

There is a significant relationship between the two variables i.e. formal quality management programme and number of employees, as the p-value of the chi-square test is <0.05. An inverse relationship is noted as 88.2% of organisations with more than 500 employees and 76.5% with 26-50 employees have a formal quality management programme as per Table 40. The remaining organisations that have a formal quality management programme range from 35.0%-59.6%. There are 59.6% of organisations with 101-500 employees, 55.6% with 51-100 employees, 49.1% with 11-25 employees and 35.0% with ≤ 10 employees adopt a formal quality management programme. All organisations believe they have top management commitment to quality with results ranging from 82.4%-95.7%, but only 75.9% of organisations that have ≤ 10 employees believe that they have top management commitment. The findings are contradictory, as most organisations do not in reality adopt a formal quality management programme although they state they have top management commitment to quality.

Table 41 Cross tabulation of statements related to Formal Quality Management with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Formal Quality Management	62.1	17.1
<i>Barriers to Quality Management</i>		
Lack of Strategy	20.4	70.6

A chi-square test was carried out “there is a significant association between formal quality management programme and strategic plan”. The p-value is < 0.05 indicating that the results are significant implying there is an association. From Table 41, 62.1% that have a strategic plan also have a formal quality management programme. However, 17.1% that do not have a strategic plan have a formal quality management programme. A positive relationship is noted, as organisations that have a strategic plan also tend to have a formal quality management programme.

Table 42 Cross tabulation of statements related to Strategic Plan with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Leadership</i>		
Strategic Plan	88.1	47.2
<i>Barriers to Quality Management</i>		
Lack of Strategy	16.2	58.6

From Table 42, 88.1% that have a formal quality management programme have a strategic plan and 47.2% that do not have a formal quality programme have a strategic plan. This simply indicates that organisations that have a formal quality management programme also tend to have a strategic plan. It may be so since 20.4% of those who have a strategic plan also consider that lack of strategy acts as a barrier to quality management but 16.2% of those having a formal quality management programme think that lack of strategy is a barrier to quality management.

Table 43 Cross tabulation of statements related to Formal Quality Management with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Formal Quality Management	57.2	4.8
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	13.6	95.0

There is a significant association between formal quality management programme and top management commitment as the p-value of the chi square test is < 0.05 . This portrays a positive relationship as 57.2% that have top management commitment also have a formal quality management programme as shown in Table 43. Moreover, 4.8% of organisations that do not have top management commitment have formal quality management programme. It clearly shows that organisations having top management commitment tend to have a formal quality management programme but not all organisations that have top management commitment have a formal quality management programme. This may be obvious; as 13.6% of organisations that have top management commitment to quality believe that lack of top management commitment acts as a barrier to quality management. Having top management commitment encourages organisations to adopt a formal quality management programme, which represents only 57.2% of the tourism organisations surveyed.

4.4.2.2 TOP MANAGEMENT COMMITMENT

Table 44 Cross tabulation of statements related to Top Management Commitment with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Top Management Commitment	83.0	92.5
Quality Approaches	28.5	62.5

From Table 44, there are 92.5% of international organisations whose top management is totally committed to quality as compared to 83.0% of local organisations. Both local and international organisations rated a high percentage. However only 28.5% of local organisations and 62.5% of international organisations adopt quality approaches. Likewise only 48.2% of local organisations and 69.0% of international organisations

have a formal quality management programme. This contradicts the statement that top management is totally committed to quality.

Table 45 Cross tabulation of statements related to Top Management Commitment with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Top Management Commitment	78.6	100.0	83.3	81.4	89.4

The percentage of top management commitment towards quality rated high for all tourism components except for hotels with a relatively lower rating of 78.6% as per Table 45. The other tourism components have higher percentages ranging from 81.4%-100.0%. Results show that 81.4% of travel organisations, 83.3% of leisure organisations, 89.4% of food services and 100.0% of accommodations have a top management that is totally committed to quality. This is contradictory as most tourism components do not even have a formal quality management programme. Percentages range from 50.0%-57.1% of nearly all tourism components, except for leisure with 45.2% that have a formal quality management programme. This shows that organisations attempt to show a good image of their organisation conversely in practical terms not all tourism organisations are adopting the quality practices required.

Table 46 Cross tabulation of statements related to Top Management Commitment with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Top Management Commitment	79.5	86.7	96.9
<i>Human Resource</i>			
Training for Quality	53.8	67.5	84.4
<i>Barriers to Quality Management</i>			
Lack of Top Management Commitment	24.1	20.7	13.3
Lack of Training	44.6	29.1	6.7

Table 46 shows that 96.9 % of public organisations and 86.7% of partnership organisations have top management commitment as compared to 79.5% of sole proprietorship or family businesses that have top management commitment. Moreover, 24.1% of sole proprietorship or family businesses, 20.7% of partnership organisations

and 13.3% of public organisations consider that lack of top management commitment acts as a barrier to quality management. This can also be explained as 44.6% of sole proprietorship or family businesses, 29.1% of partnership and 6.7% of public organisations believe that lack of training acts as a barrier to quality management. The findings reinforce this statement as 53.8% of sole proprietorship or family businesses, 67.5% of partnership organisations and 84.4% of public organisations implement extensive training in quality.

Table 47 Cross tabulation of statements related to Top Management Commitment with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
Quality Approaches	21.8	13.7	38.2	55.6	52.2	66.7

Larger organisations tend to have top management commitment than smaller organisations. As illustrated in Table47, 95.7% of organisations with 101-500 employees, 93.8% with >500 employees, 92.6% with 51-100 employees have top management commitment to quality. Moreover, 84.9% of organisations having 11-25 employees, 82.4% having 26-50 employees have top management commitment. The lowest percentage is noted in organisations having ≤10 employees with 75.9% believing that their organisation has top management commitment to quality. This may be surprising as 66.7% of organisations having > 500 employees, 55.6% of organisations having 51-100 employees and 52.2% of organisations having 101-500 employees have quality approaches. It has to be noted that all organisations with less than 51 employees have low percentages, well below 50% indicating that smaller organisations do not adequately adopt quality approaches. Hence, managers claim they have top management commitment to quality but in practice there is a lack of quality approaches throughout the tourism industry especially in smaller organisations.

Table 48 Cross tabulation of statements related to Top Management Commitment with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	90.1	48.6
<i>Barriers to Quality Management</i>		
Lack of Top Management Commitment	15.4	50.0

From Table 48, 90.1% of organisations having a strategic plan also have top management commitment to quality. Moreover 48.6% not having a strategic plan have top management commitment and 15.4% of the organisations that have a strategic plan also think that lack of top management commitment acts as a barrier to quality management. It is an indication that organisations having a strategic plan tend to have top management commitment. However those having top management commitment do not necessarily have a strategic plan. The existence of a strategic plan and clear directions by top management enables the latter to be more committed to quality. Having a strategic plan may be an important tool to encourage top management commitment to quality.

Table 49 Cross tabulation of statements related to Top Management Commitment with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	94.7	66.7

Table 50 Cross tabulation of statements related to Formal Quality Management Exists with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Formal Quality Management Exists	57.2	4.8

A chi-square test shows a significant relationship between top management commitment and formal quality management programme with p-value <0.05. There is a positive relationship as 94.7% that have a formal quality management programme also have top management commitment. From Table 49, only 66.7% that do not have a formal quality management programme have a top management commitment. From

Table 50, 57.2% having a top management commitment have a formal quality programme and 4.8% that do not have a top management commitment have a formal quality programme. The results imply those having a formal quality management programme tend to have a top management commitment.

4.4.2.3 QUALITY EMPHASIS IN ENTIRE ORGANISATION

Table 51 Cross tabulation of statements related to Quality emphasis in entire organisation with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	74.7	92.7
Supplier Involvement	57.6	78.0

There is a significant association between quality emphasis in the entire organisation and type of organisation as the p-value of the chi-square test is < 0.05 indicating a significant association. An inverse relationship is demonstrated with Table 51 as 92.7% of international organisations as compared to 74.7% of local organisations have a quality emphasis in the entire organisation. It is clear that more international organisations tend to have a quality emphasis in the entire organisation than local organisations. Although respondents say that they have quality emphasis in the entire organisation from supplier to consumer, only 57.6% of local and 78.0% of international organisations actually involve their supplier in their quality programme. This suggests that international organisations tend to have quality emphasis in entire organisation more than local organisations and in practical terms both local and international organisations have a lower percentage that actually involve their supplier in their quality programme.

Table 52 Cross tabulation of statements related to Quality emphasis in entire organisation with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Quality emphasis in entire Organisation	76.5	85.7	79.3	70.7	80.2
Supplier Involvement	60.2	57.1	48.4	53.4	67.3

Quality encompasses the entire organisation across most tourism components as all the percentages are well above 50% as per Table 52. The results show that 70.7% of travel organisation, 76.5% of hotels and 79.3% of leisure organisations actually have a quality emphasis from the supplier to consumer. The highest percentage was noted among restaurants with 80.2% of food services and 85.7% of accommodation. Moreover, those that actually involve their supplier in their quality programme are 67.3% of food services and 60.2% of hotels. The percentage of other tourism component ranges from 57.1%-48.4%. It can be inferred that organisations like to boast about their smooth running of their businesses while they fail to practically adopt the quality management throughout their organisation from supplier to consumer. Hotels and food services are practically involving suppliers in their quality programme as compared to the other tourism components.

Table 53 Cross tabulation of statements related to Quality emphasis in entire organisation with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Quality emphasis in entire Organisation	70.9	85.5	87.5
Supplier Involvement	50.9	72.3	67.7

There are 87.5 % of public organisations, 85.5% of partnership organisations as compared to 70.9% of sole proprietorship and family businesses that have a quality emphasis from suppliers to consumers as indicated by Table 53. In addition, 50.9% of sole proprietorship, 67.7% of public organisations and 72.3% of partnership organisations actually involve their supplier in their quality programme and effectively have a quality emphasis in their entire organisation from supplier to consumer. Once more this confirms that tourism organisations like to claim about adopting quality but in practical terms a lower percentage actually involve suppliers in their quality programmes as shown by the findings above.

Table 54 Cross tabulation of statements related to Quality emphasis in entire organisation with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Quality emphasis in entire Organisation	67.0	77.4	79.4	96.2	89.1	82.4
Supplier Involvement	52.2	62.3	60.6	64.3	70.2	76.5

Quality emphasis in entire organisations is normally carried out in larger companies. From Table 54, 96.2% of those organisations with 51-100 employees, 89.1% of those organisations with 101-500 employees and 82.4% with >500 employees have a quality emphasis from the supplier to consumer. Only, 79.4% of organisations with 26-50 employees, 77.4% of organisations with 11-25 employees and 67.0% of organisations with ≤10 employees have quality emphasis from supplier to consumer. This is further reflected, as larger organisations seem to involve suppliers in quality programme as compared to smaller organisations. The findings show that, 76.5% of organisations with > 500 employees, 70.2% of organisations with 101-500 employees, 64.3% of organisations with 51-100 employees involve suppliers in quality programme. From the information gathered larger companies say that they implement quality from supplier to consumer, yet fewer organisations actually involve their supplier in their quality programme.

Table 55 Cross tabulation of statements related to Quality emphasis in entire organisation with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	84.4	41.2
Supplier Involvement	67.5	20.0

Table 55 indicates that 84.4% of tourism organisations that have a strategic plan also have a quality emphasis from supplier to consumer but in reality only 67.5% that have a strategic plan actually involve their supplier in their quality programme. There are 41.2% of tourism organisations that do not have a strategic plan have a quality emphasis in their entire organisation from supplier to consumer and 20.0% of organisations that do not have a strategic plan involve suppliers in their quality programme. Organisations state that they have a quality emphasis from supplier to consumer but fewer organisations actually involve their supplier in their quality programme.

Table 56 Cross tabulation of statements related to Quality emphasis in entire organisation with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	87.8	52.8
Supplier Involvement	73.5	31.9

A chi-square test was carried out to measure if “there is a significant association between quality emphasis in the entire organisation and formal quality management programme”. The p-value is less than 0.05 indicating a significant relationship between the two variables. From Table 56, 87.8% of tourism organisations having a formal quality management programme also implement quality emphasis from supplier to consumer, and 73.5% involve suppliers in their quality programme respectively. In addition, 52.8% of organisations not having a formal quality management programme implement a quality emphasis in their entire organisation but 31.9% that do not have a formal quality management programme actually involve customer in their quality programme. The chi-square test merely depicts that organisations that have a formal quality management programme tend to have a quality emphasis in their entire organisation as compared to organisations that do not have a formal quality management programme.

Table 57 Cross tabulation of statements related to Quality emphasis in entire organisation with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	86.2	15.0
Supplier Involvement	66.3	10.0

From Table 57, 86.2% of tourism organisations that have top management commitment also believe they implement quality emphasis in their entire organisation from supplier to consumer but only 66.3% actually involve suppliers in their quality programme. There are 15.0% and 10.0% of tourism organisations that do not have top management commitment, state that they implement quality emphasis in their entire organisation and involve suppliers in their quality programme respectively. This depicts that organisations that have top management commitment also have a tendency to

implement a quality emphasis in their entire organisation, yet fewer organisations involve suppliers in their quality programme.

4.4.2.4 PRODUCTS OR SERVICES DESIGNED FOR ADVERSE CONDITIONS

Table 58 Cross tabulation of statements related to Designed for adverse conditions with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Designed for Adverse Conditions	64.9	85.4
Continuous Improvement Programme	69.5	92.7
IT to Improve Quality	71.4	82.9

There is a significant association between designing products or services for adverse conditions and type of organisation, as the p-value is <0.05 an inverse relationship is portrayed with Table 58 where 85.4% of international organisations design products or services to perform as intended even under adverse conditions as compared to 64.9% of local organisations. Although 69.5% of local organisations and 92.7% of international organisations go for continuous improvement programme, a lower percentage actually design product or service to perform as intended even under adverse conditions. This indicates that international organisations are more proactive as 92.7% go for a continuous improvement program, 85.4% design products or services to perform as intended even under adverse conditions and 82.9% invest in IT to improve quality.

Table 59 Cross tabulation of statements related to Designed for adverse conditions with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Designed for Adverse Conditions	74.0	83.3	70.0	57.9	64.4
Continuous Improvement Programme	72.4	71.4	71.4	74.1	74.0

A greater divergence in answers is noted for designing products or services to perform as intended even under adverse conditions. Table 59 indicates that 57.9% of the travel organisations, 64.4% of the food services, 70.0% of the leisure organisations, 74.0% of the hotels and 83.3% of accommodation design products or services to perform as intended even under adverse conditions. The results range from 71.4%-74.1% across all

tourism components that have a continuous improvement programme yet not all of them adequately design products or services to perform as intended even under adverse conditions. This indicates that travel organisations and food services are reluctant to find more efficient ways to deal with adverse conditions as compared with other tourism components.

Table 60 Cross tabulation of statements related to Designed for adverse conditions with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Designed for Adverse Conditions	59.5	75.6	78.1
Continuous Improvement Programme	66.3	79.0	90.6

A chi-square test was carried out, “there is a significant association between designing products or services to perform as intended even under adverse conditions and type of ownership”. The p-value is < 0.05 indicating that the results are significant, showing an inverse relationship. From Table 60, 78.1 % of public organisations, 75.6% of partnership organisations design products or services to perform as intended even under adverse conditions as compared to 59.5% of sole proprietorship and family businesses. However, 66.3% of sole proprietorship, 79.0% of partnership and 90.6% of public organisations believe that they have a continuous improvement programme. This merely shows, the different types of ownership have a continuous improvement programme, but a lower percentage throughout actually designs products or services to perform as intended even under adverse conditions. This may indicate that the continuous improvement program may not sufficiently cater for adverse situations.

Table 61 Cross tabulation of statements related to Designed for adverse conditions with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Designed for Adverse Conditions	53.1	66.7	64.7	85.2	87.2	87.5
Continuous Improvement Programme	64.0	73.1	76.5	74.1	82.6	100.0

Table 61 shows that 85.2%-87.5% of organisations with more than 51 employees design products or services to perform as intended even under adverse conditions. There are

87.5% of organisations having > 500 employees, 87.2% of organisations with 101-500 employees and 85.2% of organisations with 51-100 employees design products or services to perform as intended even under adverse conditions. However, a lower percentage is noted in smaller organisations as 66.7% of organisations with 11-25 employees, 64.7% of organisations with 26-50 employees and 53.1% of organisations with ≤ 10 employees design products or services to perform as intended even under adverse conditions. It is noted that 64.0% of organisations with ≤ 10 employees believe that they have a continuous programme and 73.1%-74.1% of organisations with 11-100 employees also believe they have a continuous improvement programme. There are 82.6% of organisations employing 101-500 people and 100.0% of organisations with > 500 employees believe they have a continuous improvement programme. The figures indicate that most respondents believe they have a continuous improvement programme however a smaller percentage actually designs products or services to perform as intended even under adverse conditions. There is one exception i.e. organisations with 51-100 employees where only 74.1% believe that they have a continuous improvement programme yet 85.2% actually design products or services to perform as intended even under adverse conditions.

Table 62 Cross tabulation of statements related to Designed for adverse conditions with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Designed for Adverse Conditions	74.9	47.1
Continuous Improvement Programme	78.7	34.3

From Table 62, there are 74.9% of tourism organisations that have a strategic plan and 47.1% that do not have a strategic plan also design products or services to perform as intended even under adverse conditions. In addition, 78.7% that have a strategic plan also have a continuous improvement programme. Organisations having a strategic plan tend to adopt continuous improvement programme and design products or services to perform as intended even under adverse conditions.

Table 63 Cross tabulation of statements related to Designed for adverse conditions with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Designed for Adverse Conditions	73.8	52.8
Continuous Improvement Programme	85.9	47.9

Table 63 shows that 73.8% with a formal quality management programme and 52.8% of organisations that do not have a formal quality management programme also design products or services to perform as intended even under adverse conditions. Moreover, 85.9% that have a formal quality programme also have a continuous improvement programme. Organisations that have a formal quality management programme tend to adopt continuous improvement programme, however a smaller percentage design products or services to perform as intended even under adverse conditions.

Table 64 Cross tabulation of statements related to Designed for adverse conditions with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Designed for Adverse Conditions	72.5	47.4
Continuous Improvement Programme	81.3	9.5

From Table 64, there are 72.5% with a top management commitment and 47.4% of organisations that do not have a top management commitment also design products or services to perform as intended even under adverse conditions. In addition, 81.3% that have a top management commitment also have a continuous improvement programme. Tourism organisations that have a top management commitment also tend to adopt continuous improvement program in contrast to designing products or services to perform as intended even under adverse conditions.

4.4.2.5 DESIGN PRODUCTS OR SERVICE FOR EASE OF PRODUCTION

Table 65 Cross tabulation of statements related to Ease of production with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Ease of Production	52.7	77.5
Continuous Improvement Programme	69.5	92.7

There is a significant association between designing products or services for ease of production and type of organisation since the p-value of the chi-square test is < 0.05 . An inverse relationship is indicated by Table 65 as 77.5% of international organisations design products or service for ease of production as compared to 52.7% of local organisations. A higher percentage have a continuous improvement programme as 69.5% of local organisations and 92.7% of international organisations have a continuous improvement programme, yet a lower percentage actually design product or service for ease of production. This may be apparent as organisations believe they have a continuous improvement programme, but they fail to design products or services for ease of production. In addition, only 48.2% of local organisations and 69.0% of international organisations have a formal quality management programme. Designing products or services for ease of production has a low rating especially for local organisations, which may be due to lack of formal quality management programme.

Table 66 Cross tabulation of statements related to Ease of production with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Designed for Adverse Conditions	74.0	83.3	70.0	57.9	64.4
Ease of Production	56.6	0.0	46.7	48.1	65.0
Continuous Improvement Programme	72.4	71.4	71.4	74.1	74.0

The chi-square test was carried out, “there is a significant association between design products or service for ease of production and type of service”. The p-value is less than 0.05 indicating that the results are significant implying there is an association. This is shown in Table 66 where 65.0% of the food and services, 56.6% of hotels, 48.1% of travel organisations and 46.7% of leisure organisations design products or services for

ease of production. Within the tourism industry only food services rated highest with 65.0% and the remaining are all below 57%. However, 71.4%-74.1% across the various tourism components believe they have a continuous improvement programme, yet not all of them adequately design products or services for ease of production. This indicates that some tourism components do not adopt a proactive approach especially the travel organisations with only 57.9% that design products or services to perform as intended even under adverse conditions.

Table 67 Cross tabulation of statements related to Ease of production with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Ease of Production	56.6	61.7	34.4
<i>Benefits of Quality</i>			
Increase Productivity	65.0	76.2	60.0

The chi-square test shows a significant association between designing products or services for ease of production and type of ownership, as the p-value is < 0.05 . The relationship is portrayed with Table 67, as 61.7 % of partnership organisations, 56.6% of sole proprietorship or family businesses design products or services for ease of production as compared to 34.4% of public organisations. The results indicate that public organisations should be encouraged to design products or services for ease of production. It is surprising since for all quality practices statement, sole proprietorship rated lowest, except for the statement “design products or service for ease of production.” nevertheless, the percentage for sole proprietorship is low with only 56.6% that design products or services for ease of production. This may be explained, as 76.2% of partnership organisations, 65.0% of sole proprietorship and 60.0% of public organisations believe that increased productivity is the result of quality management. As sole proprietorship or family businesses consider that increased productivity is the result of quality management this may hence encourage such organisations to design products or services for ease of production.

Table 68 Cross tabulation of statements related to Ease of production with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
Ease of Production	56.6	64.0	58.8	57.1	52.2	35.3
Continuous Improvement Programme	64.0	73.1	76.5	74.1	82.6	100.0

From Table 68, 64.0% of organisations with 11-25 employees design products or services for ease of production. However, 35.3% of organisations that have > 500 employees design products or services for ease of production. There are 52.2% of organisations having 101-500 employees, 56.6% of organisations having ≤ 10 employees, 57.1% having 51-100 employees and 58.8% with 26-50 employees, design products and services for ease of production.

Moreover, 64.0% of tourism organisations that have ≤10 employees believe that they have a continuous improvement programme. Organisations employing 11-100 employees have a rating of 73.1%-76.5% that have a continuous improvement programme. There are 82.6% of organisations with 101-500 employees and 100.0% of organisations with > 500 employees have a continuous improvement programme. Respondents believe they have a continuous improvement programme, but a smaller percentage actually designs products or services for ease of production.

Table 69 Cross tabulation of statements related to Ease of production with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	54.3	60.0
Continuous Improvement Programme	78.7	34.3

Table 69 illustrates that there are 54.3% of tourism organisations that have a strategic plan and design products or services for ease of production and 60.0% that do not have a strategic plan also design products or services for ease of production. In addition, 78.7% that have a strategic plan also have a continuous improvement programme. Organisations that have a strategic plan also tend to adopt continuous improvement programme and design products or services for ease of production. Only 54.3% of organisations that have a strategic plan actually design products or services for ease of production. This shows that having a strategic plan does not necessarily encourage

organisations to design products or services for ease of production. This may be apparent, as organisations do not review their operations and production system on a continuous basis.

Table 70 Cross tabulation of statements related to Ease of production with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	52.7	63.9
Continuous Improvement Programme	85.9	47.9

From Table 70, 52.7% that have a formal quality management programme and 63.9% of organisations that do not have a formal quality management programme also design products or services for ease of production. Moreover, 85.9% that have a formal quality management programme also have a continuous improvement programme. Organisations having a formal quality management programme also tend to adopt continuous improvement programme. In contrast, a smaller percentage of those having a formal quality management programme actually design products or services for ease of production. This indicates that having a formal quality management programme does not necessarily encourage organisations to design products or services for ease of production. Yet 85.9% of those that have a formal quality management programme also have a continuous improvement programme.

Table 71 Cross tabulation of statements related to Ease of production with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	53.3	85.0
Continuous Improvement Programme	81.3	9.5

The chi square test shows a significant relationship between designing products or services for ease of production and top management commitment, with p-value < 0.05. Table 71 indicates that 53.3% of organisations having a top management commitment and 85.0% of organisations not having a top management commitment also design products or services for ease of production. In addition, 81.3% that have a top

management commitment also have a continuous improvement programme. Organisations that have a top management commitment also tend to adopt continuous improvement programme. In contrast a smaller percentage of those that have top management commitment also design products or services for ease of production. It can be deducted that top management commitment does not necessarily encourage organisations to design products or services for ease of production.

4.4.2.6 CONTINUOUS IMPROVEMENT PROGRAMME

Table 72 Cross tabulation of statements related to Continuous improvement programme with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Ease of Production	52.7	77.5
Continuous Improvement Programme	69.5	92.7

The chi-square test was carried out, “there is a significant association between organisations having a continuous improvement programme and type of organisation”. The p-value is < 0.05 indicating that the results are significant implying there is an association. This is shown in Table 72 where 92.7 % of international organisations have a continuous improvement programme as compared to 69.5% of local organisations. However it has to be noted that 52.7% of local organisations and 77.5% of international organisations design products or services for ease of production respectively. This highlights that organisations that have a continuous improvement programme do not tend to review their production of goods and services, which is an important part of the continuous improvement programme.

Table 73 Cross tabulation of statements related to Continuous improvement programme with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Ease of Production	56.6	0.0	46.7	48.1	65.0
Continuous Improvement Programme	72.4	71.4	71.4	74.1	74.0
IT to Improve Quality	78.8	100.0	72.4	86.4	59.6
<i>Barriers to Quality Management</i>					
Inability to Change Culture	31.3	33.3	35.7	21.4	42.6

From Table 73, all tourism components have a continuous improvement programme with percentages ranging from 71.4%-74.1%. It also shows that 74.1% of travel organisations, 74.0% of food services, 72.4% of hotels, 71.4% of accommodation and 71.4% of leisure organisations have a continuous improvement programme. All percentages are relatively high; yet there is stillroom for improvement, as 46.7% of leisure organisations, 48.1% of travel organisations, 56.6% of hotels and 65.0% of food services, design products or services for ease of production. Only, 59.6% of food services invest in IT to improve quality. This highlights that organisations that have a continuous improvement programme do not tend to review their production of goods and services adequately. The food services component does not sufficiently invest in IT to improve quality. Moreover, the accommodations component surveyed do not design products or services for ease or production. This shows that such organisations may lack the expertise and tend to be resistant to changes as 42.6% of food services, 35.7% of leisure services, 33.3% of accommodation, 31.3% of hotels and 21.4% of travel organisations believe that the inability to change organisational culture acts as a barrier to quality management. This can indicate the rationale for the lower percentage noted.

Table 74 Cross tabulation of statements related to Continuous improvement programme with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
Ease of Production	56.6	61.7	34.4
Continuous Improvement Programme	66.3	79.0	90.6

There are 90.6 % of public organisations, 79.0% of partnership organisations that have a continuous improvement programme as compared to 66.3% of sole proprietorship or family businesses as per Table 74. It has to be noted that although all percentages are relatively high, only 34.4% of public organisations, 56.6% of sole proprietorship and 61.7% of partnership organisations design products or services for ease of production. This shows that most organisations believe they have a continuous improvement programme, but a lower percentage of all types of ownership actually design products or services for ease of production.

Table 75 Cross tabulation of statements related to Continuous improvement programme with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Designed for Adverse Conditions	53.1	66.7	64.7	85.2	87.2	87.5
Ease of Production	56.6	64.0	58.8	57.1	52.2	35.3
Continuous Improvement Programme	64.0	73.1	76.5	74.1	82.6	100.0

Table 75 shows that 100% of organisations with > 500 employees have a continuous improvement programme, 82.6% of organisations with 101-500 employees, 76.5% of organisations with 26-50 employees, 74.1% of organisations with 51-100 employees and 73.1% of organisations with 11-25 employees have a continuous improvement programme. Only 64.0% of organisations with ≤10 employees adopt a continuous improvement programme. It has to be noted that 53.1% of organisations that have ≤10 employees design products and services to perform as intended even under adverse conditions. In addition, 35.3% of organisations having > 500 employees, 52.2% of organisations having 101-500 employees, 56.6% of organisations having ≤10 employees, 57.1% of organisations having 51-100 employees, 58.8% of organisations having 26-50 employees and 64.0% of organisations having 11-25 employees design products or services for ease of production. This indicates that although most organisations believe they have a continuous improvement programme however lower percentages actually design products or services for ease of production.

Table 76 Cross tabulation of statements related to Continuous improvement programme with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	54.3	60.0
Continuous Improvement Programme	78.7	34.3
<i>Customer Focus</i>		
Identification of Customer Wants	84.4	34.3

Table 76 indicates that there are 78.7% that have a strategic plan and 34.3% of organisations that do not have a strategic plan also have a continuous improvement programme. However, 54.3% that have a strategic plan also design products or services for ease of production. Organisations having a strategic plan tend to adopt continuous improvement programme. Surprisingly, only 54.3% of organisations having a strategic

plan actually design products or services for ease of production. It shows that even with a strategic plan in place, organisations are not essentially encouraged to design products or services for ease of production. This may be apparent as organisations may be more focused on customer oriented issues rather than continuous improvement program as 84.4% of organisations having a strategic plan also have a system to identify customer wants. Although respondents have a good view of their actual continuous improvement programme, the findings show that there is room for improvement.

Table 77 Cross tabulation of statements related to Continuous improvement programme with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	52.7	63.9
Continuous Improvement Programme	85.9	47.9

The chi-square test shows a positive association between organisations having continuous improvement programme and having a formal quality management programme, as the p-value is <0.05 . Table 77 shows that 85.9% have a formal quality management programme and 47.9% of tourism organisations that do not have a formal quality management programme also have a continuous improvement programme. In addition, 52.7% that have a formal quality management programme also design products or services for ease of production. Organisations having a formal quality management programme tend to adopt continuous improvement programme rather than design products or services for ease of production. Therefore, it is an indication that having a formal quality management programme does not inevitably encourage organisations to design products or services for ease of production.

Table 78 Cross tabulation of statements related to Continuous improvement programme with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	53.3	85.0
Continuous Improvement Programme	81.3	9.5

From Table 78, 81.3% that have a top management commitment and 9.5% of those that do not have a top management commitment also have a continuous improvement programme. Moreover, 53.3% that have top management commitment also design products or service for ease of production. Organisations having a top management commitment tend to adopt continuous improvement programme. In contrast a smaller percentage of those that have top management commitment also design products or service for ease of production. Top management commitment may encourage continuous improvement programme but not necessarily encourage organisations to design products or services for ease of production. This may be so as respondents may not consider designing products or services for ease of production to be an important factor.

4.4.2.7 INVEST IN IT TO IMPROVE QUALITY

Table 79 Cross tabulation of statements related to IT to improve quality with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Continuous Improvement Programme	69.5	92.7
IT to Improve Quality	71.4	82.9

According to Table 79, there are 82.9% of international organisations that invest in IT to improve quality as compared to 71.4% of local organisations that invest in IT to improve quality. Both local and international organisations rated a high percentage but international organisations still has a higher percentage than local organisations. Moreover, 69.5% of local organisations and 92.7% of international organisations have a continuous improvement programme. This may be obvious as 71.4% of local organisations invest in IT to improve quality yet 69.5% have a continuous improvement programme. In contrast, 82.9% of international organisations invest in IT to improve quality but 92.7% of international organisations have a continuous programme. A higher percentage of international organisations have a continuous improvement programme.

Table 80 Cross tabulation of statements related to IT to improve quality with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Continuous Improvement Programme	72.4	71.4	71.4	74.1	74.0
IT to Improve Quality	78.8	100.0	72.4	86.4	59.6

From Table 80, it is noted that all tourism components tend to invest in IT to improve quality, however, food services seem to encounter greater difficulty in this aspect as only 59.6% of food services use IT to improve quality. Out of the organisations surveyed 72.4% of leisure organisations, 78.8% of hotels, 86.4% of travel organisations and 100% of accommodation invest in IT to improve quality. Results range from 71.4%-74.1% of all tourism components having a continuous improvement programme, yet food services does not make adequate use of IT to improve quality. This indicates that most tourism components adopt a proactive approach through their continuous improvement program especially accommodation, travel organisations and hotels as they have to be linked to various IT software like Amadeus, Fidelio etc for reservations. Findings show that not all tourism components comprehend the importance of IT to improve quality. An awareness programme may be necessary to encourage organisations to invest in IT to improve quality, especially the food services component.

Table 81 Cross tabulation of statements related to IT to improve quality with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Continuous Improvement Programme	66.3	79.0	90.6
IT to Improve Quality	71.1	78.6	84.4

As per Table 81, there are 84.4 % of public organisations, 78.6% of partnership organisations and 71.1% of sole proprietorship or family businesses, investing in IT to improve quality. Moreover, 66.3% of sole proprietorship, 79.0% of partnership organisations and 90.6% of public organisations have a continuous improvement programme. It has to be noted that 71.1% of sole proprietorship invest in IT to improve quality but only 66.3% of sole proprietorship or family businesses have a continuous improvement programme. This may be apparent as sole proprietors of family businesses may not be aware of the concept of continuous improvement programme and hence not

consider investing in IT to improve quality as part and parcel of the continuous improvement programme.

Table 82 Cross tabulation of statements related to IT to improve quality with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Continuous Improvement Programme	64.0	73.1	76.5	74.1	82.6	100.0
IT to Improve Quality	69.6	67.3	61.8	78.6	89.4	94.1

Table 82 shows that 94.1% of organisations having > 500 employees, 89.4% of organisations having 101-500 employees, and 78.6% of organisations with 51-100 employees invest in IT to improve quality. There are 69.6% of organisations with ≤ 10 employees, 67.3% of organisations with 11-25 employees and 61.8% of organisations with 26-50 employees, invest in IT to improve quality. Moreover, 64.0% of organisations having ≤ 10 employees, 73.1%-76.5% of organisations having 11-100 employees believe that they have a continuous improvement programme, 82.6% of organisations having 101-500 employees and 100.0% of organisations having > 500 employees have a continuous improvement programme. The percentage of organisations with 11-25 employees, 26-50 employees and > 500 employees have a higher rating for having a continuous improvement programme than for investing in IT to improve quality. A higher percentage of organisations having ≤ 10 employees, 51-100 employees and 101-500 employees invest in IT to improve quality rather than implementing a continuous improvement programme. Therefore different sizes of organisations do not all comprehend the importance of investing in IT to improve quality especially organisations with less than 51 employees.

Table 83 Cross tabulation of statements related to IT to improve quality with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Continuous Improvement Programme	78.7	34.3
IT to Improve Quality	79.8	45.7

A chi-square test was carried out “there is a significant association between investing in IT to improve quality and implementing a strategic plan”. The p-value is < 0.05 indicating a positive relationship. This is portrayed in Table 83 with 79.8% having a strategic plan and 45.7% that do not have a strategic plan also invest in IT to improve quality. There are 78.7% that have a strategic plan also have a continuous improvement programme. Organisations having a strategic plan also tend to adopt continuous improvement programme and invest in IT to improve quality respectively. Hence, the chi-square shows, having a strategic plan encourage organisations to invest in IT to improve quality.

Table 84 Cross tabulation of statements related to IT to improve quality with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Continuous Improvement Programme	85.9	47.9
IT to Improve Quality	80.8	68.1

There is a significant association between organisations investing in IT to improve quality and having a formal quality management programme, as the p-value is < 0.05 indicating a positive relationship. From Table 84, 80.8% that have a formal quality programme and 68.1% of organisations that do not have a formal quality programme invest in IT to improve quality. There are 85.9% of organisations that have a formal quality programme also have a continuous improvement programme. This reflects that organisations having a formal quality programme also tend to adopt continuous improvement programme Moreover, results indicate that having a formal quality programme encourage organisations to invest in IT to improve quality.

Table 85 Cross tabulation of statements related to IT to improve quality with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Continuous Improvement Programme	81.3	9.5
IT to Improve Quality	77.1	55.0

According to Table 85, there are 77.1% that have a top management commitment and 55.0% of those that do not have a top management commitment, invest in IT to improve quality. Organisations that have a top management commitment also tend to invest in IT to improve quality. Findings reflect that top management commitment may encourage organisations to invest in IT to improve quality but not all organisations that invest in IT to improve quality have top management commitment to quality. Although organisations tend to invest in IT to improve quality, more improvements can be made to enhance its importance in the tourism organisations as a higher percentage of 81.3% have top management commitment to quality and adopt a continuous improvement programme. This may be so as not all organisations are well versed in IT, can neither make best use of it nor include it in their continuous improvement programme.

4.4.2.8 SUPPLIERS ARE INVOLVED IN QUALITY PROGRAMME

Table 86 Cross tabulation of statements related to Supplier involvement with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	74.7	92.7
Supplier Involvement	57.6	78.0

The chi-square test was carried out, “there is a significant association between suppliers are involved in quality programme and type of organisation”. The p-value is < 0.05 indicating a significant association. An inverse relationship is demonstrated with Table 86 where 78.0 % of international organisations compared to 57.6% of local organisations involve their suppliers in their quality programme. This indicates that more international organisations tend to involve their suppliers in their quality programme than local organisations. This may be surprising as 74.7% of local organisations and 92.7% of international organisations state; they have quality emphasis throughout their organisation from supplier to consumer. In practical terms a much lower percentage actually includes their supplier in their quality programme.

Table 87 Cross tabulation of statements related to Supplier involvement with Type of service

Survey Statement	Type of service (%)				Food Services
	Hotel	Accommodation	Leisure	Travel	
<i>Quality Practices</i>					
Quality emphasis in entire Organisation	76.5	85.7	79.3	70.7	80.2
Supplier Involvement	60.2	57.1	48.4	53.4	67.3

Table 87 shows that most organisations do not involve their supplier in their quality programme as only 48.4% of leisure organisations, 53.4% of travel organisations, 57.1% of accommodation, 60.2% of hotels and 67.3% of food services involve their suppliers in their quality programme. This clearly shows that organisations do not include suppliers sufficiently in their quality programme throughout the tourism sector. However, when the respondents were asked if they have a quality emphasis throughout their organisation the percentage rated from 70.7% - 85.7%, showing once again that management does not adequately implement what they say.

Table 88 Cross tabulation of statements related to Supplier involvement with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Quality emphasis in entire Organisation	70.9	85.5	87.5
Supplier Involvement	50.9	72.3	67.7

There is a significant association between involving suppliers in quality programme and type of ownership since the p-value is < 0.05 indicating an inverse relationship. Table 88 indicates that 72.3 % of partnership organisations and 67.7% of public organisations as compared to 50.9% of sole proprietorship or family businesses involve suppliers in quality programme. It is a clear indication that sole proprietors should be encouraged to involve suppliers in their quality programme. Partnership organisations also have a rather low rating as compared to public organisations. Moreover, when asked if they have a quality emphasis encompassing their entire organisation from supplier to consumer, the ratings once again were high ranging from 70.9%- 87.5%. It is highlighted that 70.9% of sole proprietorship say that they have quality emphasis throughout their organisation but only 50.9% of sole proprietorship actually involve suppliers in their quality programme. The results show that managers state that they

have quality emphasis from supplier to consumer however practically they fail to involve their suppliers in their quality programme.

Table 89 Cross tabulation of statements related to Supplier involvement with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Quality emphasis in entire organisation	67.0	77.4	79.4	96.2	89.1	82.4
Supplier Involvement	52.2	62.3	60.6	64.3	70.2	76.5

From Table 89, 76.5% of organisations having > 500 employees, 70.2% of organisations having 101-500 employees, 64.3% of organisations having 51-100 employees, 62.3% of organisations having 11-25 employees, 60.6% of organisations having 26-50 employees and 52.2% of organisations having ≤10 employees involve suppliers in their quality programme. All percentages that involve suppliers in their quality programme are all lower than the rating for having a quality emphasis that encompasses the entire organisation from supplier to consumer. This is illustrated with 96.2% of organisations having 51-100 employees, 89.1% of organisations having 101-500 employees, 82.4% of organisations having > 500 employees, 79.4% of organisations having 26-50 employees, 77.4% of organisations having 11-25 employees and 67.0% of organisations having ≤10 employees. This clearly indicates that respondents or organisations want to portray a good image of them; however in reality they do not sufficiently involve their suppliers in their quality programme.

Table 90 Cross tabulation of statements related to Supplier involvement with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	84.4	41.2
Supplier Involvement	67.5	20.0

A chi-square test was carried out, “there is a significant association between involving supplier in quality programme and strategic plan”. The p-value is < 0.05 indicating a positive relationship. As per Table 90, there are 67.5% of organisations having a strategic plan as compared to 20.0% that do not have a strategic plan, involve suppliers

in their quality programme. This clearly shows that those who have a strategic plan also tend to involve suppliers in their quality programme as compared to those who do not have a strategic plan. Moreover, 84.4% of those that have a strategic plan also state that they have a quality emphasis, which encompasses the entire organisation. However, in practical terms only 67.5% involve their suppliers in their quality programme.

Table 91 Cross tabulation of statements related to Supplier involvement with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	87.8	62.5
Supplier Involvement	73.5	31.9

There is a significant association between involving suppliers in quality programme and having a formal quality management programme, as the p-value is <0.05 showing a positive relationship. This is illustrated by Table 91 where 73.5% having a formal quality management programme and 31.9% that do not have a formal quality management programme also involve suppliers in their quality programme. The positive relationship shows that organisations that have a formal quality management programme also tend to involve suppliers in their quality programme as compared to those that do not have a formal quality management programme. In addition, 87.8% of those that have a formal quality management programme state, they have a quality emphasis throughout their organisation but yet only 73.5% that have a formal quality management programme actually involve suppliers in their quality programme.

Table 92 Cross tabulation of statements related to Supplier involvement with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality emphasis in entire Organisation	86.2	15.0
Supplier Involvement	66.3	10.0

From Table 92, 66.3% that have top management commitment also involve suppliers in their quality programme as compared to only 10.0% that do not have top management commitment yet they involve suppliers in their quality programme. This portrays that

having a top management commitment to quality helps in implementing quality practices such as involving suppliers in quality programme. Moreover, 86.2% that have a top management commitment also believe that they have a quality emphasis that encompasses their entire organisation from supplier to consumer but only 66.3% of those that have top management commitment actually involve suppliers in their quality programme.

4.4.2.9 QUALITY APPROACHES

Table 93 Cross tabulation of statements related to Quality approaches with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Leadership</i>		
Strategic Plan	69.8	82.9
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Quality Approaches	28.5	62.5

There is a significant association between organisations that have quality approaches and type of organisation as the p-value of the chi-square test is < 0.05 indicating an inverse relationship. This is shown in Table 93 where 62.5 % of international organisations have quality approaches as compared to 28.5% of local organisations. Moreover, 69.0% of international organisations and 48.2% of local organisations have a formal quality management programme. Findings further show, 82.9% of international organisations and 69.8% of local organisations have a strategic plan respectively. This clearly indicates that both local and international organisations have a tendency to implement a strategic plan followed by formal quality management programme and finally quality approaches. Quality approaches has the lowest percentage throughout the quality practices statements. This may be apparent as organisations may not be aware of the quality approaches and hence cannot adopt or include it in their strategic plan or formal quality management programme.

Table 94 Cross tabulation of statements related to Quality approaches with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Leadership</i>					
Strategic Plan	82.8	57.1	60.0	78.9	62.5
<i>Quality Practices</i>					
Formal Quality Management	52.5	57.1	45.2	52.5	50.0
Quality Approaches	43.3	28.6	20.0	35.3	26.2

The findings indicate a significant association between organisations that have quality approaches and type of service. The p-value of the chi-square test is < 0.05 indicating that the results are significant implying a positive relationship. Table 94 shows that the percentages of all tourism components are well below 50% that actually adopt quality approaches. This is clearly illustrated as 43.3% of hotels, 35.3% of travel organisations, 28.6% of accommodation, 26.2% of food services and 20.0% of leisure organisation adopt quality approaches. This is a cause for concern, as quality approaches are not sufficiently adopted throughout the tourism components. Moreover, 57.1% of accommodation, 52.5% of hotels, 52.5% of travel organisations, 50.0% of food services and 45.2% of leisure organisations have a formal quality management programme although a higher percentage of all tourism components have a strategic plan. Results show that 82.8% of hotels, 78.9% of travel organisations, 62.5% of food services, 60.0% of leisure and 57.1% of accommodation respectively have a strategic plan. What has to be noted is that a higher percentage of all tourism components have a strategic plan, lower percentages have a formal quality management programme and a much lower percentage of all tourism components adopt quality approaches. This simply shows that the percentage cascades down from strategic plan, adopting a formal quality management programme and quality approach. It can be deduced that quality approaches are not sufficiently implemented throughout.

Table 95 Cross tabulation of statements related to Quality approaches with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Leadership</i>			
Strategic Plan	64.4	78.3	90.6
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4
Quality Approaches	19.6	48.8	58.1

There is a significant association between adopting quality approaches and type of ownership as the p-value of the chi-square test is < 0.05 indicating an inverse relationship. This is highlighted in Table 95 as 58.1 % of public organisations, 48.8% of partnership organisations adopt quality approaches as compared to 19.6% of sole proprietorship or family businesses. Moreover, 84.4% of public organisations, 54.8% of partnership organisations and 41.4% of sole proprietorship or family businesses have a formal quality management programme. In addition, 90.6% of public organisations, 78.3% of partnership and 64.4% of sole proprietorship have a strategic plan respectively. As highlighted a higher percentage of all organisations have a strategic plan than formal quality management programme and a lower percentage adopt quality approaches. Public organisations have the highest percentages followed by partnership and sole proprietorship organisations throughout.

Table 96 Cross tabulation of statements related to Quality approaches with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Leadership</i>						
Strategic Plan	62.3	58.5	82.4	81.5	91.5	88.2
<i>Quality Practices</i>						
Formal Quality Management	35.0	49.1	76.5	55.6	59.6	88.2
Quality Approaches	21.8	13.7	38.2	55.6	52.2	66.7

A chi-square test was carried out, “there is a significant association between adopting quality approaches and number of employees”. The p-value is < 0.05 showing an inverse relationship. There are 66.7% of organisations having > 500 employees, 55.6% of organisations having 51-100 employees, 52.2% of organisations having 101-500 employees, 38.2% of organisations having 26-50 employees, 21.8% of organisations having ≤ 10 employees and 13.7% of organisations having 11-25 employees also adopt quality approaches as per Table 96. The results show that larger organisations tend to adopt quality approaches as compared to smaller ones, especially those organisations with less than 51 employees.

There are 88.2% of organisations with > 500 employees, 76.5% of organisations with 26-50 employees, 59.6% with 101-500 employees, 55.6% of organisations with 51-100 employees, 49.1% with 11-25 employees and 35.0% of organisations with ≤ 10

employees have a formal quality management programme. Moreover, there are 91.5% of organisations having 101-500 employees, 88.2% of organisations having > 500 employees, 82.4% of organisations having 25-50 employees, 81.5% of organisations having 51-100 employees, 62.3% of organisations having ≤ 10 employees and 58.5% having 11-25 employees have a strategic plan. This merely indicates that the percentage of organisations that have 11-25 and ≤ 10 employees rated among the lowest percentage throughout i.e. having a strategic plan, formal quality management programme and quality approaches. It has to be noted however that 88.2% of organisations having > 500 employees have a strategic plan and the same percentage have a formal quality management programme as compared to other organisations.

Table 97 Cross tabulation of statements related to Quality approaches with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Formal Quality Management	62.1	17.1
Quality Approaches	41.7	14.7

There is a significant association between organisations that have quality approaches and those that have a strategic plan, since the p-value is < 0.05 . A positive relationship is highlighted in Table 97 as 41.7% that have a strategic plan also adopt quality approaches yet 14.7% that do not have a strategic plan adopt quality approaches. Moreover, 62.1% that have a strategic plan also have a formal quality management programme. This indicates that a higher percentage of tourism organisations that have a strategic plan also have a formal quality management programme in comparison to those that have a strategic plan and adopt quality approaches.

Table 98 Cross tabulation of statements related to Quality approaches with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Leadership</i>		
Strategic Plan	88.1	47.2
<i>Quality Practices</i>		
Quality Approaches	42.4	16.7

The results of the chi-square test show “a significant association between organisations that have quality approaches and those that have a formal quality management programme” as the p-value is < 0.05 . A positive relationship is highlighted in Table 98 where 42.4% that have a formal quality management programme also adopt quality approaches, yet 16.7% of organisations that do not have a formal quality management programme also adopt quality approach. Moreover, 88.1% that have a formal quality management programme have a strategic plan. Organisation that have a formal quality management programme tend to have a strategic plan but those that have a formal quality management programme do not necessarily have a quality approach. This shows that quality approaches may not be a part of most organisations formal quality programme.

Table 99 Cross tabulation of statements related to Quality approaches with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Leadership</i>		
Strategic Plan	77.1	20.0
<i>Quality Practices</i>		
Formal Quality Management	57.2	4.8
Quality Approaches	37.6	0.0

There is a significant association between organisations that have quality approaches and those that have a top management commitment with $p < 0.05$. This is highlighted in Table 99 as 37.6% that have top management commitment to quality also adopt quality approaches however it has to be noted that organisations that do not have top management commitment, do not adopt quality approaches. Moreover, 77.1% of tourism organisations that have top management commitment also have a strategic plan as compared to 57.2% of organisations that have top management commitment and a formal quality management programme. This shows that a very low percentage that has top management commitment also adopt quality approaches.

4.4.2.10 INTERNAL CUSTOMER

Table 100 Cross tabulation of statements related to Internal customer with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Internal Customer	56.3	73.2
<i>Human Resource</i>		
High Employee Turnover	26.9	35.7

Furthermore, a chi-square test was carried out, “there is a significant association between considering the internal customer and type of organisation”. The p-value is < 0.05 indicating that the results are significant implying there is an association. An inverse relationship is represented with Table 100 where 73.2% of international organisations consider the internal customer as compared to 56.3% of local organisations that consider the internal customer. This is surprising as the rate of employee turnover is higher in international organisations than in local ones. The findings show that 35.7% of international organisations and 26.9% of local organisations have high employee turnover. This shows that employees working in international organisations tend to switch jobs more often than employees working in local organisation.

Table 101 Cross tabulation of statements related to Internal customer with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Internal Customer	63.3	42.9	48.3	58.2	57.3
<i>Human Resource</i>					
High Employee Turnover	27.3	14.3	22.6	21.1	36.6

Most managers in the tourism components do not consider the internal customer except for hotels, where 63.3% consider the internal customer. Table 101 shows that 58.2% of travel organisations, 57.3% of food services, 48.3% of leisure organisations and 42.9% of accommodation consider employees as the internal customer. Most tourism organisations do not treat employees as the internal customer as all percentage range below 64%. Moreover, 36.6% of food services, 27.3% of hotels, 22.6% of leisure organisations, 21.1% of travel organisations and 14.3% of accommodation have high

employee turnover. Managers in the hotels state that they take into consideration their internal customer yet they have the second highest percentage, with high employee turnover.

Table 102 Cross tabulation of statements related to Internal customer with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Internal Customer	53.2	62.2	78.1
<i>Human Resource</i>			
High Employee Turnover	35.4	22.0	9.4

The findings show a significant association between considering the internal customer and type of ownership as the p-value is < 0.05 indicating an inverse relationship. Table 102 reveals that 78.1 % of public organisations, 62.2% of partnership organisations consider the internal customer as compared to 53.2% of sole proprietorship and family businesses. This difference can be supported by the rating of high employee turnover where 9.4% of partnership organisations, 22.0% of partnership organisations and 35.4% of sole proprietorship or family businesses have high employee turnover indicating that employees may not be satisfied with their work or may seek better job opportunities elsewhere.

Table 103 Cross tabulation of statements related to Internal customer with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Internal Customer	45.1	50.0	69.7	88.5	67.4	88.2
<i>Human Resource</i>						
High Employee Turnover	32.5	31.4	36.4	14.8	22.2	5.9

A chi-square test was carried out, “there is a significant association between considering the internal customer and number of employees”. The p-value is < 0.05 indicating an inverse relationship. Table 103 illustrates that 88.5% of organisations with 51-100 employees, 88.2% of organisations with > 500 employees, 69.7% of organisations with 26-50 employees, 67.4% of organisations with 101-500 employees, 50.0% of organisations with 11-25 employees and 45.1% of organisations with ≤ 10 employees

consider the internal customer as an important factor in quality management. In addition 36.4% of organisations having 26-50 employees, 32.5% of organisations having ≤ 10 employees and 31.4% of organisations having 11-25 employees, 22.2% of organisations having 101-500 employees, 14.8% of organisations having 51-100 employees and 5.9% having > 500 employees, have high employee turnover. This shows that smaller organisations have difficulty in retaining their employees which may be due to various reasons such as salary, conditions of work, seasonal conditions and so on.

Table 104 Cross tabulation of statements related to Internal customer with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Internal Customer	66.0	26.5
<i>Human Resource</i>		
High Employee Turnover	25.7	45.7

There is a significant association between considering the internal customer and having a strategic plan as the p-value is < 0.05 indicating a positive association. From Table 104, there are 66.0% that have a strategic plan and consider the internal customer as compare to 26.5% that do not have a strategic plan yet consider the internal customer. Moreover, 25.7% that have a strategic plan also have high employee turnover. This shows that a high percentage that have strategic plan also consider the internal customer. Hence, having a strategic plan encourages organisations to consider the internal customer.

Table 105 Cross tabulation of statements related to Internal customer with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Internal Customer	72.8	33.3
<i>Human Resource</i>		
High Employee Turnover	23.6	43.1

A chi-square test was carried out “there is a significant association between considering the internal customer and formal quality programme as the p value is < 0.05 indicating that the results are significant implying a positive association. This is highlighted in

Table 105 as 72.8% that have a formal quality programme also consider the internal customer yet 33.3% that do not have a formal quality management programme consider the internal customer. Moreover, 23.6% that have a formal quality management programme also have high employee turnover. The chi square test shows that having a formal quality programme encourages organisations to consider their internal customer.

Table 106 Cross tabulation of statements related to Internal customer with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Internal Customer	63.6	10.5
<i>Human Resource</i>		
High Employee Turnover	22.9	81.0

Table 106 shows that 63.6% that have top management commitment also consider the internal customer, yet 10.5% that do not have top management commitment consider the internal customer. Moreover 22.9% that have top management commitment to quality also have high employee turnover. Although a high percentage that have top management commitment consider the internal customer yet 22.9% of tourism organisations that have top management commitment also encounter problems concerning high employee turnover. This may be evident as top management commitment to quality is not sufficient to retain employees.

4.4.2.11 BENCHMARKING

Table 107 Cross tabulation of statements related to Benchmarking with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Benchmarking	52.1	92.7
<i>Benefits of Quality</i>		
Improve Competitiveness	71.0	92.7

A chi-square test was carried out, “there is a significant association between benchmarking and type of organisation”. The p-value is < 0.05 indicating that the results are significant, portraying an association. An inverse relationship is depicted

with Table 107 where 92.7% of international organisations carry out benchmarking as compared to 52.1% of local organisations. This indicates that more international organisations tend to carry out benchmarking than local organisations. Moreover, 92.7% of international organisations consider that improved competitiveness is the result of quality management and the same percentage carry out benchmarking. However, when considering local organisations 71.0% of local organisations believe that improved competitiveness is achieved as a result of quality management but only 52.1% actually carry out benchmarking. This shows that some local organisations may not have the right framework to carry out benchmarking and are probably basing themselves on vague judgement.

Table 108 Cross tabulation of statements related to Benchmarking with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Benchmarking	63.3	28.6	55.2	60.3	53.9
<i>Benefits of Quality</i>					
Improve Competitiveness	75.5	57.1	60.0	75.9	76.9

It has to be noted from Table 108 that the tourism components do not all carry out benchmarking as 63.3% of the hotels, 60.3% of travel organisations, 55.2% of leisure organisations, 53.9% of food services and only 28.6% of accommodation actually carry out benchmarking. This highlights that most tourism companies are not able to situate themselves in comparison with their competitors. Moreover, 76.9% of food services, 75.9% of travel organisations, 75.5% of hotels, 60.0% of leisure organisations and 57.1% of accommodation believe that improved competitiveness is the result of quality management. The results show that, higher percentages are from hotels with 63.3%, travel organisations with 60.3%. The tourism sector is therefore lagging behind when considering benchmarking techniques, which is an important concept for organisations to compare themselves with the best in class and eventually surpass the benchmark.

Table 109 Cross tabulation of statements related to Benchmarking with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Benchmarking	47.5	64.3	87.5
<i>Benefits of Quality</i>			
Improve Competitiveness	66.9	85.5	77.4

The findings indicate a significant association between benchmarking and type of ownership, as the p-value of the chi-square test is <0.05 . An inverse relationship is noted as from Table 109, 87.5 % of public organisations, 64.3% of partnership organisations carry out benchmarking as compared to 47.5% of sole proprietorship and family businesses. Moreover, 85.5% of partnership organisations, 77.4% of public organisations and 66.9% of sole proprietorship believe that improved competitiveness is achieved as a result of quality management. One important aspect is that partnership organisations believe; increased competitiveness is achieved with quality management, yet the highest percentage that actually carry out benchmarking are the public organisations.

Table 110 Cross tabulation of statements related to Benchmarking with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Benchmarking	44.2	52.8	69.7	55.6	73.9	100.0
<i>Benefits of Quality</i>						
Improve Competitiveness	63.5	79.2	73.5	85.7	84.8	81.3

A chi-square test was carried out, “there is a significant association between benchmarking and number of employees”. The p-value is less than 0.05 indicating a significant association. Table 110 shows an inverse relationship as 100.0% of organisations that have > 500 employees, 73.9% of organisations that have 101-500 employees, 69.7% of organisations that have 26-50 employees, 55.6% of organisations that have 51-100 employees, 52.8% of organisations that have 11-25 employees and 44.2% of organisations that have ≤ 10 employees actually carry out benchmarking techniques. Moreover, 81.3%-85.7% of organisations that have > 50 employees believe that improved competitiveness is achieved as a result of quality management. There are a 79.2% of organisations having 11-25 employees, 73.5% of organisations having 26-50

employees and 63.5% of organisations having ≤ 10 employees consider that improved competitiveness is achieved as a result of quality management. In practical terms 100.0% of organisations having > 500 employees, 73.9% of organisations having 101-500 employees and 69.7% of organisations having 26-50 employees are the organisations that actually have a benchmarking technique.

Table 111 Cross tabulation of statements related to Benchmarking with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Benchmarking	65.6	26.5
<i>Benefits of Quality</i>		
Improve Competitiveness	80.7	48.6

The results of the chi square test show a significant association between benchmarking and strategic plan. The p-value is < 0.05 indicating a positive association. From Table 111, there are 65.6% of organisations that have a strategic plan also adopt benchmarking techniques but 26.5% of organisations that do not have a strategic plan also carry out benchmarking. It has to be noted however that 80.7% that have a strategic plan consider that improved competitiveness is achieved as a result of quality management, yet only 65.6% of those that have a strategic plan carry out benchmarking. The chi-square shows that having a strategic plan encourages organisations to carry out benchmarking.

Table 112 Cross tabulation of statements related to Benchmarking with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Benchmarking	72.0	34.7
<i>Benefits of Quality</i>		
Improve Competitiveness	82.1	52.8

Furthermore, a chi-square test was carried out, “there is a significant association between benchmarking and formal quality management”. The p-value is < 0.05 portraying a significant association. A positive relationship is highlighted in Table 112

as 72.0% that have a formal quality management programme also carry out benchmarking and 34.7% of tourism organisations that do not have a formal quality management programme also adopt benchmarking technique. However, 82.1% that have a formal quality management programme, believe that increased competitiveness is achieved as a result of quality management. This merely shows that although a higher percentage consider there is increased competitiveness with quality management, yet only 72.0% that have a formal quality programme carry out benchmarking.

Table 113 Cross tabulation of statements related to Benchmarking with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Benchmarking	63.2	10.5
<i>Benefits of Quality</i>		
Improve Competitiveness	82.3	15.0

According to Table 113, there are 63.2% of tourism organisations that have top management commitment and 10.5% that do not have top management commitment carry out benchmarking techniques. However, 82.3% that have top management commitment also believe that improved competitiveness is achieved as a result of quality management, yet only 63.2% of those that have top management commitment, have benchmarking techniques.

4.4.3 HUMAN RESOURCE MANAGEMENT

Table 114 Percentage agree for statements related to Human Resource

Survey Statement	Agree (%)
<i>Human Resource</i>	
Training for Quality	61.7
High Employee Turnover	28.5
Team Building	50.7
Culture builds Mutual Trust	75.3
Employee Commitment	80.9
Employees Responsible for Quality	87.2
Reward Performing Employees	80.8

From Table 114, 87.2% of employees are responsible for the quality of their own work, 80.9% of employees at all level are committed to quality and 80.7% of employees who perform well are recognised and rewarded. However, only 75.3% believe that their organisational culture builds mutual trust. In addition only 61.7% of employees at all level undergo extensive training in quality management and 50.7% use team building techniques. Moreover, 28.5% agree that they have high employee turnover.

This indicates that there is a lack of employee training in quality and team building techniques in the tourism industry. It has to be noted that the Budget Speech of 2006-2007 has laid much emphasis on training of employees and recycling of employees from other sectors.

Table 115 Cross tabulation of statements related to Human Resource with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
High Employee Turnover	26.9	35.7
Team Building	47.3	70.7
Culture builds Mutual Trust	75.7	77.5
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0

From the findings, international organisations in comparison to local organisations noted high ratings throughout the human resource statements ranging from 35.7% -

97.6% as per Table 115. International organisations have a high employee turnover of 35.7% despite adopting human resource practices. In addition, out of local organisations 26.9% have high employee turnover, only 47.3% have team building techniques and 58.4% have employee training in quality. This indicates that local organisations are having greater difficulty adopting human resource practices especially employee training and team building techniques. According to Mei *et al* (1999) “the hotel should allocate resources to the training of their employees, so that employees will feel confident and able to provide prompts/personalised and caring service to guests.”

Table 116 Cross tabulation of statements related to Human Resource with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Training for Quality	70.4	42.9	53.3	57.6	59.6
High Employee Turnover	27.3	14.3	22.6	21.1	36.6
Team Building	54.5	28.6	56.7	54.4	44.6
Reward Performing Employees	85.9	57.1	76.7	77.2	80.8

Table 116 indicates that 70.4% of hotels compared to 53.3% of leisure organisations, 57.6% of travel organisations, 59.6% of food services and 42.9% of accommodation have employee training in quality. In addition, there are 56.7% of leisure organisations, 54.5% of hotels, 54.4% of travel organisations, 44.6% of food services and 28.6% of accommodation management adopt team building techniques. There are only 57.1% of accommodation, reward and recognise performing employees. This may explain the employee turnover in certain tourism components as 36.6% of food services have high employee turnover, 27.3% of the hotels, 22.6% of leisure organisations, 21.1% of the travel organisations and 14.3% of accommodation have high employee turnover.

Table 117 Cross tabulation of statements related to Human Resource with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Training for Quality	53.8	67.5	84.4
High Employee Turnover	35.4	22.0	9.4
Team Building	42.8	58.5	62.5

High employee turnover, team building techniques and employer training in quality amount for 35.4%, 42.8% and 53.8% of sole proprietorship / family businesses respectively as shown in Table 117. Moreover, 22.0% of partnership organisations have high employee turnover, and only 58.5% have team building techniques and 67.5% have extensive training in their organisation. Finally, 9.4% of public organisations have high employee turnover, 62.5% have team building techniques and 84.4% of employees at all levels undergo extensive training in quality.

Table 118 Cross tabulation of statements related to Human Resource with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Training for Quality	42.6	58.5	70.6	85.7	80.4	88.2
High Employee Turnover	32.5	31.4	36.4	14.8	22.2	5.9
Team Building	36.0	42.3	42.4	71.4	75.6	82.4

From Table 118, high employee turnover is experienced by 36.4% of organisations with 26-50 employees, 32.5% of organisations with ≤ 10 employees, 31.4% of organisations with 11-25 employees, 22.2% of organisations with 101-500 employees, 14.8% of organisations with 51-100 employees and 5.9% of organisations with > 500. This may be explained as only 42.4% of organisations having 26-50 employees, 42.3% of organisations having 11-25 employees and 36.0% of organisations having ≤10 employees adopt team building techniques. Employees at all levels undergo extensive training in quality management, fall in the category of organisations employing 11-25 people and ≤ 10 people with only 58.5% and 42.6% respectively. The findings show that smaller organisations lack team building techniques and employee training which might result in high employee turnover. It can be concluded that smaller organisations might not have the right framework to carry out training and teambuilding techniques.

Table 119 Cross tabulation of statements related to Human Resource with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	70.8	22.9
High Employee Turnover	25.7	45.7
Team Building	59.7	17.1
Culture builds Mutual Trust	80.8	41.2
Employee Commitment	86.9	38.2
Employees Responsible for Quality	89.6	77.1
Reward Performing Employees	86.8	55.9

From those organisations having a strategic plan, 25.7% experience a high employee turnover and 59.7% engage in team building techniques as shown in Table 119. The results indicate that 70.8% of organisations having a strategic plan, have employee training, 80.8% have an organisational culture which builds mutual trust, 86.6% reward performing employees, 86.9% have employees committed to quality and 89.6% have employees who are responsible for the quality of their work. Organisations having a strategic plan tend to implement human resource practices, yet they do not sufficiently consider the importance of team building techniques.

Table 120 Cross tabulation of statements related to Human Resource with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	78.0	36.1
High Employee Turnover	23.6	43.1
Team Building	65.5	26.8
Culture builds Mutual Trust	79.2	64.8
Employee Commitment	90.1	58.3
Employees Responsible for Quality	92.7	77.8
Reward Performing Employees	86.1	67.1

Out of the organisations having a formal quality management programme, 23.6% are faced with high employee turnover, and 65.5% have team building techniques, which is the second lowest percentage noted as illustrated by Table 120. This indicates that having a formal quality management programme encourages organisations to adopt human resource practices throughout.

Table 121 Cross tabulation of statements related to Human Resource with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	67.9	9.5
High Employee Turnover	22.9	81.0
Team Building	55.1	15.0
Culture builds Mutual Trust	81.0	15.0
Employee Commitment	88.4	10.0
Employees Responsible for Quality	91.9	52.4
Reward Performing Employees	85.9	40.0

Table 121 shows that from the organisations surveyed having top management commitment, 22.9% experienced a high employee turnover and 55.1% have team building techniques. This indicates that having a top management commitment is not sufficient to encourage organisations to adopt team building techniques. However, other human resource statements range from 67.9%-91.9% showing the positive impact of top management commitment on the implementation of human resource practices.

4.4.3.1 EMPLOYEE TRAINING

Table 122 Cross tabulation of statements related to Training for quality with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
<i>Barriers to Quality Management</i>		
Lack of Training	36.7	22.2

A chi-square test was carried out “there is a significant association between the statement that employees at all levels undergo extensive training in quality management and type of organisation”. The p-value is < 0.05 indicating that the results are significant implying an inverse relationship. This is shown with Table 122 where 78.0% of international organisations employees at all levels undergo extensive training in quality management as compared to 58.4% of local organisations. This indicates that more international organisations tend to train employees in quality management than local organisations. This is further highlighted as 22.2% of international organisations and 36.7% of local organisations consider, lack of training acts as a barrier to quality

management. This merely indicates that local organisations lack training in quality rather than international organisations and they hence consider it as a barrier to quality management. This may be evident as some international organisations may have a budget allocated to training and have a training centre for their employees or may even send their staff on training in institutions or maybe quality management is compulsory in international organisations.

Table 123 Cross tabulation of statements related to Training for quality with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Training for Quality	70.4	42.9	53.3	57.6	59.6
<i>Barriers to Quality Management</i>					
Lack of Training	27.6	33.3	32.1	29.1	46.0

Table 123 indicates that within the hotel component, only 70.4% actually have intensive training in quality management as compared to the other tourism components with 59.6% of food services, 57.6% of travel organisations, 53.3% of leisure and 42.9% of accommodation. This clearly shows there is a lack of training in the tourism sector, except for the hotel component. Moreover, this is reflected as 27.6% of hotels, 29.1% of travel organisations, 32.1% of leisure organisations, 33.3% of accommodation and 46.0% of food services believe that lack of training acts as a barrier to quality management. It is important to note that hotels have the lowest percentage concerning lack of training as a barrier to quality management. Training is therefore an important factor as all tourism components, except for the hotels are not adequately implementing training in quality. This is surprising as tourism is one of the main pillars of the economy and employees are often in constant contact with customers. Employees should not only do things right but do the right thing which means it is not sufficient to be efficient at what they do but rather effective. Top management should highlight the importance of training. The first challenge is to improve the service quality by giving guests more individual attention and ensuring that employees always have guests' interests best at heart. Such goals could be achieved by training in a happy environment (Juwaheer and Ross, 2003).

Table 124 Cross tabulation of statements related to Training for quality with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Training for Quality	53.8	67.5	84.4
<i>Barriers to Quality Management</i>			
Lack of Training	44.6	29.1	6.7

There is a significant association between extensive training in quality management and type of ownership as the p-value is < 0.05 indicating that the results are significant. From Table 124, an inverse relationship is noted since 84.4 % of public organisations and 67.5% of partnership organisations have extensive training in quality management as compared to 53.8% of sole proprietorship / family businesses. This can be explained as 6.7% of public organisations, 29.1% of partnership organisations and 44.6% of sole proprietorship / family businesses consider that lack of training acts as a barrier to quality management. In simple terms sole proprietorship / family businesses do not sufficiently adopt quality training and may consider this lack of training to be the reason for the poor implementation of quality management. As 84.4% of public organisations adopt quality training therefore a lower percentage believes that lack of training acts as a barrier to quality management.

Table 125 Cross tabulation of statements related to Training for quality with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Training for Quality	42.6	58.5	70.6	85.7	80.4	88.2
<i>Barriers to Quality Management</i>						
Lack of Training	46.9	38.0	28.1	22.2	24.4	0.0

The results show a significant association between extensive training in quality management and number of employees as the p-value of the chi-square test is (< 0.05). An inverse association is noted. As per Table 125, extensive training is undergone by all employees at all levels in 88.2% of organisations with > 500 employees, 85.7% of organisations with 51-100 employees, 80.4% of organisations with 101-500 employees, 70.6% of organisations with 26-50 employees, 58.5% of organisations with 11-25 employees and 42.6% of organisations with ≤ 10 employees. Moreover, lack of training as a barrier to quality management is considered by 46.9% of organisations with ≤ 10

employees and 38.0% of organisations with 11-25 employees. Since smaller organisations do not adopt training in quality they therefore believe that lack of training acts as a barrier to quality management. In addition, 28.1% of organisations with 26-50 employees, 24.4% of organisations with 101-500 employees and 22.2% of organisations with 51-100 employees consider that lack of training acts as a barrier to quality management. From the findings, no food services surveyed, consider lack of training as a barrier to quality management as 88.2% implement extensive training in quality. This may be evident as food service relies heavily on customers' satisfaction.

Table 126 Cross tabulation of statements related to Training for quality with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	70.8	22.9
<i>Barriers to Quality Management</i>		
Lack of Training	27.8	72.7

A chi-square test was carried out “there is a significant association between extensive training in quality management and strategic plan”. The p-value is < 0.05 indicating that the results are significant implying there is a positive association. From Table 126, extensive training exists in 70.8% of organisations having a strategic plan and 22.9% of those without any strategic plan. Moreover, 72.7% and 27.8% of organisations that do not have and organisations that do have a strategic plan respectively consider that lack of training act as a barrier to quality management. This merely indicates that organisations with a strategic plan tend to adopt quality training in their organisation as opposed to those without a strategic plan find lack of training acts as a barrier to quality management.

Table 127 Cross tabulation of statements related to Training for quality with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	78.0	36.1
<i>Barriers to Quality Management</i>		
Lack of Training	26.0	52.9

There is a significant association between extensive training in quality management and formal quality management programme since the p-value of the chi-square test is < 0.05 indicating a positive relationship. Table 127 indicates that 78.0% that have a formal quality management programme and 36.1% of organisations that do not have a formal quality management programme in their organisation have extensive employee training in quality. Moreover, 52.9% of organisations having a formal quality management programme and 26.0% of organisations that do not have a formal quality management programme believe that lack of training acts as a barrier to quality management respectively. Hence, those organisations that have a formal quality management programme tend to have extensive training in quality.

Table 128 Cross tabulation of statements related to Training for quality with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i> Training for Quality	67.9	9.5
<i>Barriers to Quality Management</i> Lack of Training	28.9	81.0

From Table 128, top management commitment and extensive training in quality are practised by 67.9% of organisations surveyed. Extensive training is adopted by 9.5% of organisations with no top management commitment. Lack of training as a barrier to quality management is experienced by 81.0% and 28.9% of respondents whose organisations do not have as well as have top management commitment respectively. This shows that a greater majority that have top management commitment actually adopt quality training as compared to those that do not have top management commitment. Top management commitment is therefore an important factor in encouraging training.

4.4.3.2 EMPLOYEE TURNOVER

Table 129 Cross tabulation of statements related to High employee turnover with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
High Employee Turnover	26.9	35.7
Team Building	47.3	70.7
Culture builds Mutual Trust	75.7	77.5
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0

High employee turnover is endured by 35.7% of international organisations compared to 26.9% of local organisations as per Table 129. This is surprising as percentage of human resource practices rated higher in international organisations throughout hence indicating that employees should be more satisfied. Despite adopting the human resource practices, there is a higher employee turnover in the international organisations. Moreover, from local organisations surveyed only 47.3% have team building techniques and 58.4% adopt training in quality; there is a low percentage of employee turnover for local organisations. High employee turnover in international organisations may be explained by the fluctuations in demand for tourists, which make some employees vulnerable during off peak periods or there is a tendency for employee poaching by newly established hotels.

Table 130 Cross tabulation of statements related to High employee turnover with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Training for Quality	70.4	42.9	53.3	57.6	59.6
High Employee Turnover	27.3	14.3	22.6	21.1	36.6
Team Building	54.5	28.6	56.7	54.4	44.6
Culture builds Mutual Trust	74.7	100.0	78.6	82.8	68.9
Employee Commitment	77.6	85.7	73.3	81.7	85.6
Employees Responsible for Quality	87.9	83.3	74.2	89.8	89.3
Reward Performing Employees	85.9	57.1	76.7	77.2	80.8

There is a significant association between high employee turnover and type of service as p-value is < 0.05 indicating that the results are significant. An inverse relationship is

noted. As shown in Table 130, the percentage of high employee turnover within the various tourism components are as follows: 36.6% of food services, 27.3% of the hotels, 22.6% of leisure organisations, 21.1% of travel organisations and 14.3% of accommodation. There is a cause for concern especially in the food services component, hotel component and leisure component where high employee turnover may adversely affect the smooth functioning of the tourism industry. This may be obvious as only, 59.6% and 44.6% of food services implement training for quality and adopt team building techniques respectively, which explains the high employee turnover in food services. In addition only 54.5% of hotels adopt team-building techniques. Results show that 56.7% and 53.3% of leisure organisations adopt team building techniques and implement training for quality respectively. From the findings, 54.4% and 57.6% of travel organisations have team building techniques and implement training for quality in their organisation respectively. The above percentages may explain the reason for the high employee turnover as the other human resource practices have high percentages ranging above 70%.

However, the most surprising result are accommodations with only 28.6% of accommodation adopt team building techniques, 42.9% have training in quality and 50.0% reward performing employees yet only 14.3% have high employee turnover.

Table 131 Cross tabulation of statements related to High employee turnover with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Training for Quality	53.8	67.5	84.4
High Employee Turnover	35.4	22.0	9.4
Team Building	42.8	58.5	62.5
Culture builds Mutual Trust	72.2	81.7	75.0
Employee Commitment	78.9	83.3	84.4
Employees Responsible for Quality	84.5	90.2	90.6
Reward Performing Employees	76.1	86.7	84.4

A chi-square test was carried out “there is a significant association between high employee turnover and type of ownership”. The p-value is < 0.05 indicating that the results are significant implying a positive relationship. From Table 131, high employee turnover is experienced by 34.5 % of sole proprietorship / family businesses, 22.0% of

partnership organisations as compared to 9.4% of public organisations. This indicates that sole proprietorship / family businesses are encountering problems with their employees which may be due to the lack of (42.8%) team building techniques and (53.8%) training in quality management. Moreover, only 58.5% of partnership organisations have team building techniques, which may explain the high employee turnover in partnership organisations. The results from the survey indicate that partnership organisations are adopting human resource practices throughout their organisation. The lowest percentages noted are employee turnover with 9.4% and 62.5% that adopt team building techniques.

Table 132 Cross tabulation of statements related to High employee turnover with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Training for Quality	42.6	58.5	70.6	85.7	80.4	88.2
High Employee Turnover	32.5	31.4	36.4	14.8	22.2	5.9
Team Building	36.0	42.3	42.4	71.4	75.6	82.4
Culture builds Mutual Trust	68.7	80.4	72.7	88.9	78.7	76.5
Employee Commitment	74.8	81.1	85.3	89.3	87.2	76.5
Employees Responsible for Quality	86.1	86.5	88.2	85.7	89.4	94.1
Reward Performing Employees	76.1	77.4	79.4	92.9	87.2	88.2

There is a significant association between high employee turnover and number of employees as the p-value of the chi-square test is < 0.05 . A positive relationship is noted from the cross tabulations. Table 132 shows the percentages of high employee turnover from organisations with 26-50 employees, ≤10 employees, 11-25 employees, 101-500 employees, 51-100 employees, and > 500 employees are 36.4%, 32.5%, 31.4%, 22.2%, 14.8% and 5.9% respectively. This may be explained as only 36.0% of organisations having ≤ 10 employees adopt team-building techniques and 42.6% adopt training in quality management. In addition, 42.3% of organisations having 11-25 employees also have team building techniques and 58.5% adopt extensive training in quality management. Moreover, only 42.4% of organisations having 25-50 employees have team building techniques. Therefore, the smaller organisations that have a higher rating for high employee turnover do not sufficiently adopt team building techniques and training in quality management. The findings show that larger organisations adopt

human resource practices throughout which may explain the lower percentage of employee turnover as compared to smaller organisations.

Table 133 Cross tabulation of statements related to High employee turnover with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	70.8	22.9
High Employee Turnover	25.7	45.7
Team Building	59.7	17.1
Culture builds Mutual Trust	80.8	41.2
Employee Commitment	86.9	38.2
Employees Responsible for Quality	89.6	77.1
Reward Performing Employees	86.8	55.9

Table 133 shows that high employee turnover is experienced by 25.7% and 45.7% of organisations having and not having a strategic plan respectively. These results may be supported by the fact that only 59.7% of those that have a strategic plan have team building techniques, which has the lowest rating throughout the human resource statements. This indicates that team-building techniques may play an important role for employees and this lack of team building techniques must be addressed. The low level of team building may be inducing high employee turnover as the other human resource practice statements range above 70.8%.

Table 134 Cross tabulation of statements related to High employee turnover with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	78.0	36.1
High Employee Turnover	23.6	43.1
Team Building	65.5	26.8
Culture builds Mutual Trust	79.2	64.8
Employee Commitment	90.1	58.3
Employees Responsible for Quality	92.7	77.8
Reward Performing Employees	86.1	67.1

A chi-square test was carried out “there is a significant association between high employee turnover and formal quality management programme”. The p-value is < 0.05 indicating an inverse relationship. Of the organisations surveyed, 23.6% having a

formal quality management programme also have high employee turnover as shown in Table 134. In addition, 43.1% of organisations do not have a formal quality management programme also have a high employee turnover. This shows that organisations that do not have a formal quality management programme have a higher percentage of employee turnovers. Team building techniques are present in 65.5% of organisations with formal quality management programme. The remaining human resource statements range from 78.0%-92.7%, showing that having a formal quality management programme encourages organisations to adopt human resource practices. The inverse relationship merely shows that having a formal quality management programme will result in a lower rating of employee turnover.

Table 135 Cross tabulation of statements related to High employee turnover with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	67.9	9.5
High Employee Turnover	22.9	81.0
Team Building	55.1	15.0
Culture builds Mutual Trust	81.0	15.0
Employee Commitment	88.4	10.0
Employees Responsible for Quality	91.9	52.4
Reward Performing Employees	85.9	40.0

The results indicate that there is a significant association between high employee turnover and top management commitment. The p-value of the chi-square test is < 0.05 indicating an inverse relationship. From Table 135, respondents that have top management commitment and those not having top management commitment are faced with 22.9% and 81.0% high employee turnover respectively. These results infer that organisations with no top management commitment are the ones, which experience a higher employee turnover than these with commitment from top management. Moreover 55.1% of those that have top management commitment do not adopt team building techniques this may be one of the reasons for high employee turnover as the remaining human resource statements range from 67.9%-91.9%

4.4.3.3 TEAM BUILDING

Table 136 Cross tabulation of statements related to Team building with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
High Employee Turnover	26.9	35.7
Team Building	47.3	70.7
Culture builds Mutual Trust	75.7	77.5
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0
<i>Barriers to Quality Management</i>		
Lack of Training	36.7	22.2
Lack of Communication	32.2	18.4
Lack of Cooperation	33.6	18.9
Inability to Change Culture	36.1	21.1

A chi-square test was carried out “there is a significant association between adopting team building techniques and type of organisation”. The p-value is <0.05 indicating that the results are significant with an inverse relationship. Table 136 reveals that there are 70.7% of international organisations that adopt teambuilding techniques as compared to 47.3% of local organisations that adopt teambuilding techniques. It has to be highlighted that team-building techniques have not been sufficiently adopted within both local organisations an international organisation as it has the second lowest rating in both categories. This may be explained as 36.7% of local organisations consider lack of training as a barrier to quality, 36.1% state that inability to change organisational culture is a barrier to quality management, 33.6% believe that lack of cooperation acts as a barrier to quality and 32.2% consider lack of communication acts as a barrier to quality management respectively. Therefore lack of training, inability to change organisational culture, lack of cooperation and lack of communication may hamper the smooth implementation of team building techniques.

Table 137 Cross tabulation of statements related to Team building with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Team Building	54.5	28.6	56.7	54.4	44.6
<i>Barriers to Quality Management</i>					
Lack of Cooperation	23.5	50.0	42.9	21.8	40.4
Inability to Change Culture	31.3	33.3	35.7	21.4	42.6

Table 137 shows that within the tourism industry, team building techniques are adopted by 56.7% of leisure organisations, 54.5% of hotels, 54.4% of travel organisations, 44.6% of food services and 28.6% of accommodation. This indicates that teambuilding techniques are not sufficiently adopted in the tourism sector as a whole, which is a great cause of concern as percentages throughout the tourism components range below 57%.

The lack of team building techniques can be explained by lack of cooperation and inability to change organisational culture, which noted high percentages throughout the tourism industry respectively. Results indicate that 50.0% of accommodation, 42.9% of leisure organisations, 40.4% of food services, 23.5% of hotels and 21.8% of travel organisations consider that lack of cooperation acts as a barrier to quality management. In addition, 42.6% of food services, 35.7% of leisure organisations, 33.3% of accommodation, 31.3% of hotels and 21.4% of travel organisations consider inability to change organisational culture as a barrier to quality management. It has to be noted that the percentage of food services and accommodation are among the lowest for adopting team building techniques although team building techniques are insufficiently adopted throughout the tourism industry.

Table 138 Cross tabulation of statements related to Team building with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Team Building	42.8	58.5	62.5
<i>Barriers to Quality Management</i>			
Lack of Communication	38.0	17.7	27.6
Lack of Cooperation	37.6	19.0	26.7

The findings from the survey indicate a significant association between having team building techniques and type of ownership since the p-value of the chi-square test is <

0.05 indicating that the results are significant with an inverse relationship. From Table 138, team building techniques are practised by 62.5 % of public organisations compared to 58.5% of partnership organisations and 42.8% of sole proprietorship / family businesses. Results indicate that sole proprietorship / family businesses and partnership organisations do not adopt team-building techniques sufficiently as compared to public organisations. This may be explained as 38.0% of sole proprietorship / family businesses believe that lack of communication acts as a barrier to quality management and 37.6% consider that lack of cooperation acts as a barrier to quality management. A surprising finding is that 27.6% of public organisations consider lack of communications as a barrier to quality management, and 26.7% consider lack of cooperation, as a barrier to quality management, yet 62.5% of public organisations have team building techniques.

Table 139 Cross tabulation of statements related to Team building with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Team Building	36.0	42.3	42.4	71.4	75.6	82.4
<i>Barriers to Quality Management</i>						
Lack of Communication	34.2	29.4	30.3	37.0	22.7	13.3
Lack of Cooperation	31.3	35.3	25.0	50.0	22.2	20.0

A chi-square test was carried out “there is a significant association between having team building techniques and number of employees”. The p-value is < 0.05 indicating an inverse relationship. According to Table 139, organisations that adopt team building techniques represents, 82.4% of organisations having > 500 employees, 75.6% of organisations having 101-500 employees, 71.4% of organisations having 51-100 employees, 42.4% of organisations having 26-50 employees, 42.3% of organisations having 11-25 employees and 36.0% of organisations having ≤ 10 employees. This indicates that larger organisations have team building techniques than smaller ones. Barriers such as lack of communication and cooperation may hamper the smooth implementation of team building techniques.

This is further explained as 37% of organisations with 51-100 employees, 34.2% with ≤ 10 employees, 30.3% of organisations with 26-50 employees, 29.4% of organisations

with 11-25 employees, 22.7% with 101-500 employees and 13.3% with > 500 employees believe that lack of communication acts as a barrier to quality management. Moreover, 50.0% of organisations with 51-100 employees, 35.3% of organisations with 11-25 employees, 31.3% of organisations with ≤ 10 employees, 25.0% of organisations with 26-50 employees, 22.2% of organisations with 101-500 employees and 20.0% of organisations with > 500 employees also believe that lack of cooperation acts as a barrier to quality management.

Table 140 Cross tabulation of statements related to Team building with Strategic Plan

Strategic Plan (%)		
Survey Statement	Agree	Disagree
<i>Human Resource</i>		
Team Building	59.7	17.1

There is a significant association between having team building techniques and strategic plan since the p-value of the chi-square test is < 0.05 indicating a positive relationship. This is highlighted in Table 140 as 59.7% of organisations that have a strategic plan also have team building techniques. In addition 17.1% that do not have a strategic plan also have team building techniques. This indicates that having a strategic plan may encourage having team building however this is not necessarily true as there is still 17.1% that do not have a strategic plan yet have team building techniques. The chi-square test nevertheless shows that having a strategic plan encourages organisations to adopt team building techniques.

Table 141 Cross tabulation of statements related to Team building with Formal Quality Management Exists

Formal Quality Management Exists (%)		
Survey Statement	Agree	Disagree
<i>Human Resource</i>		
Team Building	65.5	26.8

A chi-square test was carried out “there is a significant association between having team building techniques and formal quality management programme”. The p-value is < 0.05 indicating that the results are significant implying there is a positive relationship. As per Table 141, team building techniques are practised by 65.5% of organisations having a

formal quality management programme and 26.8% of those that do not have a formal quality management programme. These findings are more prominent and show that having a formal quality management programme encourages organisations to have team building techniques although not all organisations that have a formal quality management programme adopt team building techniques.

Table 142 Cross tabulation of statements related to Team building with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Team Building	55.1	15.0

Findings indicate a significant association between having team building techniques and top management commitment. The p-value of the chi-square test is < 0.05 indicating that the results are significant. A positive relationship is depicted in Table 142 as 55.1% of those that have top management commitment also have team building techniques while 15.0% that do not have top management commitment have team building technique. Although there is a tendency for organisations that have top management commitment to have team building techniques, it has to be noted that the percentage is not very high. Therefore top management commitment may encourage teambuilding technique but it does not seem to be having a major effect.

4.4.3.4 CULTURE BUILDS MUTUAL TRUST

Table 143 Cross tabulation of statements related to Culture builds Mutual Trust with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Culture builds Mutual Trust	75.7	77.5
<i>Barriers to Quality Management</i>		
Inability to Change Culture	36.1	21.1

From Table 143, 77.5% of international compared to 75.7% of local ones believe that their organisational culture builds mutual trust. International organisations and local organisations both have high ratings indicating, both local and international

organisations have more or less the same view concerning organisational culture creating mutual trust. Inability to change organisational culture is a barrier to quality management for 36.1% and 21.1% of local and international organisations respectively. This might indicate why local organisations have a slightly lower percentage concerning building mutual trust.

Table 144 Cross tabulation of statements related to Culture builds Mutual Trust with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Culture builds Mutual Trust	74.7	100.0	78.6	82.8	68.9
<i>Barriers to Quality Management</i>					
Inability to Change Culture	31.3	33.3	35.7	21.4	42.6

Table 144 indicates that 100% of accommodation, 82.8% of travel organisations, 78.6% of leisure services, 74.7% of hotels and 68.9% of food services believe that their organisational culture builds mutual trust. It has to be noted that food services and the hotels have a lower percentage as compared to the tourism components. One important point to note is that in all sectors except for travel organisations, percentages are rather high for the statement inability to change organisational culture. This is therefore explained with the use of a cross tabulation where 42.6% of food services, 35.7% of leisure, 33.3% of accommodation, 31.3% of hotels and 21.4% of travel organisations consider that inability to change organisational culture acts as a barrier to quality management. Food services have the highest percentage, which shows that inability to change organisational culture acts as a barrier to quality management for food services, mainly.

Table 145 Cross tabulation of statements related to Culture builds Mutual Trust with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Culture builds Mutual Trust	72.2	81.7	75.0
<i>Barriers to Quality Management</i>			
Inability to Change Culture	39.5	25.0	20.7

As shown in Table 145, there are 81.7% of partnership organisations, 75.0 % of public organisations and 72.2% of sole proprietorship / family businesses, believe that organisational culture builds mutual trust. The lower percentage of sole proprietorship / family businesses may be explained as 39.5% of sole proprietorship / family businesses considers inability to change organisational culture as a barrier to quality management. However, a surprising finding is that 25.0% of partnership organisation and 20.7% of public organisations consider inability to change organisational culture as a barrier to quality management although 81.7% of partnership organisations and 75.0% of public organisations believe their organisational culture builds mutual trust.

Table 146 Cross tabulation of statements related to Culture builds Mutual Trust with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Culture builds Mutual Trust	68.7	80.4	72.7	88.9	78.7	76.5
<i>Barriers to Quality Management</i>						
Inability to Change Culture	38.9	31.4	31.3	48.0	19.6	20.0

The organisation builds mutual trust in 88.9% of organisations having 51-100 employees, 80.4% of organisations having 11-25 employees, 78.7% of organisations having 101-500 employees, 76.5% of organisations having > 500 employees, 72.7% of organisations having 26-50 employees and 68.7% of organisations having ≤ 10 employees as per Table 146. There are 48.0% of organisations having 51-100 employees consider that the inability to change organisational culture acts as a barrier to quality management. Moreover, 38.9% of organisations with ≤10 employees, 31.4% of organisations with 11-25 employees and 31.3% of organisations with 26-50 employees believe that inability to change organisational culture acts as a barrier to quality management. The findings show that 88.9% of organisations that have 51-100 employees also have an organisational culture that builds mutual trust and 48.0% believe that inability to change organisational culture acts as a barrier to quality management. This implies that larger organisations give more importance to organisational culture than smaller organisations.

Table 147 Cross tabulation of statements related to Culture builds Mutual Trust with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Culture builds Mutual Trust	80.8	41.2

From Table 147, there are 80.8% of organisations that have a strategic plan also have an organisational culture that builds mutual trust. However, 41.2% of tourism organisations that do not have a strategic plan also believe that they have an organisational culture that builds mutual trust. Moreover, 55.9% of organisations that do not have a strategic plan and 26.6% of organisations that have a strategic plan believe that inability to change organisational culture acts as a barrier to quality management. Therefore organisations having a strategic plan also tend to have an organisational culture that builds mutual trust.

Table 148 Cross tabulation of statements related to Culture builds Mutual Trust with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Culture builds Mutual Trust	79.2	64.8
<i>Barriers to Quality Management</i>		
Inability to Change Culture	23.3	50.0

According to Table 148, there are 79.2% of tourism organisations that have a formal quality management programme also have an organisational culture that builds mutual trust as compared to 64.8% that do not have a formal quality management programme. Moreover, 50.0% and of tourism organisations that do not have a formal quality management programme and 23.3% of organisations that have a formal quality management programme, consider that inability to change organisational culture acts as a barrier to quality management. This shows that formal quality management programme does not necessarily influence the organisational culture of an organisation.

Table 149 Cross tabulation of statements related to Culture builds Mutual Trust with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Culture builds Mutual Trust	81.0	15.0
<i>Barriers to Quality Management</i>		
Inability to Change Culture	29.7	76.2

Organisational culture builds mutual trust in 81.0% of organisations that have top management commitment and 15.0% of organisations that do not have top management commitment as per Table 149. Moreover, 76.2% of tourism organisations that do not have top management commitment and 29.7% of organisations that have top management commitment believe inability to change organisational culture acts as a barrier to quality management. This shows that organisations which do not have top management commitment have an inability to change organisational culture more than those that have a top management commitment. Hence, top management commitment also positively influences the organisations ability to change organisational culture and build mutual trust.

4.4.3.5 EMPLOYEE COMMITMENT

Table 150 Cross tabulation of statements related to Employee commitment with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Top Management Commitment	83.0	92.5
<i>Human Resource</i>		
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0

Table 150 illustrates that there are 97.6% of international organisations having employees that are responsible for their own work, which is reflected with 95.1% having employee commitment to quality at all levels and 92.5% have top management commitment to quality. This indicates that employees from the international organisations are more commitment to quality than local organisations. This may be obvious as 90.0% of international organisations reward performing employees.

Moreover, 85.7% of local organisations have employees that are responsible for the quality of their work, 83.0% have top management commitment and 78.5% have employee commitment at all levels. The results show that there is less employee commitment in local organisations as only 79.2% of local organisations reward performing employees as compared to 90.0% of international organisations.

Table 151 Cross tabulation of statements related to Employee commitment with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Top Management Commitment	78.6	100.0	83.3	81.4	89.4
<i>Human Resource</i>					
Employee Commitment	77.6	85.7	73.3	81.7	85.6
Employees Responsible for Quality	87.9	83.3	74.2	89.8	89.3
Reward Performing Employees	85.9	57.1	76.7	77.2	80.8

It can be seen from Table 151 that most organisations believe that employees at all level are committed to quality as 85.7% of accommodation, 85.6% of food services, 81.7% of travel organisations, 77.6% of hotels and 73.3% of leisure organisations have employee commitment to quality. Moreover, 74.2% of leisure organisations, 83.3% of accommodations, 87.9% of hotels, 89.3% of food services and 89.8% of travel organisation have employees who are responsible for the quality of their work. In contrast 57.1% of accommodation reward and recognise performing employees while 85.7% have employees that are committed to quality. Results show that 76.7% of leisure organisation and 77.2% of travel organisations reward or recognise performing employees and 80.8 % of food services and 85.9% of hotels reward performing employees. Although hotels have a higher rating for rewarding employees and have employees that are responsible for the quality of their work, lower percentages have employee commitment. This may be apparent as hotels have the lowest rating for top management commitment (78.6%) as compared to the other tourism components which rate above 81%.

Table 152 Cross tabulation of statements related to Employee commitment with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Top Management Commitment	79.5	86.7	96.9
<i>Human Resource</i>			
Employee Commitment	78.9	83.3	84.4
Employees Responsible for Quality	84.5	90.2	90.6
Reward Performing Employees	76.1	86.7	84.4

From Table 152, employee commitment is present in 84.4 % of public organisations, 83.3% of partnership organisations and 78.9% of sole proprietorship / family businesses. From the organisations surveyed 84.4% of public organisations have employee commitment to quality, which may be due to 84.4% that reward or recognise performing employees. However, 90.6% of public organisations have employees that are responsible for the quality of their work.

In addition, 76.1% of sole proprietorship / family businesses recognise and reward performing employees, and may encourage employee commitment (78.9%). Employee commitment (78.9%) may also be the result of top management commitment (79.5%). Top management commitment to quality (79.5%) can further encourage employees to be responsible for the quality of their work (84.5%).

Furthermore, 83.3% of partnership organisations have employee commitment to quality, which may be the result of 86.7% that have top management commitment and 86.7% that reward performing employees respectively. This further enables employees to be responsible for the quality of their work as 90.2% of partnership organisations have employees that are responsible for the quality of their own work.

Table 153 Cross tabulation of statements related to Employee commitment with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
<i>Human Resource</i>						
Employee Commitment	74.8	81.1	85.3	89.3	87.2	76.5
Employees Responsible for Quality	86.1	86.5	88.2	85.7	89.4	94.1
Reward Performing Employees	76.1	77.4	79.4	92.9	87.2	88.2

Table 153 shows that employees at all levels are committed to quality in 89.3% of organisations having 26-50 employees, 87.2% of organisations having 101-500 employees, 85.3% of organisations having 26-50 employees, 81.1% of organisations having 11-25 employees, 76.5% of organisations having > 500 employees and 74.8% of organisations having ≤ 10 employees. In simple terms organisations that have 11-500 employees have employee commitment to quality with percentages ranging from 81.1%-89.3%. All organisations irrespective of their size, believe that they have employees who are responsible for the quality of their work with percentages range from 85.7%-94.1%. . In addition, 76.1%-79.4% of organisations, which have 10-50 employees, 87.2% having 101-500, and 88.2% having > 500 employees and 92.9% of organisations having 51-100 employees reward and recognise performing employees.

The findings are surprising as 93.8% of organisations having > 500 employees have top management commitment yet only 76.5% have employee commitment. However, 75.9% of organisations having ≤ 10 employees have top management commitment and 74.8% have employee commitment.

Table 154 Cross tabulation of statements related to Employee commitment with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	90.1	48.6
<i>Human Resource</i>		
Employee Commitment	86.9	38.2
Employees Responsible for Quality	89.6	77.1
Reward Performing Employees	86.8	55.9

From Table 154, 86.8% of organisations that have a strategic plan also reward performing employees which may result in 86.9% of employee commitment. It may be induced that 89.6% of organisations that have a strategic plan have employees who are responsible for the quality of their work, which may be due to the 90.1% of organisations that have top management commitment. This indicates that top management commitment also encourages adoption of Human Resource practices, which encourages employee commitment to quality.

Table 155 Cross tabulation of statements related to Employee commitment with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	94.7	66.7
<i>Human Resource</i>		
Employee Commitment	90.1	58.3
Employees Responsible for Quality	92.7	77.8
Reward Performing Employees	86.1	67.1

Table 155 indicates that 86.1% of tourism organisations having a formal quality management programme, reward performing employees which may lead to 90.1% of employee commitment, 92.7% employees are responsible for the quality of their work which may be due to the 94.7% the top management commitment to quality. What the findings clearly show is that formal quality management programme encourages organisations to adopt human resource practices including encouraging employee commitment.

Table 156 Cross tabulation of statements related to Employee commitment with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Employee Commitment	88.4	10.0
Employees Responsible for Quality	91.9	52.4
Reward Performing Employees	85.9	40.0

According to Table 156, there are 85.9% of organisations that have a top management commitment also reward and recognise performing employees and 88.4% have employee commitment which in turn may result in 91.9% employee commitment to quality. From the survey, top management commitment encourages employee commitment.

4.4.3.6 EMPLOYEE RESPONSIBLE FOR QUALITY

Table 157 Cross tabulation of statements related to Employees responsible for quality with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Top Management Commitment	83.0	92.5
<i>Human Resource</i>		
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6

From Table 157, 97.6% of international and 85.7% of local organisations have employees that are responsible for their own work. Moreover, 95.1% of international organisations and 78.5 % of local organisations have employees that are committed to quality. This may indicate that empowering employees and making them responsible for their own work may encourage employee commitment in quality. Moreover, 92.5% of international organisations and 83.0% of local organisations have top management commitment to quality, which may encourage employees to be responsible for the quality of their work.

Table 158 Cross tabulation of statements related to Employees responsible for quality with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Employee Commitment	77.6	85.7	73.3	81.7	85.6
Employees Responsible for Quality	87.9	83.3	74.2	89.8	89.3

As shown in Table 158, in most tourism components employees are responsible for the quality of their own work as 89.8% of travel organisations, 89.3% of food services, 87.9% of hotels, 83.3% of accommodation and 74.2% of leisure organisations have employees who are responsible for the quality of their own work. All tourism components have a high percentage, showing that employees are responsible for the quality of their own work within the various tourism components. There are 85.7% of accommodation; 81.7% of travel organisations and 85.6% of food services that have employee commitment and 77.6% of hotels and 73.3% of leisure organisations have employee commitment to quality. It has to be noted that 74.2% of leisure organisations have employees that are responsible for quality of their work and 73.3% have employee

commitment to quality. This indicates that leisure organisation in comparison to other tourism components is still lagging behind when it comes to make employees responsible for the quality of their own work.

Table 159 Cross tabulation of statements related to Employees responsible for quality with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Employee Commitment	78.9	83.3	84.4
Employees Responsible for Quality	84.5	90.2	90.6

From Table 159, there are 90.6 % of public organisations, 90.2% of partnership organisations, have employees that are responsible for the quality of their own work as compared to 84.5% of sole proprietorship / family businesses. Hence, making employees responsible for their own work may bring about more employee commitment as 84.4% of public organisations, 83.3% of partnership organisations and 78.9% of sole proprietorship / family businesses have employee commitment.

Table 160 Cross tabulation of statements related to Employees responsible for quality with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
<i>Human Resource</i>						
Employees Responsible for Quality	86.1	86.5	88.2	85.7	89.4	94.1

Table 160 shows that employees who are responsible for the quality of their own work represent 94.1% of organisations having > 500 employees, 89.4% of organisations having 101-500 employees, 88.2% of organisations having 26-50 employees, 86.5% of organisations having 11-25 employees, 86.1% of organisations having ≤ 10 employees and 85.7% of organisations having 51-100 employees. Top management commitment is present in 75.9% of organisations having ≤ 10 employees, 84.9% of organisations having 11-25 employees, 82.4% of organisations having 26-50 employees and 90.2% of organisations having 51-100 employees, 93.8% of organisations having > 500 employees and 95.7% of organisations having 101-500 employees. This indicates that both the rating for employees that are responsible for the quality of their own work and

top management commitment to quality seems to be rather high. One important point to note is that 75.9% of organisations having ≤ 10 employees have top management commitment while 86.1% have employees that are responsible for the quality of their own work. Other organisations tend to have high top management commitment, which is reflected by employees who are responsible for the quality of their own work. Organisations that have ≤ 10 employees do not follow the same trend.

Table 161 Cross tabulation of statements related to Employees responsible for quality with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	90.1	48.6
<i>Human Resource</i>		
Employees Responsible for Quality	89.6	77.1

There are 86.9% of organisations that have a strategic plan, have employees that are responsible for the quality of their own work and 86.9% have employee commitment as per Table 161. This may be obvious as 90.1% of organisations that have a strategic plan have top management commitment. This indicates that having a strategic plan encourages the implementation of human resource practices such as making employees responsible for their own work.

Table 162 Cross tabulation of statements related to Employees responsible for quality with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Employee Commitment	90.1	58.3
Employees Responsible for Quality	92.7	77.8

Table 162 indicates that 92.7% of organisations having a formal quality management programme also have employees that are responsible for the quality of their own work and 90.1% have employee commitment to quality. This clearly indicates that those organisations that have a formal quality management programme seem to be more committed to quality. Thus encouraging organisations to adopt a formal quality management programme might also encourage employees to be responsible for the

quality of their own work as the statement has the highest rating throughout the human resource practices.

Table 163 Cross tabulation of statements related to Employees responsible for quality with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Employee Commitment	88.4	10.0
Employees Responsible for Quality	91.9	52.4

From Table 163, there are 91.9% of organisations that have top management commitment also have employees that are responsible for the quality of their own work. In addition 88.4% of organisations that have top management commitment, have employee commitment. This indicates that having top management commitment also encourages employees to be responsible for the quality of their own work, which represents 91.9% of the organisations surveyed.

4.4.3.7 REWARD PERFORMING EMPLOYEES

Table 164 Cross tabulation of statements related to Reward performing employees with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Reward Performing Employees	79.2	90.0
<i>Barriers to Quality Management</i>		
Lack of Incentives	27.6	17.1

Table 164 shows that there are 90.0% of international organisations as compared to 79.2% of local organisations reward performing employees. However, 27.6% of local organisations and 17.1% of international organisations believe that lack of incentives acts as a barrier to quality management. Local organisations have a lower percentage that provides reward and recognition to performing employees and this lack of incentives may act as a barrier to quality management.

Table 165 Cross tabulation of statements related to Reward performing employees with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Reward Performing Employees	85.9	57.1	76.7	77.2	80.8
<i>Barriers to Quality Management</i>					
Lack of Incentives	21.7	16.7	32.0	22.6	31.6

The employees who perform well are rewarded in 85.9 % of hotels, 80.8% of food services, 76.7% of leisure organisations, 77.2% of travel organisations and 57.1% of accommodation as shown in Table 165. It is highlighted that leisure and accommodation have the lowest percentage indicating that they do not reward their employees sufficiently. Moreover 32.0% of leisure organisations and 31.6% of food services considers lack of incentives, as a barrier to quality management while 80.8% of food services reward and recognise performing employees. Moreover, 21.7% of hotels consider lack of incentives as a barrier to quality management although 85.9% of hotels reward and recognise performing employees. This may be so, as food services and hotels have experienced the benefits of rewarding and recognising performing employees and hence consider that a lack of these incentives acts as a barrier to quality management.

Table 166 Cross tabulation of statements related to Reward performing employees with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Reward Performing Employees	76.1	86.7	84.4
<i>Barriers to Quality Management</i>			
Lack of Incentives	31.8	17.3	14.3

From Table 166, there are 86.7% of partnership organisations, 84.4 % of public organisations reward performing employees as compared to 76.1% of sole proprietorship/family businesses. Respondents consider lack of incentives acts as a barrier to quality management in 31.8% of sole proprietorship/family businesses, 17.3% of partnership organisations and 14.3% of public organisations. Only 76.1% of sole proprietorship/family businesses reward performing employees, which explains the 31.8% that consider lack of incentives as a barrier to quality management. The fact that sole proprietorship/family businesses do not reward or recognise their employees

sufficiently this may allow them to believe that lack of reward and recognition acts as a barrier to quality management.

Table 167 Cross tabulation of statements related to Reward performing employees with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Reward Performing Employees	76.1	77.4	79.4	92.9	87.2	88.2
<i>Barriers to Quality Management</i>						
Lack of Incentives	35.2	24.0	26.7	17.4	10.0	13.3

According to Table 167, employees are rewarded and recognised when they perform well in 92.9% of organisations with 51-100 employees, 88.2% of organisations with > 500 employees, 87.2% of organisations with 101-500 employees, 79.4% of organisations with 26-50 employees, 77.4% of organisations with 11-25 employees and 76.1% of organisations with ≤ 10 employees. This can be explained as 35.2% of organisations having ≤ 10 employees, 26.7% of organisations having 26-50 employees and 24.0% having 11-25 employees believe that lack of incentives acts as a barrier to quality management. This further indicates that smaller organisations that do not reward their employees sufficiently consider lack of incentives to be a barrier to quality management.

Table 168 Cross tabulation of statements related to Reward performing employees with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Reward Performing Employees	86.8	55.9

Table 168 illustrates that there are 86.8% of organisations that have a strategic plan, reward and recognise performing employees yet 20.8% consider lack of incentives as a barrier to quality management. This portrays that having a strategic plan tends to encourage organisations to reward performing employees.

Table 169 Cross tabulation of statements related to Reward performing employees with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	94.7	66.7
<i>Human Resource</i>		
Reward Performing Employees	86.1	67.1
<i>Barriers to Quality Management</i>		
Lack of Incentives	19.1	37.1

From Table 169, there are 86.1% that have a formal quality management programme and also reward performing employees yet 19.1% consider lack of incentives as a barrier to quality management. Moreover, this indicates that organisations that have a formal quality management programme also tend to have a top management that rewards and recognises performing employees. The results show that 94.7% of organisations that have a formal quality management programme also have top management commitment to quality.

Table 170 Cross tabulation of statements related to Reward performing employees with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Reward Performing Employees	85.9	40.0
<i>Barriers to Quality Management</i>		
Lack of Incentives	21.3	85.0

From Table 170, there are 85.9% that have a top management commitment and reward performing employees yet 21.3% consider lack of incentives as a barrier to quality management. Moreover, this indicates that organisations that have a top management commitment also tend to have a top management that rewards and recognises performing employees.

4.4.4 CUSTOMER FOCUS

Table 171 Percentage agree for statements related to Customer Focus

Survey Statement	Agree (%)
<i>Customer Focus</i>	
Identification of Customer Wants	75.2
Assess Customer Satisfaction	82.7
Customer Delight	79.3
Handle Customer Complaints	89.6

Table 171 denotes organisations that have a system for identifying customer wants represents 75.2% of the tourism organisations surveyed. Moreover, 82.7% of organisations systematically assess customer satisfaction, 79.3% incorporate value added features to delight customers and 89.6% handle customer complaints effectively. Although managers state they measure customer complaint effectively, 58.8% did not answer the question relating to measurement of customer complaint.

Table 172 Cross tabulation of statements related to Customer Focus with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Customer Focus</i>		
Identification of Customer Wants	72.2	95.1
Assess Customer Satisfaction	81.0	92.7
Customer Delight	78.1	90.2
Handle Customer Complaints	88.9	97.6

Table 172 shows the relationship between customer focus and type of organisations. International organisations have percentage ranging from 90.2%-97.6% for customer focus statements. Local organisations have lower percentage with 88.9% of organisations handling customer complaint, 81.0% assess customer satisfaction, 78.1% delight customers and 72.2% identify customer wants. The results show that 95.1% of international organisations have a system to identify customer wants, 97.6% state that they handle customer complaints effectively, 92.7% assess customer satisfaction and 90.2% incorporate value added features in their product or service to delight customers. The figures clearly show that international organisations are more customer-focused as compared to local organisations.

Table 173 Cross tabulation of statements related to Customer Focus with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Customer Focus</i>					
Identification of Customer Wants	77.8	71.4	80.0	68.3	75.5
Assess Customer Satisfaction	83.8	85.7	80.0	81.7	82.7
Customer Delight	78.8	71.4	93.3	67.9	82.4
Handle Customer Complaints	94.9	83.3	93.3	81.7	88.2

From Table 173, organisations that have a system for identifying customer wants is present in 68.3%, 71.4%, 75.5%, 77.8% and 80.0% of travel organisations, accommodation, food services organisations, hotels and leisure organisations respectively. Moreover, organisations that assess customer satisfaction represent 80.0% of leisure organisations, 81.7% of travel organisations, 82.7% of food services, 83.8% of hotels and 85.7% of accommodations. The results show that 67.9% of travel organisations, 71.4% of accommodations, 78.8% of hotels, 82.4% of food services and 93.3% of leisure organisations incorporate value added features to delight their customers. Finally 81.7% of travel organisations, 83.3% of accommodation, 88.2% of food services, 93.3% of leisure organisations and 94.9% of hotels handle customer complaints effectively. The findings show that travel organisations are having more difficulty providing a customer focus approach as compared to leisure organisations.

Table 174 Cross tabulation of statements related to Customer Focus with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Customer Focus</i>			
Identification of Customer Wants	71.3	82.1	81.3
Assess Customer Satisfaction	77.0	92.9	81.3
Customer Delight	73.6	86.6	90.6
Handle Customer Complaints	87.5	94.0	90.6

Table 174 shows that sole proprietorship/family businesses have the lowest rating throughout the customer focus statements with 73.6% that incorporate value added features to delight customers, 71.3% have a system for identifying customer wants, 77.0% assess customer satisfaction and 87.5% handle customer complaints effectively. Public organisations are more customer focused with 81.3% that assess customer satisfaction, 81.3% have a system to identify customer wants, 90.6% incorporate value added features to delight customer and 90.6% handle customer complaints effectively.

Partnership organisations have the highest rating for identification of customer wants (82.1%), assess customer satisfaction (92.9%) and handle customer complaint effectively (94.0%). Public organisations have the highest rating for incorporating value added features to delight the customer (90.6%) as compared to partnership organisations (86.6%) and sole proprietorship organisations (73.6%). Sole proprietorship/family businesses need to implement a more customer-focused approach.

Table 175 Cross tabulation of statements related to Customer Focus with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Customer Focus</i>						
Identification of Customer Wants	65.2	79.2	82.4	78.6	84.8	82.4
Assess Customer Satisfaction	75.0	83.0	88.2	96.4	85.1	88.2
Customer Delight	67.3	82.7	88.2	96.3	84.8	88.2
Handle Customer Complaints	83.5	92.5	91.2	100.0	93.3	94.1

Organisations that have a system for identifying customer wants represents 65.2% of organisations with ≤ 10 employees, 78.6% with 51-100 employees, 79.2% with 11-25 employees, 82.4% with 26-50 employees, 82.4% with > 500 employees and 84.8% with 101-500 employees as shown in Table 175. Moreover, organisations that assess customer satisfaction is present in 75.0% of organisations having ≤ 10 employees, 83.0% of organisations having 11-25 employees, 85.1% of organisations having 101-500 employees, 88.2% of organisations having 26-50 employees, 88.2% of organisations having > 500 employees and 96.4% of organisations having 51-100 employees. Managers that incorporate value added features to delight customers represents 67.3% of organisations with ≤ 10 employees, 82.7% of organisations with 11-25 employees, 84.8% of organisations with 101-500 employees, 88.2% of organisations with 26-50 employees, 88.2% of organisations with >500 employees and 96.3% of organisations with 51-100 employees. The results show that 83.5%, 92.2%, 92.5%, 93.3%, 94.1% and 100.0% of organisations with ≤ 10 employees, 26-50 employees, 11-25 employees, 101-500 employees, >500 employees and 51-100 employees, handle customer complaints respectively.

Organisations with ≤ 10 employees have the lowest rating throughout the customer focus statements with 65.2% that have a system for identifying customer wants, 67.3%

incorporate value added features to delight the customer, 75.0% assess customer satisfaction and 83.5% handle customer complaint effectively. This clearly indicates that smaller organisations with ≤ 10 employees are less customer focused as compared to larger organisations.

Table 176 Cross tabulation of statements related to Customer Focus with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	84.4	34.3
Assess Customer Satisfaction	89.3	45.7
Customer Delight	86.3	45.7
Handle Customer Complaints	92.5	65.7

As indicated in Table 176, organisations that have a strategic plan also tend to have customer-focused approach. This is clearly shown as 84.4% of organisations having a strategic plan have a system to identify customer wants, 86.3% incorporate value added services to delight customers, 89.3% assess customer satisfaction and 92.5% handle customer complaint effectively. An important point to note is that 58.5% of managers did not answer the question relating to the measurement of customer complaint. This shows that organisations believe that they are handling customer complaints effectively yet a significant percentage does not actually measure customer complaint.

Table 177 Cross tabulation of statements related to Customer Focus with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	85.4	61.1
Assess Customer Satisfaction	90.8	63.9
Customer Delight	91.3	59.7
Handle Customer Complaints	94.0	81.7

Organisations that have a formal quality management programme have a system for identifying customer wants (85.4%), assessing customer satisfaction (90.8%), incorporating value added features to delight customers (91.3%) and handle customer complaints effectively (94.0%) are clearly depicted in Table 177. Organisations that have a formal quality management programme are more inclined to have a customer

focused approach. Nevertheless organisations do not adequately measure customer complaints, as 58.5% of managers did not answer the question.

Table 178 Cross tabulation of statements related to Customer Focus with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	81.5	14.3
Assess Customer Satisfaction	90.8	19.0
Customer Delight	85.8	20.0
Handle Customer Complaints	92.3	76.2

The findings in Table 178 indicate that 81.5% of organisations have a system to identify customer wants, 85.8% incorporate value added services to delight customers, 90.8% assess customer satisfaction and 92.3% handle customer complaints effectively. Top management commitment helps organisations to be more customer focused. Handling customer complaints effectively is present in 92.3% of organisations that have top management commitment yet 58.5% of organisations do not measure customer complaint.

4.4.4.1 IDENTIFICATION OF CUSTOMER WANTS

Table 179 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Customer Focus</i>		
Identification of Customer Wants	72.2	95.1
Assess Customer Satisfaction	81.0	92.7

A chi-square test was carried out to identify if there is a significant association between having a system for identifying customer wants and type of organisation. The p-value is < 0.05 indicating that the results are significant. An inverse relationship is highlighted in Table 179, where 95.1% of international organisations as compared to 72.2% of local organisations, have a system for identifying customer want. This indicates that more international organisations tend to have a system for identifying customer wants than

local organisations. Moreover, 81.0% of local organisations and 92.7% of international organisations assess customer satisfaction. An important point to note is that 72.2% of local organisations have a system to identify customer wants yet a higher percentage of managers stated that they assess customer satisfaction effectively (81.0%). Knowing customer wants is important to provide customer satisfaction effectively. Organisations believe that they are providing customer satisfaction although some do not have a system to identify customer wants.

Table 180 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Customer Focus</i>					
Identification of Customer Wants	77.8	71.4	80.0	68.3	75.5
Assess Customer Satisfaction	83.8	85.7	80.0	81.7	82.7

According to Table 180, 80.0% of leisure organisations, 77.8% of hotels, 75.5% of food services, 71.4% of accommodations and 68.3% of travel organisations have a system for identifying customer wants. Organisations that assess customer satisfaction represent 80.0% of leisure organisation, 81.7% of travel organisations, 82.7% of food services, 83.8% of hotels and 85.7% of accommodation. Except for leisure organisations with 80.0% that identify customer wants and 80.0% that assess customer satisfaction, the other tourism components have a higher rating for assessing customer satisfaction yet in practical terms lower percentages actually have a system to identify customer wants. This shows that some organisations believe that they assess customer satisfaction yet they do not have a system to identify customer wants.

Table 181 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Customer Focus</i>			
Identification of Customer Wants	71.3	82.1	81.3
Assess Customer Satisfaction	77.0	92.9	81.3

The findings from Table 181 show that 71.3% of sole proprietorship/family businesses, 81.3% of public organisations, 92.9% of partnership organisations have a system to identify customer wants. Organisations that assess customer satisfaction represent 77.0% of sole proprietorship/family businesses, 81.3% of public organisations and 92.9% of partnership organisations. Except for public organisations with the same percentage in both statements, the other types of ownership have a higher percentage for assessing customer satisfaction in comparison to having a system for identifying customer wants. Moreover, sole proprietorship has the lowest percentage in both the statements in comparison to the other types of ownership throughout the customer focus statements.

Table 182 Cross tabulation of Identification of customer wants and Assess customer satisfaction with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Customer Focus</i>						
Identification of Customer Wants	65.2	79.2	82.4	78.6	84.8	82.4
Assess Customer Satisfaction	75.0	83.0	88.2	96.4	85.1	88.2

As per Table 182, managers that have implemented a system for identifying customer wants is present in 65.2% of organisations having ≤ 10 employees, 78.6% of organisation having 51-100 employees, 79.2% of organisation having 11-25 employees, 82.4% of organisation having 26-50 employees, 82.4% of organisations having > 500 employees and 84.8% of organisations having 101-500 employees. In addition, organisations that assess customer satisfaction is present in 75.0% of organisations with ≤ 10 employees, 83.0% of organisations with 11-25 employees, 85.1% of organisations with 101-500 employees, 88.2% of organisations with 26-50 employees, 88.2% of organisations with > 500 employees and 96.4% of organisations with 51-100 employees. Organisations with ≤ 10 employees have the lowest percentage throughout the customer focus statements showing that small organisations are less customer focused as compared to larger organisations.

Table 183 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	84.4	34.3
Assess Customer Satisfaction	89.3	45.7

The results in Table 183 indicate that 89.3% of organisations having a strategic plan systematically assess customer satisfaction and 84.4% have a system for identifying customer wants respectively. Some organisations assess customer satisfaction yet they do not have a system to identify customer wants. Moreover, 58.8% of organisations do not measure customer complaints.

Table 184 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	85.4	61.1
Assess Customer Satisfaction	90.8	63.9

A positive relationship is noted between having a formal quality management programme and having a system to identify customer want as clearly seen in Table 184. The chi square test is significant at p-value <0.05. This highlights that having a formal quality management programme encourages organisations to implement a system to identify customer wants (85.4%) as compare to organisations without a formal quality management programme (61.1%). There are 90.8% of managers that have a formal quality management programme assess customer satisfaction while only 85.4% have a system to identify customer wants.

Table 185 Cross tabulation of Identification of customer wants and Assess customer satisfaction with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Identification of Customer Wants	81.5	14.3
Assess Customer Satisfaction	90.8	19.0

From Table 185, it is shown that organisations having a top management commitment also have a system to identify customer wants (81.5%) and assess customer satisfaction (90.8%). The figures indicate that having a top management commitment encourages organisations to be more customer-focused. However, 90.8% of organisations with a top management commitment assess customer satisfaction yet only 81.5% have a system to identify customer wants.

4.4.5 BENEFITS OF QUALITY

Table 186 Percentage agree for statements related to Benefits of Quality

Survey Statement	Agree (%)
<i>Benefits of Quality</i>	
Improve Competitiveness	74.1
Improve Customer Satisfaction	85.5
Increase Productivity	68.4
Enhance Profitability	63.9
High Employee Morale	68.1

The survey results in Table 186 illustrates that 85.5% of organisations state that quality management improves customer satisfaction, improves competitiveness (74.1%), increases productivity (68.4%), improves employee morale (68.1%) and enhances profitability (63.9%). It has to be noted that management representatives are not convinced that quality management can increase productivity, increase employee morale and enhance profitability as these statements have a relatively lower percentage. Managers believe that quality management improves customer satisfaction and competitiveness mainly.

Table 187 Cross tabulation of statements related to Benefits of Quality with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Quality Approaches	28.5	62.5
<i>Human Resource</i>		
Team Building	47.3	70.7
<i>Benefits of Quality</i>		
Improve Competitiveness	71.0	92.7
Improve Customer Satisfaction	84.8	92.9
Increase Productivity	66.3	82.9
Enhance Profitability	59.8	85.4
High Employee Morale	65.8	82.9

Most managers from international organisations believe that quality management is beneficial as the statements shown in Table 187, range from 82.9%-92.9% with 92.9% of managers who state that “as a result of quality management, their competitive position has improved.” However the lowest rating for benefits of quality management for local companies is “increase profitability” with 59.8%. Moreover, high employee moral and increase productivity rated 65.8% and 66.3% respectively for local organisations. Improved customer satisfaction as a result of quality management was noted in 84.8% of local organisations. The figures indicate that local organisations have not really experienced the benefits of quality management as only 48.2% of local organisations have a formal quality management programme, 28.5% adopt quality approaches and 47.3% have team building techniques.

Table 188 Cross tabulation of statements related to Benefits of Quality with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Ease of Production	56.6	0.0	46.7	48.1	65.0
Quality Approaches	43.3	28.6	20.0	35.3	26.2
<i>Benefits of Quality</i>					
Improve Competitiveness	75.5	57.1	60.0	75.9	76.9
Improve Customer Satisfaction	90.9	66.7	77.4	82.5	85.6
Increase Productivity	68.4	66.7	54.8	64.3	74.8
Enhance Profitability	62.6	50.0	70.0	49.1	72.1
High Employee Morale	66.7	50.0	63.3	66.1	73.1

According to Table 188, improved competitiveness as a result of quality management is experienced by nearly all tourism components except the accommodation component

with only 57.1%. Improved competitiveness is present in 76.9% of food services, 75.9% of travel organisations, 75.5% of hotels and 60.0% of leisure organisations. Quality management leads to Improved customer satisfaction throughout the tourism components with percentages ranging from 66.7%-90.9%. Increased productivity due to quality management is present in 54.8% of leisure organisations, 64.3% of travel organisations, 66.7% of accommodation, 68.4% of hotels, and 74.8% of food services. The lowest rating for enhanced profitability due to quality management is noted in 49.1% of travel organisations, 50.0% of accommodation. High employee morale due to quality management is present in only 50.0% of accommodation. The results show that food services benefit from quality management more than other tourism components. Accommodation on the other hand has not benefited from quality management due to lack of quality approaches (28.6%). Moreover, the accommodation component does not design products or services for ease of production.

Table 189 Cross tabulation of statements related to Benefits of Quality with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Formal Quality Management	41.4	54.8	84.4
Quality Approaches	19.6	48.8	58.1
<i>Benefits of Quality</i>			
Improve Competitiveness	66.9	85.5	77.4
Improve Customer Satisfaction	83.1	90.5	83.9
Increase Productivity	65.0	76.2	60.0
Enhance Profitability	58.5	67.9	74.2
High Employee Morale	65.4	71.1	74.2

Table 189 describes that improved competitiveness is achieved due to quality management in 66.9% of sole proprietorship/family businesses, 77.4% of public organisations, and 85.5% of partnership organisations. Improved customer satisfaction is present throughout the types of ownership with percentages ranging from 83.1%-90.5%. Increased productivity is present in 76.2% of partnership organisations, 65.0% of sole proprietorship/family businesses and 60.0% of public organisations. Results indicate that enhanced profitability is achieved due to quality management in 58.5% of sole proprietorship/family businesses, 67.9% of partnership organisations and 74.2% of public organisations. Moreover, 65.4% of sole proprietorship/family businesses, 71.1% of partnership organisations and 74.2% of public organisations consider that employee

morale is much higher due to quality management. Except for increase productivity, sole proprietorship/family businesses have a lower rating throughout the statements relating to benefits of quality management as compared to other types of ownership. This may be evident as 19.4% of sole proprietorship/family businesses adopt quality approaches and 41.4% have a formal quality management programme.

Table 190 Cross tabulation of statements related to Benefits of Quality with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Formal Quality Management	35.0	49.1	76.5	55.6	59.6	88.2
Quality Approaches	21.8	13.7	38.2	55.6	52.2	66.7
<i>Benefits of Quality</i>						
Improve Competitiveness	63.5	79.2	73.5	85.7	84.8	81.3
Improve Customer Satisfaction	76.5	90.6	88.2	88.9	97.8	94.1
Increase Productivity	62.6	63.5	73.5	77.8	80.0	62.5
Enhance Profitability	52.6	67.9	67.6	70.4	71.7	82.4
High Employee Morale	61.1	66.0	70.6	70.4	80.4	82.4

The results in Table 190 indicate that improved competitiveness due to quality management has a high rating throughout the different size of organisations with percentages ranging from 63.5%-85.7%. Improved competitiveness is experienced by 63.5% of organisations with ≤ 10 employees, 73.5% of organisations with 26-50 employees and 79.2% of organisations with 11-25 employees. Improved customer satisfaction is present throughout the tourism industry as a result of quality management with percentages ranging from 76.5%-97.8%. It has to be noted that satisfaction due to quality management is present in 76.5% of organisations with ≤ 10 employees. Increased productivity is present in 62.5% of organisations with > 500 employees, 62.6% of organisations with ≤ 10 employees and 63.5% of organisations with 11-25 employees. Enhanced profitability due to quality management is present in 52.6% of organisations with ≤10 employees, 67.6% of organisations with 25-50 employees and 67.9% of organisations with 11-25 employees. Results show that organisations with ≤ 10 employees do not benefit sufficiently from quality management, which may be due to 21.8% that adopt quality approaches and 35.0% that have a formal quality management programme.

Table 191 Cross tabulation of statements related to Benefits of Quality with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Benefits of Quality</i>		
Improve Competitiveness	80.7	48.6
Improve Customer Satisfaction	90.1	64.7
Increase Productivity	77.1	29.4
Enhance Profitability	70.0	35.3
High Employee Morale	75.6	35.3

As shown in Table 191, organisations that have a strategic plan also benefit from quality management in various ways. The findings indicate that 90.1%, 80.7%, 77.1%, 75.6% and 70.0% of organisations having a strategic plan experience Improved customer satisfaction, improved competitiveness, increased productivity, high employee morale and enhanced profitability respectively. The above results show that having a strategic plan enables organisations to reap the benefits of quality management.

Table 192 Cross tabulation of statements related to Benefits of Quality with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Benefits of Quality</i>		
Improve Competitiveness	82.1	52.8
Improve Customer Satisfaction	92.1	73.6
Increase Productivity	77.9	45.8
Enhance Profitability	74.8	45.8
High Employee Morale	78.0	50.0

Improved customer satisfaction is experienced by 92.1% of organisations having a formal quality management programme as described in Table 192. The figures show that 82.1% of organisations have improved competitiveness, 78.0% have high employee morale, 77.9% have increased productivity and 74.8% have enhanced profitability and a formal quality management programme respectively. In addition, the figures indicate that organisations having a formal quality management programme tend to experience the benefits of quality management more than organisations that do not have a formal quality management programme.

Table 193 Cross tabulation of statements related to Benefits of Quality with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Quality Approaches	37.6	0.0
<i>Benefits of Quality</i>		
Improve Competitiveness	82.3	15.0
Improve Customer Satisfaction	89.9	55.0
Increase Productivity	76.7	15.0
Enhance Profitability	71.8	10.0
High Employee Morale	75.3	5.0

As illustrated in Table 193, organisations that have top management commitment experience improved customer satisfaction (89.9%), improved competitiveness (82.3%), increased productivity (76.7%), high employee morale (75.3%) and enhanced profitability (71.8%). The above results once again indicate that having top management commitment may help organisations experience the benefits of quality management. It has to be noted that having a top management commitment does not necessarily encourage organisations to adopt quality approaches (37.6%) and that organisations are adopting only certain tools of quality management.

4.4.5.1 INCREASE PRODUCTIVITY

Table 194 Cross tabulation of statements related to Increase productivity with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Ease of Production	52.7	77.5
<i>Benefits of Quality</i>		
Increase Productivity	66.3	82.9

The chi-square test was carried out “there is a significant association between increased productivity and type of organisation”. The p-value is < 0.05 indicating a significant association. From Table 194, an inverse relationship is apparent as 82.9% of international organisations have increased productivity due to quality management as compared to 66.3% of local organisations. This indicates that more international organisations tend to have increased productivity due to quality management than local

organisations. This may be obvious as only 52.7% of local organisations and 77.5% of international organisations design products or services for ease of production.

Table 195 Cross tabulation of statements related to Increase productivity with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Ease of Production	56.6	0.0	46.7	48.1	65.0
<i>Benefits of Quality</i>					
Increase Productivity	68.4	66.7	54.8	64.3	74.8

Increased productivity, as described in Table 195, is present in 74.8% of food services, 68.4% of hotels, 66.7% of accommodation, 64.3% of travel organisations and 54.8% of leisure organisations. This may be apparent as only 46.7% of leisure organisations and 48.1% of travel organisations design products or services for ease of production. The tourism industry does not sufficiently experience the benefits of quality management due to the partial implementation of quality management tools.

Table 196 Cross tabulation of statements related to Increase productivity with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Ease of Production	56.6	61.7	34.4
<i>Benefits of Quality</i>			
Increase Productivity	65.0	76.2	60.0

As per Table 196, increased productivity is achieved as a result of quality management in 76.2% of partnership organisations, 65.0 % of sole proprietorship/family businesses and 60.0% of public organisations. This is surprising as although public organisations tend to adopt quality management more than the other types of ownership, a significant percentage does not believe that quality management leads to increased productivity. This may be obvious as only 34.4% of public organisations, 56.6% of sole proprietorship/family businesses and 61.7% of partnership organisations design products or services for ease of production.

Table 197 Cross tabulation of statements related to Increase productivity with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Benefits of Quality</i>						
Increase Productivity	62.6	63.5	73.5	77.8	80.0	62.5
<i>Barriers to Quality Management</i>						
Lack of Incentives	35.2	24.0	26.7	17.4	10.0	13.3

As a result of quality management shown in Table 197, increased productivity is achieved in 62.5%, 62.6%, 63.5%, 73.5%, 77.8% and 80.0% of organisations having > 500 employees, ≤ 10 employees, 11-25 employees, 26-50 employees, 51-100 employees and 101-500 employees respectively. What has to be noted is that larger organisations tend to experience the benefits of quality management as compared to smaller organisations. This may be obvious as 35.2% of organisations having ≤ 10 employees, 26.7% having 26-50 employees, 24.0% having 11-25 employees, 17.4% having 51-100 employees, 13.3% having >500 employees and 10.0% having 101-500 employees consider lack of incentives as a barrier to quality management. Smaller organisations are encountering more difficulty implementing quality management as compared to larger organisations.

Table 198 Cross tabulation of statements related to Increase productivity with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Ease of Production	54.3	60.0
Continuous Improvement Programme	78.7	34.3
<i>Benefits of Quality</i>		
Increase Productivity	77.1	29.4

From Table 198, increased productivity is experienced by 77.1% of organisations having a strategic plan. However, only 54.3% of organisations having a strategic plan actually design products or services for ease of production and 78.7% have a continuous improvement programme. Organisations that have a strategic plan are not making optimum use of the various quality management tools. The figures nevertheless show that having a strategic plan encourages organisations to be more productive.

Table 199 Cross tabulation of statements related to Increase productivity with Formal Quality Management Exists

Formal Quality Management Exists (%)		
Survey Statement	Agree	Disagree
<i>Benefits of Quality</i>		
Improve Competitiveness	82.1	52.8
Increase Productivity	77.9	45.8

There is a significant relationship between formal quality management programme and increased productivity as the p value of the chi square test is (< 0.05). A positive relationship is noted from Table 199, as 77.9% of organisations having a formal quality management programme and 45.8% of organisations not having a formal quality management programme have experienced increased productivity respectively. This indicates that having a formal quality management programme helps organisations increase their productivity. Moreover having a formal quality management programme also encourages competitiveness (82.1%).

Table 200 Cross tabulation of statements related to Increase productivity with Top Management Commitment

Top Management Commitment (%)		
Survey Statement	Agree	Disagree
<i>Quality Practices</i>		
Formal Quality Management	57.2	4.8
Ease of Production	53.3	85.0
<i>Benefits of Quality</i>		
Increase Productivity	76.7	15.0

The findings from Table 200 indicate that 76.7% of organisations that have top management commitment have experienced increased productivity. Although increased productivity is present, only 53.3% of organisations having a top management commitment, design products or services for ease of production. This shows that quality management is benefiting organisations that have top management commitment yet organisations are not implementing quality management throughout their organisation as only 57.2% of organisations that have top management have a formal quality management programme.

4.4.5.2 ENHANCE PROFITABILITY

Table 201 Cross tabulation of statements related to Enhance profitability with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Formal Quality Management	48.2	69.0
Quality Approaches	28.5	62.5
<i>Benefits of Quality</i>		
Improve Competitiveness	71.0	92.7
Enhance Profitability	59.8	85.4

The chi-square test was carried out to see if there is a significant association between enhanced profitability and type of organisation. The p-value is < 0.05 indicating an association. An inverse relationship is evident as per Table 201, 85.4% of international organisations as compared to 59.8% of local organisations have enhanced profitability due to quality management. This highlights that more international organisations tend to have enhanced profitability due to quality management than local organisations. This is surprising as 92.7% of international organisations and 71.0% of local organisations have experienced increased competitiveness as a result of quality management yet only 59.8% of local organisations have enhanced profitability. The results indicate that only 28.5% of local organisations actually adopt quality approaches and 48.2% have a formal quality management programme, which may explain the lower rating of profitability in local organisations.

Table 202 Cross tabulation of statements related to Enhance profitability with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Benefits of Quality</i>					
Improve Competitiveness	75.5	57.1	60.0	75.9	76.9
Enhance Profitability	62.6	50.0	70.0	49.1	72.1

Table 202 reveals that enhanced profitability is achieved due to quality management in 72.1% of food services, 70.0% of leisure organisations, 62.6% of hotels, 50.0% of accommodation and 49.1% of travel organisations. Moreover, 76.9% of food services, 75.9% of travel organisations, 75.5% of hotels, 60.0% of leisure organisations and 57.1% of accommodation experienced increased competitiveness due to quality management. A surprising point to note is that 75.9% of travel organisations have

experienced improved competitiveness yet only 49.1% have experienced enhanced profitability.

Table 203 Cross tabulation of statements related to Enhance profitability with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Benchmarking	47.5	64.3	87.5
<i>Benefits of Quality</i>			
Enhance Profitability	58.5	67.9	74.2

Table 203 shows that enhanced profitability is achieved due to quality management in 74.2% of public organisations, 67.9% of partnership organisations and 58.5% of sole proprietorship/family businesses. This is also reflected in 87.5% of public organisations, 64.3% of partnership organisations and 47.5% of sole proprietorship/family businesses that carry out benchmarking techniques. The figure indicates that the lack of benchmarking techniques may impact on the profitability of the organisation. Sole proprietorship/family businesses therefore need to implement quality management practices and benchmarking in order to benefit from the advantages of quality management.

Table 204 Cross tabulation of statements related to Enhance profitability with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Benchmarking	44.2	52.8	69.7	55.6	73.9	100.0
<i>Benefits of Quality</i>						
Enhance Profitability	52.6	67.9	67.6	70.4	71.7	82.4

Enhanced profitability is experienced by larger organisations as compared to smaller organisations. This may be apparent from Table 204 as organisations with ≤ 10 employees rate among the lowest percentage throughout the quality practices, except for the statement “design products or services for ease of production” and “quality approaches”. Enhanced profitability is experienced by 52.6% of organisations with ≤ 10 employees, 67.9% of organisations with 11-25 employees, 67.6% of organisations with 26-50 employees, 70.4% of organisations with 51-100 employees, 71.7% of

organisations with 101-500 employees and 82.4% of organisations with > 500 employees. This is obvious as 44.2% of organisations having ≤ 10 employees, 52.8% of organisations having 11-25 employees, 69.7% of organisations having 26-50 employees, 55.6% of organisations having 51-100 employees, 73.9% of organisations having 101-500 employees and 100.0% of organisations having > 500 employees carry out benchmarking techniques. An important point to note is 55.6% of organisations having 51-100 employees carry out benchmarking techniques yet only 70.4% experience enhanced profitability.

Table 205 Cross tabulation of statements related to Enhance profitability with Strategic plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Benchmarking	65.6	26.5
<i>Benefits of Quality</i>		
Improve Competitiveness	80.7	48.6
Enhance Profitability	70.0	35.3

The findings from Table 205 describe that 65.6% of organisations having a strategic plan also have benchmarking techniques, 70.0% have experienced enhanced profitability and 80.7% have increased competitiveness due to quality management respectively. The figures show that having a strategic plan helps organisations compete and increase their profitability in the tourism industry.

Table 206 Cross tabulation of statements related to Enhance profitability with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Benchmarking	72.0	34.7
<i>Benefits of Quality</i>		
Improve Competitiveness	82.1	52.8
Enhance Profitability	74.8	45.8

There is a significant relationship between having a formal quality management programme and enhanced profitability as the p-value of the chi square test is (<0.05). Table 206 denotes a positive relationship between organisations having formal quality management programme and enhanced profitability, where 74.8% of organisations that

have a formal quality management programme and 45.8% of organisations that do not have a formal quality management programme experience enhanced profitability due to quality management. Formal quality management programme therefore helps organisations increase their profitability. This may be obvious as 72.0% of organisations that have a formal quality management programme carry out benchmarking techniques and 82.1% have experienced increased competitiveness as a result of quality management in their organisation.

Table 207 Cross tabulation of statements related to Enhance profitability with Top Management Commitment

Top Management Commitment (%)		
Survey Statement	Agree	Disagree
<i>Quality Practices</i>		
Quality Approaches	37.6	0.0
Benchmarking	63.2	10.5
<i>Benefits of Quality</i>		
Improve Competitiveness	82.3	15.0
Enhance Profitability	71.8	10.0

According to Table 207, improved competitiveness is experienced by 82.3% of organisations having a top management commitment, 71.8% experience enhanced profitability and 63.2% carry out benchmarking techniques. The figures indicate that having a top management commitment to quality helps organisations become more competitive in the tourism industry and increase their profitability respectively. However, only 37.6% of organisations that have top management commitment adopt quality approaches. Top management commitment to quality does not necessarily translate into adoption of quality approaches.

4.4.5.3 HIGH EMPLOYEE MORALE

Table 208 Cross tabulation of statements related to High employee morale with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
High Employee Turnover	26.9	35.7
Team Building	47.3	70.7
Mutual Trust	75.7	77.5
Employee Commitment	78.5	95.1
Employees Responsible for Quality	85.7	97.6
Reward Performing Employees	79.2	90.0
<i>Benefits of Quality</i>		
High Employee Morale	65.8	82.9

High employee morale is present in 82.9% of international organisations and 65.8% of local organisations as illustrated in Table 208. International organisations rated a high percentage as compared to local organisations. In addition, 90.0% of international organisations and 79.2% of local organisations reward performing employees. Local organisations have the lowest rating throughout the human resource practices statements, which may explain the 65.8% of high employee morale in the local organisations.

Table 209 Cross tabulation of statements related to High employee morale with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
High Employee Turnover	27.3	14.3	22.6	21.1	36.6
<i>Benefits of Quality</i>					
High Employee Morale	66.7	50.0	63.3	66.1	73.1

From Table 209, it can be seen that high employee morale is achieved through quality management in 73.1% of food services, 66.7% of hotels, 66.1% of travel organisations, 63.3% of leisure organisations and 50.0% of accommodation. The findings indicate high employee turnover in 36.6 % of food services, 27.3 % of hotels, 22.6 % of leisure organisations, 21.1% of travel organisations, and 14.3% of accommodation. The results are contradictory as food services have high employee turnover yet managers state that

they have high employee morale. Moreover, 50.0% of accommodations have high employee morale yet 14.3% of accommodation have high employee turnover.

Table 210 Cross tabulation of statements related to High employee morale with Type of organisation

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
High Employee Turnover	35.4	22.0	9.4
<i>Benefits of Quality</i>			
High Employee Morale	65.4	71.1	74.2

The results from Table 210 confirm that high employee morale is achieved through quality management in 74.2% of public organisations, 71.1% of partnership organisations and 65.4% of sole proprietorship/ family businesses. High employee turnover is present in 9.4% of public organisations, 22.0% of partnership organisations and 35.4% of sole proprietorship/family businesses. The figures show that public organisations have high employee morale as compare to sole proprietorship/family businesses. In addition, sole proprietorship/family businesses must implement human resource practices to enhance employee morale in their organisation as they experience high employee turnover.

Table 211 Cross tabulation of statements related to High employee morale with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
High Employee Turnover	32.5	31.4	36.4	14.8	22.2	5.9
<i>Benefits of Quality</i>						
High Employee Morale	61.1	66.0	70.6	70.4	80.4	82.4

From the survey in Table 211, high employee morale is experienced by 82.4%, 80.4%, 70.6%, 70.4%, 66.1% and 61.1% of organisations having >500 employees, 101-500 employees, 26-50 employees, 51-100 employees, 11-25 employees and ≤ 10 employees respectively. This is apparent as 36.4% of organisations having 26-50 employees, 32.5% of organisations having ≤ 10 employees, 31.4% of organisations having 11-25 employees, 22.2% of organisations having 101-500 employees, 14.8% of organisations having 51-100 employees and 5.9% of organisations having > 500 employees

experience high employee turnover. Hence, the results clearly indicate that high employee turnover is reflected in organisations that do not have high employee morale.

Table 212 Cross tabulation of statements related to High employee morale with No. of employees

Strategic Plan (%)		
Survey Statement	Agree	Disagree
<i>Human Resource</i>		
High Employee Turnover	25.7	45.7
Reward Performing Employees	86.8	55.9
<i>Benefits of Quality</i>		
High Employee Morale	75.6	35.3

The figures in Table 212 point out that, 75.6% of organisations having a strategic plan also experience high employee morale and 86.8% of organisations reward performing employees. High employee turnover is present in 25.7% of organisations having a strategic plan. This indicates that having a strategic plan can help organisations to increase employee morale and reduce employee turnover. The strategic plan can thus be used to enhance employee morale and encourage the implementation of human resource practices.

Table 213 Cross tabulation of statements related to High employee morale with Formal Quality Management Exists

Formal Quality Management Exists (%)		
Survey Statement	Agree	Disagree
<i>Human Resource</i>		
Reward Performing Employees	86.1	67.1
<i>Benefits of Quality</i>		
High Employee Morale	78.0	50.0

There is a significant relationship between having a formal quality management programme and high employee morale. The p-value of the chi square test is <0.05 , which indicates an association. Table 213 shows that there is a positive relationship as 78.0% of organisations having a formal quality management programme and 50.0% of organisations not having a formal quality management programme have high employee morale. This merely shows that having a formal quality management programme encourages high employee morale. This may be obvious as 86.1% of organisations

having a formal quality management programme also reward their performing employees.

Table 214 Cross tabulation of statements related to High employee morale with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
High Employee Turnover	22.9	81.0
Reward Performing Employees	85.9	40.0
<i>Benefits of Quality</i>		
High Employee Morale	75.3	5.0

Table 214 shows that high employee morale is experienced by 75.3% of organisations having a top management commitment. This may be due to 85.9% of organisations having top management commitment and reward performing employees. However, 22.9% of organisations with top management commitment still experience high employee turnover. Tourism organisations that have top management commitment to quality may encourage tourism organisations to increase employee morale however employee turnover is still present in certain organisations.

4.4.6 BARRIERS TO QUALITY MANAGEMENT

Table 215 Percentage agree for statements related to Barriers to Quality Management

Survey Statement	Agree (%)
<i>Barriers to Quality Management</i>	
Lack of Top Management Commitment	21.4
Lack of Strategy	29.7
Lack of Training	34.8
Lack of Communication	30.8
Lack of Cooperation	31.5
Inability to Change Culture	33.8
Lack of Incentives	26.2

From the findings in Table 215, 34.8% of organisations think that quality management has suffered due to lack of training (34.8%), inability to change culture (33.8%), lack of cooperation (31.5%), lack of communication (30.8%), lack of strategy (29.7%), lack of incentives (26.2%) and lack of top management commitment (21.4%). It is hence noted

that the main barriers was the inability to change culture, lack of training, lack of cooperation and lack of communication. Tourism organisations must therefore also consider the human resource aspect of quality management for its smooth implementation in the industry.

Table 216 Cross tabulation of statements related to Barriers to Quality Management with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Barriers to Quality Management</i>		
Lack of Strategy	29.8	24.3
Lack of Training	36.7	22.2
Lack of Communication	32.2	18.4
Lack of Cooperation	33.6	18.9
Inability to Change Culture	36.1	21.1

The main barriers for local companies as illustrated in Table 216 are lack of training (36.7%), inability to change organisational culture (36.1%), lack of cooperation (33.6%) and lack of communication (32.2%). However, the main barriers to quality management for international organisations are lack of strategy (24.3%), lack of training (22.2%) and inability to change organisational culture (21.1%). The findings indicate that local organisations perceive that there are many barriers that hamper the smooth implementation of quality management as compared to international organisations. Common barriers that were noted are lack of training and inability to change organisational culture with a high rating in both local and international organisations.

Table 217 Cross tabulation of statements related to Barriers to Quality Management with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Barriers to Quality Management</i>					
Lack of Training	27.6	33.3	32.1	29.1	46.0
Inability to Change Culture	31.3	33.3	35.7	21.4	42.6

The results indicate that quality management has suffered due to lack of training and inability to change organisational culture in most organisations. According to Table 217, lack of training has hampered the smooth implementation of quality management in 46.0% of food services organisations, 33.3% of accommodation, 32.1% of leisure

organisations, 29.1% of travel organisations and 27.6% of hotels. Moreover, inability to change organisational culture has a relatively high overall rating throughout the types of services with 42.6% of food services, 35.7% of leisure organisations, 33.3% of accommodation, 31.3% of hotels and 21.4% of travel organisations. Organisations throughout the tourism industry are therefore facing difficulty in implementing training and changing organisational culture.

Table 218 Cross tabulation of statements related to Barriers to Quality Management with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Barriers to Quality Management</i>			
Lack of Top Management Commitment	24.1	20.7	13.3
Lack of Strategy	35.8	28.4	6.7
Lack of Training	44.6	29.1	6.7
Lack of Communication	38.0	17.7	27.6
Lack of Cooperation	37.6	19.0	26.7
Inability to Change Culture	39.5	25.0	20.7
Lack of Incentives	31.8	17.3	14.3

From the survey results in Table 218, lack of training acts as a barrier to quality management in 44.6% of sole proprietorship/family businesses, 29.1% of partnership organisations and 6.7% of public organisation. Throughout the type of ownership a relatively high rating is noted as 39.5% of sole proprietorship/family businesses, 25.0% of partnership organisations and 20.7% of public organisations have an inability to change their organisational culture. Lack of communication is present in 38.0% of sole proprietorship organisations/ family businesses, 27.6% of public organisations and 17.7% of partnership organisations. Sole proprietorship/family businesses have a high rating throughout compared to the other types of ownership with percentages ranging from 24.1%- 44.6%. The results indicate that sole proprietorship/ family businesses are facing greater difficulty in implementing quality management in comparison with other types of ownership.

Table 219 Cross tabulation of statements related to Barriers to Quality Management with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Barriers to Quality Management</i>						
Lack of Training	46.9	38.0	28.1	22.2	24.4	0.0
Lack of Cooperation	31.3	35.3	25.0	50.0	22.2	20.0
Inability to Change Culture	38.9	31.4	31.3	48.0	19.6	20.0

Table 219 illustrates that lack of training is present in 46.9% of organisations with ≤ 10 employees, 38.0% with 11-25 employees, 28.1% with 26-50 employees, 24.4% with 101-500 employees, 22.2% with 51-100 employees. Organisations with > 500 employees do not experience lack of training in their organisations. Moreover, 48.0% of organisations having 51-100 employees, 38.9% of organisations having ≤ 10 employees, 31.4% having 11-25 employees, 31.3% having 26-50 employees, 20.0% having >500 employees and 19.6 % having 101-500 employees have an inability to change organisational culture. Lack of cooperation is experienced by 50.0% of organisations with 51-100 employees, 35.3% of organisations with 11-25 employees, 31.3% of organisations with ≤ 10 employees, 25.0% of organisations with 26-50 employees, 22.0% of organisations with 101-500 employees and 20.0% of organisations with >500 employees. The results show that organisations that have less than 101 employees face more barriers than organisations than larger organisations with more employees.

Table 220 Cross tabulation of statements related to Barriers to Quality Management with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Training	27.8	72.7
Lack of Communication	27.9	42.4
Lack of Cooperation	26.5	45.5
Inability to Change Culture	26.6	55.9

Organisations that have a strategic plan also experience barriers to quality management, as described in Table 220, such as lack of communication (27.9%), lack of training (27.8%), inability to change organisational culture (26.6%) and lack of cooperation (26.5%). The figures indicate that having a strategic plan is not sufficient to implement

quality management effectively. The results show that human resource factors are a major concern for quality management implementation.

Table 221 Cross tabulation of statements related to Barriers to Quality Management with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Training	26.0	52.9
Lack of Communication	25.9	38.0
Lack of Cooperation	24.8	40.0
Inability to Change Culture	23.3	50.0

Table 221 reveals that lack of training, lack of communication, lack of cooperation and inability to change organisational culture accounted for 26.0%, 25.9%, 24.8% and 23.3% respectively. The findings show that human resource factors are important in the smooth implementation of quality management.

Table 222 Cross tabulation of statements related to Barriers to Quality Management with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Training	28.9	81.0
Lack of Communication	27.8	47.6
Lack of Cooperation	29.0	52.4
Inability to Change Culture	29.7	76.2

As per Table 222, organisations that have top management commitment to quality also have an inability to change organisational culture (29.7%), lack of cooperation (29.0), lack of training (28.9%) and lack of communication (27.8%). Top management commitment to quality and human resource aspects are both important for the smooth implementation of quality management.

4.4.6.1 LACK OF TRAINING

Table 223 Cross tabulation of statements related to Lack of training with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Training for Quality	58.4	78.0
<i>Barriers to Quality Management</i>		
Lack of Training	36.7	22.2

From the survey results shown in Table 223, 36.7% of local organisations have suffered due to lack of training as compared to 22.2% of international organisations. The human resource results indicate that only 58.4% of local organisations as compared to 78.0% of international organisations have employee training in quality management. Local organisations are not sufficiently implementing training in quality management as compared to international organisations.

Table 224 Cross tabulation of statements related to Lack of training with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Training for Quality	70.4	42.9	53.3	57.6	59.6
<i>Barriers to Quality Management</i>					
Lack of Training	27.6	33.3	32.1	29.1	46.0

Table 224 shows that quality management has suffered due to lack of training in 46.0% of food services, 33.3 % of accommodation, 32.1% of leisure organisations, 29.1% of travel organisations and 27.6% of hotels. The highest percentage was noted in the food services component and the lowest percentage was noted in hotels. Moreover, all the percentage ranges above 28%, which is alarming. Employee training is present in 70.4% of hotels, 59.6% of food services, 57.6% of travel organisations, 53.3% of leisure organisations and 42.9% of accommodation. Except for hotels, the tourism industry is in great need of training in quality management.

Table 225 Cross tabulation of statements related to Lack of training with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Training for Quality	53.8	67.5	84.4
<i>Barriers to Quality Management</i>			
Lack of Training	44.6	29.1	6.7

The chi-square test was carried out to see if there is a significant association between lack of training and type of ownership” The p-value is < 0.05 indicating that the results are significant. A positive relationship is apparent in Table 225 as 44.6% of sole proprietorship/family businesses, 29.1% of partnership organisations and 6.7% of public organisations believe that their quality management has suffered due to lack of training. Thus, the results show that lack of training is present in sole proprietorship/family businesses mainly as only 53.8% have employee training in quality management as compared to 67.5% of partnership organisations and 84.4% of public organisation. Sole proprietorship /family businesses must be encouraged to adopt training in quality management.

Table 226 Cross tabulation of statements related to Lack of training with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Human Resource</i>						
Training for Quality	42.6	58.5	70.6	85.7	80.4	88.2
<i>Barriers to Quality Management</i>						
Lack of Training	46.9	38.0	28.1	22.2	24.4	0.0

A significant relationship between number of employees and lack of training is noted from the chi square test with a p value <0.05. A positive relationship is highlighted employee training is present in larger organisations than smaller organisations. Table 226 shows 46.9% of organisations having ≤ 10 employees, 38.0% of organisations having 11-25 employees, 28.1% of organisations having 26-50 employees, 22.2% of organisations having 51-100 employees and 24.4% of organisations having 101-500 employees believe that lack of training acts as a barrier to their quality management. This is also reflected in the human resource statements as 42.6%, 58.5%, 70.6%, 80.4%, 85.7% and 88.2% of organisations with ≤ 10 employees, 11-25 employees, 26-50 employees, 101-500 employees, 51-100 employees and > 500 employees have

employee training in quality management respectively. Moreover, lack of training is not present in organisations having > 500 employees. This reiterates the fact that smaller organisations lack training in quality management than larger organisations.

Table 227 Cross tabulation of statements related to Lack of training with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	70.8	22.9
<i>Barriers to Quality Management</i>		
Lack of Training	27.8	72.7

The chi-square test was carried out, there is a significant association between lack of training and strategic plan as the p-value is < 0.05. An inverse relationship is apparent from Table 227 as 72.7% of organisations that do not have a strategic plan 27.8% having a strategic plan consider that lack of training acts as a barrier to quality management. This is obvious as 70.8% that have a strategic plan also have employee trainings in quality management as compared to 22.9% that do not have a strategic plan. This merely shows that having a strategic plan encourages organisations to implement employee training.

Table 228 Cross tabulation of statements related to Lack of training with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Training for Quality	78.0	36.1
<i>Barriers to Quality Management</i>		
Lack of Training	26.0	52.9

The results show a significant relationship between formal quality management programme and lack of training as the p value of the chi square test is (<0.05). An inverse relationship has been highlighted in Table 228 as 52.9% of organisations that do not have a formal quality management programme and 26.0% of organisations having a formal quality management programme believe that quality management suffers due to lack of training. This is also reflected as 78.0% of organisations having a formal quality management programme and 36.1% not having a formal quality management

programme also have employee training in quality management. Organisations that do not have a formal quality management programme also tend to lack training in quality management as compared to those organisations that have a strategic plan.

Table 229 Cross tabulation of statements related to Lack of training with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
Human Resource		
Training for Quality	67.9	9.5
Barriers to Quality Management		
Lack of Training	28.9	81.0

From the survey in Table 229, 81.0% of organisations that do not have a top management commitment also consider lack of training as a barrier to quality management as compared to 28.9% that have top management commitment. Employee training is present in 67.9% of organisations that have a top management commitment and 9.5% of organisations that do not have top management commitment. The figures show that organisations with top management commitment have a tendency to train their employees as compared to organisations that do not have top management commitment.

4.4.6.2 LACK OF COOPERATION

Table 230 Cross tabulation of statements related to Lack of cooperation with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
Human Resource		
Team Building	47.3	70.7
Barriers to Quality Management		
Lack of Cooperation	33.6	18.9

Quality management has suffered due to lack of cooperation in 33.6% of local organisations and 18.9% of international organisations as illustrated in Table 230. Local organisations rated a high percentage as compared to international organisations. This may be evident as only 47.3% of local organisations and 70.7% of international organisations have team building techniques. The survey indicates that there is lack of

cooperation and team building techniques in the local organisations as compared to international organisations. Efforts must be made to encourage cooperation in the local organisations.

Table 231 Cross tabulation of statements related to Lack of cooperation with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Barriers to Quality Management</i>					
Lack of Cooperation	23.5	50.0	42.9	21.8	40.4

There is an inverse relationship between type of service and lack of cooperation. The p-value of the chi-square test is <0.05 indicating an association. This is depicted in Table 231 as 50.0% of accommodation, 42.9% of leisure organisations, 40.4% of food services, 23.5% of hotels and 21.8% of travel organisations that think that quality management has suffered due to lack of cooperation. Hotels and travel organisations have a lower rating as compared to the other tourism components, which range above 40%. This shows that cooperation is a significant problem in accommodation, leisure organisations and food services.

Table 232 Cross tabulation of statements related to Lack of cooperation with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Team Building	42.8	58.5	62.5
<i>Barriers to Quality Management</i>			
Lack of Cooperation	37.6	19.0	26.7

From Table 232, it is clear that lack of cooperation, acts as a barrier to quality management in 37.6% of sole proprietorship/family businesses, 26.7% of public organisations and 19.0% of partnership organisations. In addition team building techniques is adopted by only 42.8% or sole proprietorship/family businesses, 58.5% of partnership organisations and 62.5% of public organisations. The results also show that there is a lack of incentives from tourism organisations to encourage cooperation and team building as cooperation is important to achieve business objectives.

Table 233 Cross tabulation of statements related to Lack of cooperation with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Barriers to Quality Management</i>						
Lack of Communication	34.2	29.4	30.3	37.0	22.7	13.3
Lack of Cooperation	31.3	35.3	25.0	50.0	22.2	20.0

Lack of cooperation, as can be seen in Table 233, is present in 50.0% of organisations having 51-100 employees, 35.3% of organisations having 11-25 employees, 31.3% of organisations having ≤ 10 employees, 25.0% of organisations having 26-50 employees, 22.0% of organisations having 101-500 employees and 20.0% of organisations having >500 employees. The results further indicate that there is a lack of communication in 37.0% of organisations with 51-100 employees, 34.2% of organisations with ≤ 10 employees, 30.3% of organisations with 26-50 employees, 29.4% of organisations with 11-25 employees, 22.7% of organisations with 101-500 employees and 13.3% of organisations with > 500 employees. The figures show that organisations having 51-100 employees tend to face more difficulty due to lack of cooperation and communication as compared to other organisations.

Table 234 Cross tabulation of statements related to Lack of cooperation with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Communication	27.9	42.4
Lack of Cooperation	26.5	45.5

There is a significant association between having a strategic plan and lack of cooperation as the p value of the chi square test is (< 0.05). From Table 234, an inverse relationship is noted as 45.5% of organisations that do not have a strategic plan and 26.5% of organisations having a strategic plan consider lack of cooperation as a barrier to quality management. Lack of communication is also present in 26.5% of organisations having a strategic plan and 42.4% of organisations not having a strategic plan. Although there is an inverse relationship, tourism organisations should thus not focus only on the strategic plan but also take into consideration communication and cooperation of employees who are important ingredients for the implementation of the strategic plan.

Table 235 Cross tabulation of statements related to Lack of cooperation with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Communication	25.9	38.0
Lack of Cooperation	24.8	40.0

From the findings in Table 235, 24.8% of organisations that have a formal quality management program believe that lack of cooperation acts as a barrier to their quality management and 25.9% believe that lack of communication acts as a barrier to quality management. Communication and cooperation are important aspects in an organisation as personnel are vital for the implementation of a formal quality management program within an organisation.

Table 236 Cross tabulation of statements related to Lack of cooperation with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Barriers to Quality Management</i>		
Lack of Communication	27.8	47.6
Lack of Cooperation	29.0	52.4

As per Table 236, lack of cooperation and lack of communication is present in 29.0% and 27.8% of organisations that have a top management commitment to quality. Despite having top management commitment, some tourism organisations have still not been able to address the lack of communication and cooperation in their organisation.

4.4.6.3 INABILITY TO CHANGE CULTURE

Table 237 Cross tabulation of statements related to Inability to change culture with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Human Resource</i>		
Mutual Trust	75.7	77.5
<i>Barriers to Quality Management</i>		
Inability to Change Culture	36.1	21.1

Table 237 illustrates that quality management has suffered due to inability to change organisational culture in 36.1% of local organisations and 21.1% of international organisations. Local organisations rated a high percentage as compared to international organisations yet 77.5% of international organisations and 75.7% of local organisations believe that their organisational culture builds mutual trust. This is contradictory, as both local and international organisations believe their organisational culture builds mutual trust yet 36.1% of local organisations consider that inability to change organisational culture acts as a barrier to quality management

Table 238 Cross tabulation of statements related to Inability to change culture with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Human Resource</i>					
Mutual Trust	74.7	100.0	78.6	82.8	68.9
<i>Barriers to Quality Management</i>					
Inability to Change Culture	31.3	33.3	35.7	21.4	42.6

A chi square test was carried out identify if there is an association between type of service and inability to change organisational culture. The p-value < 0.05 which indicates an association is present. Quality management has suffered due to inability to change organisational culture in 42.6% of food services, 35.7% of leisure organisations, 33.3% of accommodation, 31.3% of hotels and 21.4% of travel organisations as described in Table 238. On the other hand, 100% of accommodation, 82.8% of travel organisations, 78.6% of leisure organisations, 74.7% of hotels and 68.9% of food services believe that their organisational culture builds mutual trust. The figures portray that inability to change organisational culture is a barrier throughout the tourism industry with percentages ranging from 21.4%-42.6%.

Table 239 Cross tabulation of statements related to Inability to change culture with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Human Resource</i>			
Mutual Trust	72.2	81.7	75.0
<i>Barriers to Quality Management</i>			
Inability to Change Culture	39.5	25.0	20.7

There is a significant association between type of ownership and inability to change organisational culture as the p value of the chi square test is (<0.05). A positive relationship is noted. From Table 239, inability to change organisational culture acts as a barrier to quality management in 39.5% of sole proprietorship/ family businesses, 25.0% of partnership organisations and 20.7% of public organisations. Organisational culture builds mutual trust in 81.7% of partnership organisations, 75.0% of public organisations and 72.2% of sole proprietorship/ family businesses. Sole proprietorship/ family businesses have the highest rating for the statement, inability to change organisational culture.

Table 240 Cross tabulation of statements related to Inability to change culture with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Barriers to Quality Management</i>						
Inability to Change Culture	38.9	31.4	31.3	48.0	19.6	20.0

A chi square test was carried out between number of employees and inability to change organisational culture. The p-value is <0.05 indicating a significant association. A positive relationship is noted in the Table 240, as inability to change organisational culture is present in 48.0% of organisations having 51-100 employees, 38.9% of organisations having ≤ 10 employees, 31.4% of organisations having 11-25 employees, 31.3% of organisations having 26-50 employees, 20.0% of organisations having >500 employees and 19.6 % of organisations having 101-500 employees. The findings indicate that organisations that have < 100 employees, have an inability to change organisational culture as compared to larger organisations, with percentages ranging from 31.3%-48.0%.

Table 241 Cross tabulation of statements related to Inability to change culture with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Human Resource</i>		
Mutual Trust	80.8	41.2
<i>Barriers to Quality Management</i>		
Inability to Change Culture	26.6	55.9

The results of the chi square test indicate a significant relationship between having a strategic plan and inability to change organisational culture as the p-value is <0.05 . From Table 241, an inverse relationship is noted as 55.9% of organisations that do not have a strategic plan and 26.6% of organisations that have a strategic plan also consider inability to change organisational culture as a barrier to quality management. This is reflected as 80.8% that have a strategic plan consider that their organisational culture builds mutual trust. Having a strategic plan helps organisations to change organisational culture as compares to organisations that do not have a strategic plan.

Table 242 Cross tabulation of statements related to Inability to change culture with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Human Resource</i>		
Mutual Trust	79.2	64.8
<i>Barriers to Quality Management</i>		
Inability to Change Culture	23.3	50.0

A chi square test is carried out with a p-value < 0.05 indicating an association between having a formal quality management programme and inability to change organisational culture. An inverse relationship is highlighted in the Table 242 where 50.0% of organisations that do not have a formal quality management programme as compared to 23.3% of organisations that have a formal quality management programme have an inability to change organisational culture. Moreover, 79.2% of organisations that have a formal quality management programme state that their organisational culture builds mutual trust. Hence, having a formal quality management programme helps organisations to change organisational culture as compared to organisations that do not have a formal quality management programme.

Table 243 Cross tabulation of statements related to Inability to change culture with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Human Resource</i>		
Mutual Trust	81.0	15.0
<i>Barriers to Quality Management</i>		
Inability to Change Culture	29.7	76.2

There is a significant relationship between having a top management commitment and inability to change organisational culture as the p-value of the chi square test is < 0.05 . An inverse relationship is noted in Table 243 as 76.2% that do not have top management commitment and 29.7% that have top management commitment consider inability to change organisational culture as a barrier to quality management. Moreover, 81.0% that have a top management commitment also have an organisational culture that builds mutual trust. This indicates that having a top management commitment can limit the barriers to quality management such as inability to change organisational culture.

4.4.7 CERTIFICATIONS

Table 244 Percentage agree for statements related to Certifications

Survey Statement	Agree (%)
<i>Certifications</i>	
ISO 9001 certified	11.9
ISO 14001 certified	2.0
HACCP certified	10.8
OHSAS 18001 certified	0.3
SQF certified	3.4
SA 8000 certified	0.3
Green Globe certified	2.7
NQA Level 1	1.7
NQA Level 2	3.1
NQA Level 3	4.1

Table 244 shows that out of the tourism organisations surveyed, 11.6% are ISO 9001 certified, 10.8% are HACCP certified, 4.1% have NQA Level 3, 3.4% of organisations are SQF certified, 3.1% have NQA Level 2, 2.7% are Green Globe certified, 2.0% are ISO 14001 certified, 1.7% have NQA Level 1, 0.3% are OHSAS18001 certified and 0.3% of organisations are SA8000 certified. The highest rating for certifications was noted with 11.6% of organisations having ISO 9001 and 10.8% having HACCP certification. The figures indicate that the tourism organisations surveyed are not sufficiently implementing quality certifications.

Table 245 Cross tabulation of statements related to Certifications with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Top Management Commitment	83.0	92.5
<i>Certifications</i>		
ISO 9001 certified	8.2	33.3
ISO 14001 certified	2.0	2.4
HACCP certified	7.3	28.6
OHSAS 18001 certified	0.4	0.0
SQF certified	1.6	11.9
SA 8000 certified	0.4	0.0
Green Globe certified	1.6	7.1
NQA Level 1	1.6	2.4
NQA Level 2	3.7	0.0
NQA Level 3	2.8	7.1

The results in Table 245 show that 33.3% of international organisations are ISO 9001 certified, 28.6% are HACCP certified, 11.9% are SQF certified, 7.1% are Green Globe certified, 7.1% have NQA Level 3, 2.4% have NQA Level 1 and 2.4% are ISO 14001 certified. However, the international organisations surveyed do not have OHSAS18001 certification and SA8000 certification nor NQA Level 2. Comparatively, more international organisations tend to have quality certifications than local organisations. Although international organisations have the highest rating as far as quality practices are concerned, in practical terms they do not sufficiently implement quality certifications.

The findings from Table 245 indicate that 8.2% of local organisations have ISO 9001 certifications, 7.3 % have HACCP certifications, 3.7% have NQA Level 2, 2.8% have NQA Level 3, 2.0% have ISO 14001 certification, 1.6% have SQF certification, 1.6% have Green Globe certification, 1.6% have NQA Level 1, 0.4% have OHSAS 18001 certification and 0.4% have SA 8000 certification. It has to be noted that all the percentage range well below 50% indicating a lack of quality certifications in tourism industry, although top management commitment to quality is present in 83.0% of local organisations and 92.5% of international organisations.

Table 246 Cross tabulation of statements related to Certifications with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Top Management Commitment	78.6	100.0	83.3	81.4	89.4
<i>Certifications</i>					
ISO 9001 certified	17.3	0.0	10.0	6.8	11.0
ISO 14001 certified	2.0	0.0	0.0	1.7	3.0
HACCP certified	23.5	0.0	0.0	0.0	9.0
OHSAS 18001 certified	1.0	0.0	0.0	0.0	0.0
SQF certified	7.1	0.0	0.0	0.0	3.0
SA 8000 certified	1.0	0.0	0.0	0.0	0.0
Green Globe certified	6.1	0.0	0.0	0.0	2.0
NQA Level 1	4.1	0.0	0.0	0.0	1.0
NQA Level 2	5.1	0.0	3.3	3.3	1.0
NQA Level 3	8.2	0.0	3.3	1.7	2.0

From Table 246, most hotels have quality certifications followed by food services, leisure organisations and travel organisations respectively. The findings highlight that 23.5% of hotels are HACCP certified, 17.3% are ISO 9001 certified, 8.2% have NQA Level 3, 7.1% are SQF certified, 6.1% are Green Globe certified, 5.1% have NQA Level 2, 4.1% have NQA Level 1, 2.0% are ISO 14001 certified, 1.0% are OHSAS 18001 certified and 1.0% are SA 8000 certified. Results indicate that 11.0% of food services are ISO 9001 certified, 9.0% are HACCP certified, 3.0% are SQF certified, 3.0% are ISO 14001 certified, 2.0% are Green Globe certified, 2.0% have NQA Level 3, 1.0% have NQA Level 1 and 1.0% have NQA Level 2.

ISO 9001 is implemented in 10.0% of leisure organisations, 3.3% have NQA Level 2 and 3.3% have NQA Level 3. Moreover, 6.8% of travel organisations are ISO 9001 certified, 3.3% have NQA Level 2, 1.7% are ISO 14001 certified and 1.7% have NQA Level 3. The results are well below 50%, which shows a poor implementation of quality certifications despite top management commitment, which ranges from 78.6%-100.0%. A surprising point to note is that 100.0% of managers from the accommodation component state they have top management commitment yet all accommodations surveyed do not have any quality certifications in place.

Table 247 Cross tabulation of statements related to Certifications with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Practices</i>			
Top Management Commitment	79.5	86.7	96.9
<i>Certifications</i>			
ISO 9001 certified	3.7	10.7	62.5
ISO 14001 certified	0.6	4.8	0.0
HACCP certified	3.7	17.9	34.4
OHSAS 18001 certified	0.0	0.0	3.1
SQF certified	0.0	2.4	25.0
SA 8000 certified	0.0	0.0	3.1
Green Globe certified	0.0	7.1	6.3
NQA Level 1	0.0	1.2	12.5
NQA Level 2	0.6	4.8	12.5
NQA Level 3	0.0	8.3	12.5

From the survey results shown in Table 247, 62.5%, 34.4% and 25.0% of public organisations are ISO 9001 certified, HACCP certified and SQF certified respectively. Only 12.5% of public organisations have NQA Level 1, NQA Level 2 and NQA Level 3. In addition, 6.3% of public organisations are Green Globe certified, 3.1% are SA 8000 certified and 3.1% are OHSAS certified.

Moreover, 17.9% of partnership organisations are HACCP certified, 10.7% are ISO 9001 certified, 8.3% have NQA Level 3, 7.1% are Green globe certified, 4.8% are ISO 14001 certified, 4.8% have NQA Level 2, 2.4% are SQF certified and 1.2% have NQA Level 1 respectively.

Only 3.7% of sole proprietorship/family businesses are ISO 9001 certified, 3.7% are HACCP certified, 0.6% are ISO 14001 certified and 0.6% have NQA Level 2. The table shows that public organisations tend to adopt quality certifications more than other types of ownership. Sole proprietorship/family businesses barely implement quality certifications within their organisations although 79.5% state that they have top management commitment to quality. Moreover, 86.7% of partnership organisations and 96.9% of public organisations state that they have top management commitment to quality yet in practice a very low percentage have quality certifications in place.

Table 248 Cross tabulation of statements related to Certifications with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
<i>Certifications</i>						
ISO 9001 certified	0.0	3.8	20.6	18.5	26.1	52.9
ISO 14001 certified	0.0	3.8	0.0	7.1	4.3	0.0
HACCP certified	1.7	1.9	5.9	10.7	32.6	52.9
OHSAS 18001 certified	0.0	0.0	0.0	0.0	0.0	5.9
SQF certified	0.0	1.9	0.0	0.0	6.5	35.3
SA 8000 certified	0.0	0.0	0.0	0.0	2.2	0.0
Green Globe certified	0.0	1.9	0.0	0.0	2.2	35.3
NQA Level 1	0.0	0.0	0.0	0.0	6.5	11.8
NQA Level 2	1.7	0.0	0.0	3.6	4.3	23.5
NQA Level 3	0.0	3.8	2.9	0.0	0.0	52.9

From Table 248, organisations with > 500 employees are ISO 9001 certified (52.9%), HACCP certified (52.9%), have NQA Level 3 (52.9%), SQF certified (35.3%), Green Globe certified (35.3%), have NQA Level 2 (23.5%), have NQA Level 1 (11.8%) and are OHSAS certified (5.9%). Moreover, organisations with 101-500 employees are HACCP certified (32.6%) ISO 9001 certified (26.1%), have NQA Level 1 (6.5%), ISO 14001 certified (4.3%), have NQA Level 3 (4.3%), SA 8000 certified (2.2%) and Green Globe certified (2.2%).

The results further show that 20.6% of organisations with 26-50 employees are ISO 9001 certified, 5.9% are HACCP certified and 2.9% have NQA Level 3. Organisations having 51-100 are ISO 9001 certified (18.5%), HACCP certified (10.7%), ISO 14001 certified, and have NQA Level 2 (3.6%). Organizations with 11-25 employees are ISO 9001 certified (3.8%), ISO 14001 certified (3.8%), have NQA Level 3 (3.8%), HACCP certified (1.9%), SQF certified (1.9%) and Green Globe Certified (1.9%). Organisations with ≤ 10 employees are HACCP certified (1.7%) and have NQA Level 2 (1.7%). Smaller organisations with less than 25 employees have a very low rating throughout. Larger organisations with > 500 employees tend to implement quality certifications as compared to smaller organisations. This is surprising as top management commitment to quality is noted throughout the various sizes of organisations with percentage ranging from 75.9%-95.7%.

Table 249 Cross tabulation of statements related to Certifications with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Certifications</i>		
ISO 9001 certified	14.9	2.9
ISO 14001 certified	2.4	0.0
HACCP certified	14.8	0.0
OHSAS 18001 certified	0.5	0.0
SQF certified	4.8	0.0
SA 8000 certified	0.5	0.0
Green Globe certified	3.8	0.0
NQA Level 1	2.4	0.0
NQA Level 2	4.3	0.0
NQA Level 3	5.3	0.0

Table 249 illustrates that organisations that have a strategic plan also have ISO 9001 certification (14.9%), HACCP certification (14.8%), NQA Level 3 (5.3%), SQF certification (4.8%), NQA Level 2 (4.3%), Green Globe certification (3.8%), ISO 14001 certification (2.4%), have NQA Level 1, OHSAS certification (0.5%) and have SA8000 certification (0.5%). Although organisations have a strategic plan, most organisations do not sufficiently adopt quality certifications throughout the tourism industry.

Table 250 Cross tabulation of statements related to Certifications with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Certifications</i>		
ISO 9001 certified	18.8	2.8
ISO 14001 certified	3.3	0.0
HACCP certified	17.3	1.4
OHSAS 18001 certified	0.7	0.0
SQF certified	6.0	0.0
SA 8000 certified	0.7	0.0
Green Globe certified	5.3	0.0
NQA Level 1	3.3	0.0
NQA Level 2	5.3	0.0
NQA Level 3	7.3	0.0

From Table 250, organisations that have a formal quality management programme also have ISO 9001 certification (18.8%) , HACCP certification (17.3%), NQA Level 3 (7.3%), SQF certification (6.0%), Green Globe certification (5.3%), ISO 14001 certification (3.3%), NQA Level 1 (3.3%), OHSAS 18001 certification (0.7%) and have

SA8000 certification (0.7%). Having a formal quality management programme does influence the adoption of quality certifications only in certain cases.

Table 251 Cross tabulation of statements related to Certifications with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Certifications</i>		
ISO 9001 certified	13.5	4.8
ISO 14001 certified	2.4	0.0
HACCP certified	12.7	0.0
OHSAS 18001 certified	0.4	0.0
SQF certified	4.1	0.0
SA 8000 certified	0.4	0.0
Green Globe certified	2.9	0.0
NQA Level 1	2.0	0.0
NQA Level 2	3.3	0.0
NQA Level 3	4.5	4.8

The results in Table 251 show that 13.5% of organisations that have a top management commitment also have ISO 9001 certification, 12.7% are HACCP certified, 4.5% have NQA Level 3, 4.1% are SQF certified, 3.3% have NQA Level 2, 2.9% are Green Globe certified, 2.4% are ISO 14001 certified, 2.0% have NQA Level 1 and 0.4% are OHSAS 18001 certified and 0.4% are SA8000 certified. The percentages for the remaining certifications are very low. Furthermore, organisations that have top management commitment to quality do not, actually implement quality certifications.

4.4.7.1 ISO 9001

Table 252 Cross tabulation of statements related to ISO 9001 with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Top Management Commitment	83.0	92.5
<i>Customer Focus</i>		
Assess Customer Satisfaction	81.0	92.7
<i>Certifications</i>		
ISO 9001 certified	8.2	33.3

The results from Table 252 indicate that, 33.3% of international organisations are ISO 9001 certified as compared to 8.2% of local organisations. This is surprising as 92.5%, and 92.7% of international organisations state that they have top management commitment to quality and systematically assess customer satisfaction respectively. There are 83.0% and 81.0% of local organisations that have top management commitment to quality and assess customer satisfaction respectively. This portrays that top management commitment to quality is not translated into action as a very low percentage actually adopt ISO 9001 certification.

Table 253 Cross tabulation of statements related to ISO 9001 with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Practices</i>					
Top Management Commitment	78.6	100.0	83.3	81.4	89.4
<i>Certifications</i>					
ISO 9001 certified	17.3	0.0	10.0	6.8	11.0

Table 253 indicates that ISO 9001 certification is present in 17.3% of hotels, 11.0% of food services, 10.0% of leisure organisations and 6.8% of travel organisations. The accommodation components do not have ISO 9001 certification although 100.0% state they have top management commitment to quality. Moreover, top management commitment to quality is present in 89.4% of food services, 83.3% of leisure organisations, 81.4% of travel organisations and 78.6% of hotels. The results show that top management commitment to quality is not translated into the implementation of quality certifications such as ISO 9001.

Table 254 Cross tabulation of statements related to ISO 9001 with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Benefits of Quality</i>			
Improve Satisfaction	83.1	90.5	83.9
<i>Certifications</i>			
ISO 9001 certified	3.7	10.7	62.5

A chi square test with p-value < 0.05 shows a significant relationship between ISO 9001 and type of ownership. An inverse relationship is evident, as public organisations tend

to have ISO 9001 certification as compared to partnership and sole proprietorship/family businesses. Table 254 shows that ISO 9001 is implemented in 62.5% of public organisations, 10.7% of partnership organisations and 3.7% of sole proprietorship/family businesses. Despite the fact that 90.5% of partnership organisations, 83.9% of public organisations and 83.1% of sole proprietorship/family businesses, believe that quality management leads to improved customer satisfaction, a very low percentage actually have ISO 9001. The chi square test clearly shows that ISO 9001 is mainly adopted by public organisations.

Table 255 Cross tabulation of statements related to ISO 9001 with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Customer Focus</i>						
Identification of Customer Wants	65.2	79.2	82.4	78.6	84.8	82.4
<i>Certifications</i>						
ISO 9001 certified	0.0	3.8	20.6	18.5	26.1	52.9

Table 255 clearly shows that ISO 9001 is present in 52.9%, 26.1%, 20.6%, 18.5% and 3.8% of organisations having >500 employees, 101-500 employees, 26-50 employees, 51-100 employees and having 11-25 employees respectively. From the study 65.2% of organisations having ≤ 10 employees, 78.6% having 51-100 employees, 79.2% having 11-25 employees, 82.4% having 26-50 employees, 82.4% having >500 employees and 84.8% of organisations having 101-500 employees also have a system for identifying customer wants yet a low percentage actually implement the ISO 9001 within their organisations.

Table 256 Cross tabulation of statements related to ISO 9001 with Strategy plans

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Practices</i>		
Top Management Commitment	90.1	48.6
<i>Certifications</i>		
ISO 9001 certified	14.9	2.9

Table 245 indicates that 14.9% of organisations that have a strategic plan also have ISO 9001 certification. It has to be noted that 90.1% of organisations that have a strategic

plan also have top management commitment to quality, yet a lower percentage actually have ISO 9001 certification in place. Despite top management commitment to quality, quality certifications are very scarcely adopted throughout the tourism industry.

Table 257 Cross tabulation of statements related to ISO 9001 with Formal Quality Management Exists

Survey Statement	Formal Quality Management Exists (%)	
	Agree	Disagree
<i>Customer Focus</i>		
Handle Customer Complaints	94.0	81.7
<i>Certifications</i>		
ISO 9001 certified	18.8	2.8

A chi square test with p-value <0.05 , shows the association between implementing ISO 9001 and having a formal quality management programme. A positive relationship is noted in Table 257 as 18.8% of organisations having a formal quality management programme and 2.8% of organisations not having a formal quality management programme also have ISO 9001 in place. The chi square test shows that having a formal quality management programme encourages organisations to implement ISO 9001. Moreover, 94.0% of organisations having a formal quality management programme state that they handle customer complaint effectively while only 18.8% having ISO 9001.

Table 258 Cross tabulation of statements related to ISO 9001 with Top Management Commitment

Survey Statement	Top Management Commitment (%)	
	Agree	Disagree
<i>Certifications</i>		
ISO 9001 certified	13.5	4.8

The observations in Table 258 are that organisations having top management commitment and ISO 9001 certifications represent only 13.5%. This indicates that having top management commitment to quality does not necessarily encourage organisations to implement ISO 9001 certifications. The results also depict that 90.8% of organisations that have top management commitment also assess customer satisfaction yet a very low percentage have ISO 9001 certification.

4.4.7.2 HACCP

Table 259 Cross tabulation of statements related to HACCP with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Practices</i>		
Top Management Commitment	83.0	92.5
<i>Certifications</i>		
HACCP certified	7.3	28.6

The results of Table 259 show that there are 28.6% of international organisations that are HACCP certified as compared to 7.3% of local organisations that are HACCP certified although top management commitment to quality is present in 83.0% of local organisations and 92.5% of international organisations.

Table 260 Cross tabulation of statements related to HACCP with Type of Service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Certifications</i>					
HACCP certified	23.5	0.0	0.0	0.0	9.0

A chi square test shows a significant relationship between types of service and implementing HACCP certification, as the p-value is (<0.05). A positive relationship is evident from Table 260 as 23.5% of hotels have HACCP certification and 9.0% of food services have HACCP certifications. HACCP is therefore not sufficiently implemented in the food services throughout the tourism industry. This portrays that restaurants are not making optimum use of HACCP certifications that identify potential hazards associated with a food and help organisations take measures to control those hazards. Hotels tend to implement quality management certifications as compared to the other tourism components in the industry.

Table 261 Cross tabulation of statements related to HACCP with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Customer Focus</i>			
Customer Delight	73.6	86.6	90.6
<i>Certifications</i>			
HACCP certified	3.7	17.9	34.4

There is a significant association between type of ownership and implementing HACCP as the p-value of the chi square test is (<0.05). An inverse relationship is noted in Table 261, as public organisations tend to implement HACCP (34.4%) in comparison to partnership organisations (17.9%) and sole proprietorship/family businesses (3.7%). The results clearly show that public organisations tend to be HACCP certified. This may be evident as public organisations incorporate value added services to delight customers (90.6%) in comparison with partnership organisations (86.6%) and sole proprietorship/family businesses (73.6%).

Table 262 Cross tabulation of statements related to HACCP with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Practices</i>						
Top Management Commitment	75.9	84.9	82.4	92.6	95.7	93.8
<i>Certifications</i>						
HACCP certified	1.7	1.9	5.9	10.7	32.6	52.9

HACCP, as clearly seen in Table 262, is implemented by 52.9%, 32.6%, 10.7%, 5.9%, 1.9% and 1.7% of organisation with >500 employees, 101-500 employees, 51-100 employees, 26-50 employees, 11-25 employees and ≤ 10 employees respectively. The figures clearly show that larger organisations tend to implement HACCP in comparison to smaller organisations.

Top management commitment to quality is present throughout the different organisations with percentages ranging from 75.9%-95.7%. This is however, not reflected in the implementation of quality certifications within the tourism industry.

Table 263 Cross tabulation of statements related to HACCP with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Certifications</i>		
HACCP certified	14.8	0.0

The results show a significant association between having a strategic plan and implementing HACCP certification as the p-value of the chi square test is (< 0.05). A

positive relationship is noted from Table 263, which shows that organisations that have a strategic plan implement HACCP (14.8%) in comparison with organisations that do not have a strategic plan. In simple terms, organisations that do not have a strategic plan do not have HACCP certification.

Table 264 Cross tabulation of statements related to HACCP with Formal Quality Management Exists

Formal Quality Management Exists (%)		
Survey Statement	Agree	Disagree
<i>Certifications</i>		
HACCP certified	17.3	1.4

The chi square test shows a significant relationship between having a formal quality management programme and implementing HACCP certification as the p value is (< 0.05). According to Table 264, a positive relationship is noted, as organisations that have a formal quality management programme also tend to have HACCP certification (17.3%) in comparison to organisations that do not have a formal quality management programme (1.4%). This indicates that having a formal quality management programme does to a certain extent influence the implementation of HACCP certifications.

Table 265 Cross tabulation of statements related to HACCP with Top Management Commitment

Top Management Commitment (%)		
Survey Statement	Agree	Disagree
<i>Certifications</i>		
HACCP certified	12.7	0.0

From the survey results shown in Table 265, 12.7% of organisations that have top management commitment to quality also implement HACCP. The figures show that having top management commitment to quality may not always encourage organisations to implement quality certifications, as the statements are not translated into action.

4.4.8 QUALITY PERCEPTION

Table 266 Percentage agree for statements related to Quality perception

Survey Statement	Agree (%)
<i>Quality Perception</i>	
QM only for Large Firms	15.9
Waste of Time and Money	7.4

From Table 266, 15.9% of respondents believe that quality management is meant only for large firms. Moreover, 7.4% believe that quality is a waste of time and money. Although the percentage is low, awareness has to be created to change the mindset of certain managers. The results show that on a general perspective smaller organisations do not sufficiently implement quality management practices as compared to larger ones.

Table 267 Cross tabulation of statements related to Quality perception with Type of organisation

Survey Statement	Type of organisation (%)	
	Local	International
<i>Quality Perception</i>		
QM only for Large Firms	16.3	16.7
Waste of Time and Money	8.9	0.0

From Table 267, it is apparent that around 16.7% of international organisations and 16.3% of local organisations believe that quality management is appropriate only for large firms whereas 8.9% of local organisations believe that quality management is a waste of time and money. Local organisations do not sufficiently implement quality management in comparison to international organisations throughout the various quality statements. Although international organisations tend to implement quality management, a few of them still believe that quality management is appropriate for large firms only.

Table 268 Cross tabulation of statements related to Quality perception with Type of service

Survey Statement	Type of service (%)				
	Hotel	Accommodation	Leisure	Travel	Food Services
<i>Quality Perception</i>					
QM only for Large Firms	18.8	28.6	25.8	8.6	13.5
Waste of Time and Money	12.1	0.0	3.3	3.4	6.7

From Table 268, 28.6% of managers from the accommodations believe that quality management is appropriate only in large firms. Only 8.6% of managers from the travel organisations believe that quality management is appropriate only for large firms. Accommodation and leisure organisations have the highest percentages followed by hotels, food services and travel organisations that agree “quality management is appropriate only for large firms”. The figures show that not all tourism components feel the need to implement quality management especially the leisure organisations and accommodations. Surprisingly, 12.1% of the hotels believe that quality management is a waste of time and money.

Table 269 Cross tabulation of statements related to Quality perception with Type of ownership

Survey Statement	Type of ownership (%)		
	Sole proprietorship /Family	Partnership	Public
<i>Quality Perception</i>			
QM only for Large Firms	16.1	17.3	6.3
Waste of Time and Money	10.6	3.6	6.3

Table 269 shows that 17.3% of partnership organisations, 16.1% of sole proprietorship/family businesses and 6.3% of public organisations believe that quality management are appropriate only for large firms. Moreover, 10.6% of sole proprietorship organisation/ family businesses, 6.3% of public organisations and 3.6% of partnership organisations consider that quality management is a waste of time and money. This indicates that partnership companies and sole proprietorship/family businesses still have the mindset that quality management is appropriate only for large firms. They are not convinced about the importance of quality management within their organisations.

Table 270 Cross tabulation of statements related to Quality perception with No. of employees

Survey Statement	No. of employees (%)					
	≤10	11-25	26-50	51-100	101-500	>500
<i>Quality Perception</i>						
QM only for Large Firms	22.4	15.1	11.8	0.0	17.8	6.3
Waste of Time and Money	15.7	5.7	0.0	3.6	0.0	0.0

From Table 270, managers believe that quality management is appropriate only for large firms in 22.4% of organisations having ≤ 10 employees, 17.8% of organisations having 101-500 employees, 15.1% of organisations having 11-25 employees, 11.8% of organisations having 26-50 employees and 6.3% of organisations having > 500 employees. In addition 15.7% of organisations with ≤ 10 employees, 5.7% of organisations with 11-25 employees and 3.6% of organisations with 51-100 employees believe that quality management is a waste of time and money. A very prominent point is that organisations that have ≤ 10 employees have a high rating in both statements which shows that smaller organisation fail to recognize the importance of quality management.

Table 271 Cross tabulation of statements related to Quality perception with Strategic Plan

Survey Statement	Strategic Plan (%)	
	Agree	Disagree
<i>Quality Perception</i>		
QM only for Large Firms	12.9	37.1
Waste of Time and Money	3.7	28.6

The chi-square test was carried out “there is a significant association between quality management is appropriate only for large firms and strategic plan”. The p-value is < 0.05 indicating that the results are significant. From Table 271, it can be observed that 12.9% of managers have a strategic plan and 37.1% of managers that do not have a strategic plan agree that quality management is appropriate only for large firms. This simply shows that organisations that do not have a strategic plan tend to believe that quality management is appropriate only for large firms.

Table 272 Cross tabulation of statements related to Quality perception with Formal Quality Management Exists

Formal Quality Management Exists (%)		
Survey Statement	Agree	Disagree
<i>Quality Perception</i>		
QM only for Large Firms	13.2	28.6
Waste of Time and Money	4.0	20.8

The figures from Table 272 indicate that 13.2% of managers that have a formal quality management programme in their organisation also believe that quality management is appropriate only for large firms and 4.0% believe that quality management is a waste of time and money. There is a significant association between quality management is appropriate only for large firms and formal quality management as $p < 0.05$.

Table 273 Cross tabulation of statements related to Quality perception with Top Management Commitment

Top Management Commitment (%)		
Survey Statement	Agree	Disagree
<i>Quality Perception</i>		
QM only for Large Firms	12.6	61.9
Waste of Time and Money	3.2	57.1

Table 273 shows that 12.6% of managers that have top management commitment to quality also believe that quality is appropriate for large firms only and 3.2% believe that quality management is a waste of time and money. The figures show that not all managers are convinced of the need for quality management in all organisations despite the positive rating through the benefit statements which ranges from 71.8%-89.9%. Having a top management commitment encourages the adoption of quality management practices.

4.5 HYPOTHESIS TESTING

H1: There is no difference in the management of quality among the different types of services within the tourism sector.

Table 274 Result of Kruskal Wallis test for H1

Ranks			
Type of service	N	Mean Rank	
Formal QM exists Hotel	99	155.26	
Accommodation	7	121.57	
Leisure	31	154.03	
Travel	59	148.17	
Food Services	104	148.19	
Total	300		

Test Statistics^{a,b}

	Formal QM exists
Chi-Square	1.338
df	4
Asymp. Sig.	.855

a. Kruskal Wallis Test

b. Grouping Variable: Type of service

A Kruskal Wallis Test has been used to determine whether there is a difference in the management of quality for the different types of services within the tourism sector. The upper table (Table 274) indicates the mean rank for the different types of service where a formal quality management system exists. It can be observed that hotels and leisure services have the highest mean ranks, being 155.26 and 154.03 respectively, while accommodation as a type of service has obtained the lowest mean rank (121.57). This implies that hotels and leisure services opt least for a formal quality management system when compared to the other groups.

Note: A high value for the mean rank indicates that respondents tend to disagree and vice versa. This is because the 5-point Likert scale used with 5 indicating strongly disagree and 1 indicating strongly agree.

With $p > 0.05$ ($p = 0.855$), there is significant evidence that no differences exist in the management of quality for the different types of services within the tourism sector.

H1 is thus accepted.

H2: There is no difference in the management of quality between small/medium and large organisations.

Table 275 Result of Mann Whitney Utest for H2

Ranks				
NOEMP		N	Mean Rank	Sum of Ranks
Formal QM exists	Small and Medium	204	157.59	32148.50
	Large	91	126.50	11511.50
	Total	295		

Test Statistics^a

	Formal QM exists
Mann-Whitney U	7325.500
Wilcoxon W	11511.500
Z	-2.999
Asymp. Sig. (2-tailed)	.003

a. Grouping Variable: Number of Employees

Frequencies

Number of		N
Formal QM exists	Small and Medium	204
	Large	91
	Total	295

To test the difference between small and medium, and large organisations in terms of their management of quality, a Mann-Whitney U test has been conducted. It can be seen from the Ranks Table (Table 275) that the existence of a formal quality management system is more felt in large organisations than in small and medium enterprises, given that the mean rank for small and medium organisations (157.59) is greater than for large companies (126.50).

With $p < 0.05$ ($p = 0.003$), there is little evidence to accept that there is no difference in the management of quality between small and medium, and large enterprises.

H2 is thus rejected.

H3: There is no difference in the management of quality among the different types of ownership within the tourism sector.

Table 276 Result of Kruskal Wallis test for H3

Ranks			
Type of ownership		N	Mean Rank
Formal QM exists	Sole proprietorship/Family Partnership	162	155.13
	Public	84	128.95
		32	88.05
	Total	278	

Test Statistics^{a,b}

	Formal QM exists
Chi-Square	22.267
df	2
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Type of ownership

Since there are three groups for the types of ownership within the tourism sector, a Kruskal Wallis test best assesses the difference in terms of the management of quality. From the Ranks table (Table 276), the highest mean rank (155.13) is for sole proprietorship businesses, while the lowest mean rank (88.05) is for public enterprises, indicating that latter has formal quality management compared to the others.

With $p < 0.05$ ($p = 0.000$), it clearly points out that there is very little proof to show that there is no difference in the management of quality for the different types of ownership in the tourism sector.

H3 is thus rejected.

H4: There is no difference in the barriers towards the implementation of quality among the different types of services within the tourism sector.

Table 277 Result of Kruskal Wallis test for H4**Ranks**

	Type of service	N	Mean Rank
Lack of Top Management Commitment	Hotel	99	151.57
	Accommodation	6	157.92
	Leisure	29	156.26
	Travel	54	159.17
	Food Services	102	128.58
	Total	290	
Lack Strategy	Hotel	97	162.14
	Accommodation	7	88.93
	Leisure	29	141.36
	Travel	56	164.57
	Food Services	101	124.05
	Total	290	
Lack Training	Hotel	98	163.40
	Accommodation	6	116.42
	Leisure	28	148.48
	Travel	55	144.84
	Food Services	100	124.93
	Total	287	
Lack Communication	Hotel	98	152.29
	Accommodation	6	124.50
	Leisure	28	150.41
	Travel	55	151.57
	Food Services	99	129.52
	Total	286	
Lack Cooperation	Hotel	98	158.28
	Accommodation	6	99.58
	Leisure	28	130.64
	Travel	55	159.76
	Food Services	99	126.13
	Total	286	
Inability to Change Culture	Hotel	96	154.25
	Accommodation	6	105.00
	Leisure	28	150.50
	Travel	56	157.41
	Food Services	101	127.34
	Total	287	
Lack Incentives	Hotel	92	141.17
	Accommodation	6	111.42
	Leisure	25	119.94
	Travel	53	149.03
	Food Services	95	129.50
	Total	271	

Test Statistics^{a,b}

	Lack of Top Management Commitment	Lack Strategy	Lack Training	Lack Communication	Lack Cooperation	Inability to Change Culture	Lack Incentives
Chi-Square	8.563	19.773	13.460	5.961	14.042	9.708	4.868
df	4	4	4	4	4	4	4
Asymp. Sig.	.073	.001	.009	.202	.007	.046	.301

a. Kruskal Wallis Test

b. Grouping Variable: Type of service

It has to be noted that this hypothesis consists of seven variables, related to seven hypotheses if counted individually. The variables for the barriers to implementation of quality are lack of top management commitment, strategy, training, communication, cooperation, ability to change culture, and incentives.

On an overall basis, it can be observed that $p > 0.05$ in three cases: lack of top management commitment ($p = 0.073$), lack of communication ($p = 0.202$), and lack of incentives ($p = 0.301$). It follows that no real difference exists in these three barriers towards implementation of quality in terms of types of services.

However, in the remaining four cases, $p < 0.05$, implying that there are significant differences in lack of strategy, lack of training, lack of cooperation, and inability to change culture for the different types of services within the tourism sector.

H4 is rejected for the following barriers towards the implementation of quality:

- Lack of strategy
- Lack of training
- Lack of cooperation
- Inability to change culture

H4 is accepted for the following barriers towards the implementation of quality:

- Lack of top management commitment
- Lack of communication
- Lack of incentives

H5: There is no difference in the barriers towards the implementation of quality between small/medium and large organisations.

Table 278 Result of Mann Whitney U test for H5

Ranks				
	NOEMP	N	Mean Rank	Sum of Ranks
Lack of Top Management Commitment	Small and Medium	197	135.11	26617.50
	Large	88	160.65	14137.50
	Total	285		
Lack Strategy	Small and Medium	198	131.91	26118.50
	Large	87	168.24	14636.50
	Total	285		
Lack Training	Small and Medium	195	127.20	24804.50
	Large	87	173.55	15098.50
	Total	282		
Lack Communication	Small and Medium	195	136.45	26607.00
	Large	86	151.33	13014.00
	Total	281		
Lack Cooperation	Small and Medium	195	138.78	27062.00
	Large	86	146.03	12559.00
	Total	281		
Inability to Change Culture	Small and Medium	196	134.11	26285.00
	Large	86	158.35	13618.00
	Total	282		
Lack Incentives	Small and Medium	188	124.87	23475.00
	Large	78	154.31	12036.00
	Total	266		

Test Statistics^a

	Lack of Top Management Commitment	Lack Strategy	Lack Training	Lack Communication	Lack Cooperation	Inability to Change Culture	Lack Incentives
Mann-Whitney U	7114.500	6417.500	5694.500	7497.000	7952.000	6979.000	5709.000
Wilcoxon W	26617.500	26118.500	24804.500	26607.000	27062.000	26285.000	23475.000
Z	-2.735	-3.749	-4.794	-1.549	-.747	-2.456	-3.075
Asymp. Sig. (2-tailed)	.006	.000	.000	.121	.455	.014	.002

a. Grouping Variable: NOEMP

The same variables for barriers towards implementation of quality have been used, but this time, the hypothesis tests for any difference vis-à-vis the size of the organisation. Given that there are only two groups for the size of organisations, a Mann-Whitney U test has been performed for each variable in question.

Only two p-values are greater than 0.05. In other words, there are no significant differences for the barriers lack of communication and lack of cooperation in terms of the size of the enterprise. On the other hand, there are considerable differences to the way small/medium, and large organisations face barriers to the implementation of quality in terms of lack of top management commitment, lack of strategy, lack of training, inability to change culture, and lack of incentives.

On an overall basis, it can thus be implied that there are differences in the barriers towards implementation of quality between small/medium, and large organisations.

H5 is rejected for the following barriers towards the implementation of quality:

- Lack of top management commitment
- Lack of strategy
- Lack of training
- Inability to change culture
- Lack of incentives

H5 is accepted for the following barriers towards the implementation of quality:

- Lack of communication
- Lack of cooperation

H6: There is no difference in the barriers towards the implementation of quality among the different types of ownership within the tourism sector.

Table 279 Result of Kruskal Wallis test for H6

Ranks			
	Type of ownership	N	Mean Rank
Lack of Top Management Commitment	Sole proprietorship/Family	158	130.72
	Partnership	82	139.51
	Public	30	149.73
	Total	270	
Lack Strategy	Sole proprietorship/Family	159	126.51
	Partnership	81	138.93
	Public	30	173.90
	Total	270	
Lack Training	Sole proprietorship/Family	157	120.03
	Partnership	79	142.33
	Public	30	180.75
	Total	266	
Lack Communication	Sole proprietorship/Family	158	124.09
	Partnership	79	152.11
	Public	29	134.07
	Total	266	
Lack Cooperation	Sole proprietorship/Family	157	124.18
	Partnership	79	151.02
	Public	30	136.13
	Total	266	
Inability to Change Culture	Sole proprietorship/Family	157	122.35
	Partnership	80	146.02
	Public	29	159.33
	Total	266	
Lack Incentives	Sole proprietorship/Family	148	116.08
	Partnership	75	138.17
	Public	28	145.84
	Total	251	

Test Statistics^{a,b}

	Lack of Top Management Commitment	Lack Strategy	Lack Training	Lack Communication	Lack Cooperation	Inability to Change Culture	Lack Incentives
Chi-Square	2.292	11.310	20.160	8.336	7.518	9.889	8.126
df	2	2	2	2	2	2	2
Asymp. Sig.	.318	.003	.000	.015	.023	.007	.017

a. Kruskal Wallis Test

b. Grouping Variable: Type of ownership

To see if there is any difference in the barriers towards implementation of quality for the different types of ownership patterns within the tourism sector, a Kruskal Wallis test has been conducted for the seven variables in question.

Only lack of top management commitment has $p > 0.05$. Hence, there is no difference in the different types of ownership, be it sole proprietorship, partnership, or public, to respond to lack of top management commitment.

On the other hand, $p < 0.05$ for the rest of the variables. It implies that there are important dissimilarities to the way the different types of ownership react to lack of strategy, training, communication, cooperation, incentives, and inability to change culture.

H6 is rejected for the following barriers towards the implementation of quality:

- Lack of strategy
- Lack of training
- Inability to change culture
- Lack of incentives
- Lack of communication
- Lack of cooperation

H6 is accepted for the following barrier towards the implementation of quality:

- Lack of top management commitment

H7: There is no difference in the benefits derived from quality management among the different types of services within the tourism sector.

Table 280 Result of Kruskal Wallis test for H7

Ranks			
	Type of service	N	Mean Rank
Improve competitiveness	Hotel	98	142.51
	Accommodation	7	142.07
	Leisure	30	175.67
	Travel	58	158.73
	Food Services	104	142.46
	Total	297	
Improve customer satisfaction	Hotel	99	130.80
	Accommodation	6	159.33
	Leisure	31	170.52
	Travel	57	170.15
	Food Services	104	147.73
	Total	297	
Increase productivity	Hotel	98	149.38
	Accommodation	6	157.83
	Leisure	31	174.10
	Travel	56	159.38
	Food Services	103	130.65
	Total	294	
Enhance profitability	Hotel	99	154.31
	Accommodation	6	159.75
	Leisure	30	153.25
	Travel	57	169.40
	Food Services	104	129.49
	Total	296	
High employee morale	Hotel	99	146.14
	Accommodation	6	149.50
	Leisure	30	171.52
	Travel	56	155.54
	Food Services	104	138.84
	Total	295	

Test Statistics^{a,b}

	Improve competitiveness	Improve customer satisfaction	Increase productivity	Enhance profitability	High employee morale
Chi-Square	5.688	12.898	9.545	10.470	4.596
df	4	4	4	4	4
Asymp. Sig.	.224	.012	.049	.033	.331

a. Kruskal Wallis Test

b. Grouping Variable: Type of service

The benefits derived from quality management consist of five variables: Competitiveness, Customer Satisfaction, Productivity, Profitability, and High employee morale. To check any difference in the benefits for the different types of services, a Kruskal Wallis test has been performed for each variable.

Table 280 indicates that $p > 0.05$ for two variables, namely improved competitiveness and high employee morale. In contrast, $p < 0.05$ for customer satisfaction, productivity, and enhanced profitability.

In other terms, there are no significant differences in increased competitiveness and high employee morale for hotels, accommodation, leisure, travel, and food services. However, for the majority of the variables, there are major differences to the way the different types of services have benefited in terms of customer satisfaction, productivity, and enhanced profitability.

H7 is rejected for the following benefits derived from quality management:

- Improve customer satisfaction
- Increase productivity
- Enhance profitability

H7 is accepted for the following benefits derived from quality management:

- Improved competitiveness
- High employee morale

H8: There is no difference in the benefits derived from quality management between small/medium and large organisations.

Table 281 Result of Mann Whitney U test for H8

Ranks				
	NOEMP	N	Mean Rank	Sum of Ranks
Improve competitiveness	Small and Medium	202	156.64	31642.00
	Large	90	123.73	11136.00
	Total	292		
Improve customer satisfaction	Small and Medium	202	155.59	31429.00
	Large	90	126.10	11349.00
	Total	292		
Increase productivity	Small and Medium	201	150.70	30291.00
	Large	88	131.98	11614.00
	Total	289		
Enhance profitability	Small and Medium	201	154.37	31028.00
	Large	90	127.31	11458.00
	Total	291		
High employee morale	Small and Medium	200	155.38	31075.00
	Large	90	123.56	11120.00
	Total	290		

Test Statistics ^a					
	Improve competitiveness	Improve customer satisfaction	Increase productivity	Enhance profitability	High employee morale
Mann-Whitney U	7041.000	7254.000	7698.000	7363.000	7025.000
Wilcoxon W	11136.000	11349.000	11614.000	11458.000	11120.000
Z	-3.334	-3.137	-1.875	-2.702	-3.215
Asymp. Sig. (2-tailed)	.001	.002	.061	.007	.001

a. Grouping Variable: NOEMP

The same variables that have been used for H7 is used for H8 for the benefits derived from quality management. This hypothesis tests whether significant differences exist in the benefits derived from quality management between organisations employing less than 50 people (categorised as small/medium), and organisations employing more than 50 employees (categorised as large).

A Mann-Whitney U test has been carried out for the two groups in relation to the variables illustrating the benefits derived from quality management. It is only for increased productivity that $p > 0.05$, implying that there is no real difference in increased productivity between small and medium, and large companies.

Nevertheless, $p < 0.05$ for the four remaining variables. It follows that there is evidence for significant evidence between small and medium, and large organisations in terms of improved competitiveness, customer satisfaction, enhanced profitability, and high employee morale.

H8 is rejected for the following benefits derived from quality management:

- Improve customer satisfaction
- Enhance profitability
- Improved competitiveness
- High employee morale

H8 is accepted for the following benefits derived from quality management:

- Increase productivity

H9: There is no difference in the benefits derived from quality management among the different types of ownership within the tourism sector.

Table 282 Result of Kruskal Wallis test for H9

Ranks			
	Type of ownership	N	Mean Rank
Improve competitiveness	Sole proprietorship/Family	160	151.45
	Partnership	83	116.25
	Public	31	122.42
	Total	274	
Improve customer satisfaction	Sole proprietorship/Family	160	144.55
	Partnership	84	123.14
	Public	31	144.45
	Total	275	
Increase productivity	Sole proprietorship/Family	160	142.31
	Partnership	84	124.64
	Public	30	147.83
	Total	274	
Enhance profitability	Sole proprietorship/Family	159	144.82
	Partnership	84	126.48
	Public	31	129.79
	Total	274	
High employee morale	Sole proprietorship/Family	159	145.52
	Partnership	83	124.20
	Public	31	127.58
	Total	273	

Test Statistics^{a,b}

	Improve competitiveness	Improve customer satisfaction	Increase productivity	Enhance profitability	High employee morale
Chi-Square	14.083	5.403	3.772	3.702	5.146
df	2	2	2	2	2
Asymp. Sig.	.001	.067	.152	.157	.076

a. Kruskal Wallis Test

b. Grouping Variable: Type of ownership

This hypothesis checks for any difference in the benefits derived from quality management for the different types of ownership patterns present in the tourism sector. The same variables demonstrating benefits derived from quality management, have been used.

The Kruskal Wallis test has been used, and $p > 0.05$ in most cases, showing that there is little evidence to indicate significant differences in improved customer satisfaction, increased productivity, enhanced profitability, and high employee morale for sole proprietorship, partnership, and public modes of ownership.

On the other hand, there is a difference to the way the different groups for types of ownership respond to improved competitiveness, given that $p < 0.05$ ($p = 0.001$).

H9 is rejected for the following benefits derived from quality management:

- Improved competitiveness

H9 is accepted for the following benefits derived from quality management:

- Increase productivity
- Improve customer satisfaction
- Enhance profitability
- High employee morale

H10: There is no difference in the commitment of top management towards quality among the different types of services within the tourism sector.

Table 283 Result of Kruskal Wallis test for H10

Ranks			
	Type of service	N	Mean Rank
Top mgt commitment	Hotel	98	149.61
	Accommodation	7	113.57
	Leisure	30	158.18
	Travel	59	162.63
	Food Services	104	141.87
	Total	298	

Test Statistics^{a,b}

	Top mgt commitment
Chi-Square	4.359
df	4
Asymp. Sig.	.360

a. Kruskal Wallis Test

b. Grouping Variable: Type of service

To prove this hypothesis, a Kruskal Wallis test has been performed on the different types of services in relation to top management commitment. The mean rank (Table 283), being highest for travel services (162.63), and least for accommodation (113.57),

indicates that top management commitment is least present in travel services and most present in accommodation services, although the mean ranks are high in all cases.

Since $p > 0.05$ ($p = 0.360$), it indicates that there is no difference in the commitment of top management towards quality for the different types of services within the tourism sector.

H10 is thus accepted.

H11: There is no difference in the commitment of top management towards quality between small/medium and large organisations.

Table 284 Result of Mann Whitney U test for H11

Ranks

	NOEMP	N	Mean Rank	Sum of Ranks
Top mgt commitment	Small and Medium	203	156.99	31869.50
	Large	90	124.46	11201.50
	Total	293		

Test Statistics^a

	Top mgt commitment
Mann-Whitney U	7106.500
Wilcoxon W	11201.500
Z	-3.288
Asymp. Sig. (2-tailed)	.001

a. Grouping Variable: NOEMP

Since there are only two groups, a Mann-Whitney U test has been to test H11. With $p < 0.05$ ($p = 0.001$), significant differences are confirmed in the commitment of top management towards quality between the two groups.

It can also be noted that top management commitment is lower in small and medium organisations (mean rank=156.99) than in large enterprises (mean rank=124.46).

H11 is thus rejected.

H12: There is no difference in the commitment of top management towards quality among the different types of ownership within the tourism sector.

Table 285 Result of Kruskal Wallis test for H12

Ranks			
	Type of ownership	N	Mean Rank
Top mgt commitment	Sole	161	150.73
	proprietorship/Family		
	Partnership	83	124.50
	Public	32	113.30
	Total	276	

Test Statistics^{a,b}

	Top mgt commitment
Chi-Square	11.177
df	2
Asymp. Sig.	.004

a. Kruskal Wallis Test

b. Grouping Variable: Type of ownership

A Kruskal Wallis test has been conducted to see if there is any difference in the commitment of top management towards quality for the different types of ownership modes.

The mean rank table shows the highest top management commitment present in public enterprises, and lowest for sole proprietor businesses.

With $p < 0.05$ ($p = 0.004$), there is strong evidence to indicate significant differences in the way sole proprietorship, partnership, and public organisations respond to the existence of top management commitment towards quality.

H12 is thus rejected.

H13: There is no difference in the implementation of strategic plan among the different types of services within the tourism sector.

Table 286 Result of Kruskal Wallis test for H13

Ranks

Type of service		N	Mean Rank
Strategic plan	Hotel	99	121.72
	Accommodation	7	173.43
	Leisure	30	154.88
	Travel	57	159.92
	Food Services	104	165.64
	Total	297	

Test Statistics^{a,b}

	Strategic plan
Chi-Square	17.240
df	4
Asymp. Sig.	.002

a. Kruskal Wallis Test

b. Grouping Variable: Type of service

To test this hypothesis, a Kruskal Wallis test has been carried out. With $p < 0.05$ ($p = 0.002$), there is strong evidence to show significant differences in the implementation of strategic plan for the different types of services, be it hotels, accommodations, leisure, travel or food services.

In other words, there are significant differences to the way the different types of services within the tourism sector implement their strategic plan. On a deeper investigation, it can be observed that accommodation services do not implement strategic plan (mean rank=173.43) compared to hotels (mean rank=121.72).

H13 is thus rejected.

H14: There is no difference in the implementation of strategic plan between small/medium and large organisations.

Table 287 Result of Mann Whitney U test for H14

Ranks				
NOEMP		N	Mean Rank	Sum of Ranks
Strategic plan	Small and Medium	201	162.28	32618.50
	Large	91	111.64	10159.50
	Total	292		

Test Statistics^a

	Strategic plan
Mann-Whitney U	5973.500
Wilcoxon W	10159.500
Z	-5.001
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: NOEMP

Frequencies

NOEMP		N
Strategic plan	Small and Medium	201
	Large	91
	Total	292

To test this hypothesis, a Mann-Whitney U test has been carried out for small and medium, and large enterprises in relation to the implementation of strategic plan. From the Ranks table (Table 287), it is observed that large organisations (mean rank=111.64) mostly implement strategic plan when compared small and medium ones (mean rank=162.28).

With $p < 0.05$ ($p = 0.000$), there is evidence for significant differences in the implementation of strategic plan between small/medium and large organisations.

H14 is thus rejected.

H15: There is no difference in the implementation of strategic plan among the different types of ownership within the tourism sector.

Table 288 Result of Kruskal Wallis test for H15

Ranks			
Type of ownership	N	Mean Rank	
Strategic plan Sole proprietorship/Family	160	154.75	
Partnership	83	121.44	
Public	32	97.22	
Total	275		

Test Statistics^{a,b}

	Strategic plan
Chi-Square	21.202
df	2
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Type of ownership

A Kruskal Wallis test has been carried out to test any difference in the implementation of strategic plan for the different types of ownership within the tourism sector. From the Ranks table (Table 288), it can be observed that sole proprietor businesses least go for implementation of strategic plan (mean vale=154.75), while public enterprises mostly go for implementation of strategic plan (mean value=97.22).

With $p < 0.05$ ($p = 0.000$), there is evidence for significant differences in the implementation of strategic plan for the different types of ownership, be it sole proprietorship, partnership, or public.

H15 is thus rejected.

4.6 DISCUSSION

The respondents claim that 82.4% of the firms have a top management that leads by example and 83.9% have top management commitment to quality. But only 72.1% have adopted a strategic plan and 70.9% involved subordinates in decision-making. Furthermore, lack of top management commitment and lack of strategy are pointed out as barriers to implementing quality management in their organisations by 21.4% and 29.7% of the respondents respectively. Top management's leadership by example has not crystallised into a strategic plan and its commitment to quality has not resulted in implementation of quality management programmes. This inaction by the leaders may be explained by the lack of awareness, communication, knowledge, resources and right framework for successful management.

The findings also reveal that there is a significant difference in the implementation of strategic plan among the types of services, types of ownership and size of organisations. It can be observed that hotels, public organisations and large firms do much better in developing and implementing strategic plans. Nearly 30% of local organisations do not have a strategic plan and do not involve subordinates in decision making. This tendency may be explained by large and international organisations having more resources and are influenced by the leadership of the parent multinational. It could also be that hotels face global competition and there is greater pressure on them to plan and act in a strategic way.

Quality emphasis in the entire organisation and top management commitment are reportedly high with 77.1% and 83.9% of the respondents having these respectively. In addition, 73.2% of the respondents claim that they have a continuous improvement

programme. Yet only 51% of the firms have formal quality programmes. Another observation of the study, quality approaches and quality tools are pathetically low since only 33% of the organisations use them. Training employees in quality management and the use of team-building techniques are also relatively low with only 61.7% and 50.7% of the respondents being positive on these.

The findings indicate that quality management is a mere rhetoric in the whole tourism sector with the absence of formal quality programmes, measurements and tools. Overall, local organisations lag behind international ones with regards to quality practices. Nevertheless, effort towards quality is still required from the international organisations with 31% and 37.5% of them not having formal quality management programmes and not using quality approaches respectively.

According to the responses, organisations benefited mostly from improved customer satisfaction and improved competitiveness while increased profitability tends to be the least. In general, international organisations have benefited from quality management more than the local ones. It may be explained by the fact that international organisations manage quality much more effectively and efficiently than their local counterparts. Also, the hotels seem to derive more benefits than the other tourism components. The findings also reveal that large organisations have benefited mostly compared to the SMEs; it is the result obtained out of their existing formal quality management programmes.

A contradiction can also be observed from the findings with a significant difference for benefits such as improved customer satisfaction, increased productivity and enhanced profitability among the tourism components although there is no major difference in their management of quality (formal quality programme). In addition, there is an association between increased productivity and enhanced profitability with formal quality programme. This leads one to question the understanding of formal quality management programme by the different respondents.

Different organisations face different types of obstacles that prevent them from implementing quality properly. The findings reveal that the three most significant barriers are lack of training, inability to change culture, and lack of cooperation respectively. These are more prominent in the SMEs as compared to large organisations

and among the tourism components, accommodation is mostly affected. The barriers are faced to larger extent by sole proprietors and family businesses. It may be explained by the power culture which is ingrained in family businesses whereby centralization of decision making is preferred and where there is hardly any time available for the training of employees.

It can also be observed that local organisations tend to have more problems than international ones. Besides, the problem of lack of communication exists throughout the tourism sector, irrespective of the size of organisations, which hinders the management of quality.

From the findings it can be observed that very few respondents, 15.9% of them, believe that quality management is appropriate for large firms only, whilst 7.4% of them think that quality management programmes is a waste of time and money. It is clear that most of the respondents recognize the importance of quality management and feel that organisations, irrespective of their sizes, should manage quality. But the findings also reveal that larger organisations do much better in formalizing quality management programmes and using quality approaches as compared to smaller ones. Therefore, despite the good intention of the small and medium enterprises towards quality, they definitely have problems in its realization.

A very high level of the respondents, 89.6% and 82.7% of the organisations, claim that they handle customer complaints effectively and systematically assess customer satisfaction respectively, yet practically none of them have been unable to state the percentage increase or decrease in customer complaints for the previous year. They could neither say how much they have invested in quality programmes nor the quality costs incurred as a percentage of their turnover for the previous year. The few of them who responded did so in an incoherent manner.

Organisations which do not know about the amount invested in quality indicate that most probably no budget is allocated to quality management, which in turn highlights the non-existence of a quality function within the organisations. An absence of information related to the level of customer complaints shows that either the organisations consider these as being unimportant and deliberately ignore them, or they

attend to each complaint in an informal way. In addition, since there is no measure for quality costs, organisations will be unable to determine any losses in monetary terms due to poor quality management. This clearly shows a significant lack of measurement for quality in the tourism sector and it may be explained by top management's little understanding of quality management.

4.7 SCOPE FOR FUTURE RESEARCH

- The same study can be replicated in other economic sectors of Mauritius.
- Further investigation could be made with regards to the difficulties that SMEs have in managing quality.
- Further study could be done to look into the reasons why organisations in general within the tourism sector do not measure for quality.
- It would be useful to understand the reasons why the majority of organisations do not go for certifications and/or the National Quality Award.

5.1 RECOMMENDATIONS

The Mauritian tourism sector must establish quality in all of its production and delivery systems in order to be sustainable in the highly competitive environment of today's world tourism industry. A strategic approach towards total quality is required, filtering through the entire tourism sector in providing world class products and services locally.

It is high time that the tourism sector commits itself to total quality in view of creating a quality culture. It is recommended that quality practices and management be implemented in the different types of tourism organisations and that the ministry of tourism spearheads quality initiatives in the tourism sector by setting up of an office which is responsible to drive quality throughout the sector. The office will have to act as a facilitator to help in the implementation of quality systems in the various components of the tourism sector by collaborating with institutions like NPCC, MQI, MSB and the University of Mauritius, among others, where expertise can be pulled in.

As a starting point, a quality policy for tourism in Mauritius needs to be developed from which clear goals and quality objectives would be set for the different tourism components to achieve. This should be followed by a national campaign to create quality awareness among all employees within the sector, starting with senior management and end with the low level workers. It essential for everyone to fully understand what is expected from them in terms of quality and what is needed so as to achieve unity of purpose. As Knowles (1992) states, an essential prerequisite for the quality improvement of any organization, product or service is that all persons involved are positively motivated, totally committed to the concept of quality and that they possess the necessary knowledge and skills required for their particular contribution to the implementation of a corporate quality policy. Everyone in the organization must be equipped to cope with the demands of quality and excellence. In order to make this commitment, employees must be aware of the concepts of total quality:

- Approach: management-led.
- Scope: company-wide, customer driven.
- Philosophy: prevention rather than cure.
- Standard: right-the-first-time.
- Measure: short-term cost, long-term Gain.

- Scale: total quality or no quality.
- Time: continuous improvement.

Organisations will have to embrace quality management principles like continuous improvement, teamwork, customer focus, process focus, effective leadership, factual approach to decision making, and long term relationship with suppliers. A holistic approach is necessary in order to have quality in the entire organisation. Formal quality management through the implementation of quality systems such as certification programmes will ensure continuous improvement. Since the government of Mauritius is putting much emphasis on ICT, the use of information technology to improve quality and productivity should not be overlooked.

In order to be able to implement quality, the right leadership style is essential. There is a need for visionary leaders who can set clear long term goals and work out strategies to achieve them. Strategic planning helps managers to better identify the strengths and weaknesses of the firm and will be in a position to take wiser decisions and corrective actions in a timely manner.

Senior leaders must consider quality as a strategy and adopt a leadership style that creates a work environment which is conducive to achieve excellence. They must act as a role model and lead by example by showing full commitment to quality. Open communication must be encouraged and subordinates have to be involved in decision making. This will enhance trust and team spirit, which are important elements to promote a quality culture. Organisations in the tourism sector must also use team building techniques and initiate work teams such as quality circles as this will contribute in improving performance. Shifting from a traditional organisational culture to a quality culture is not an easy task and it cannot be done overnight. It is a long term process that requires a lot of motivation, commitment and stamina from the top management. By valuing the effort of employees and motivating them, they will certainly change attitudes towards being more responsible and work in close collaboration with one another to achieve the quality objectives of the organization.

From the study, it was found that quality approaches such as zero defects, kaizen, six sigma and SPC, and measurement for quality are alienated to the tourism organisations.

In addition, organisations had problems in implementing quality due to a lack of training. It is felt that organisations do invest in training in general but there is a deficiency in training which is specific to field of quality. Moreover, it seems that the notion of quality management is not thoroughly understood by most of the managers themselves, thus indicating that management team need to be trained first so that they can champion quality in their respective organisations. Training is also important because individual and team performance will be enhanced significantly. Top management must budget for training in quality, as employees might not have the necessary knowledge or techniques to embark on quality management. This will certainly make a difference as they will feel more confident in providing excellent service. Once the people have grasped the quality concepts, it is highly recommended that they start adopting the quality approaches such as Kaizen, as a soft start. Besides, quality has to be managed in a scientific way through the use of appropriate measurement and indicators.

It was found that SMEs face more difficulties as compared to large firms in managing quality and therefore they would need more support from the Ministry of Tourism and Leisure, and other relevant institutions. Other studies have shown that the most serious problems small companies may face when trying to implement TQM are the owner/manager's lack of business experience and knowledge and the shortage of financial and human resources required.

SEHDA, formerly SMIDO, provides support to SMEs mainly at their initial stage of business creation that is drafting a business plan, identifying suppliers, looking for sources of fund, etc. Unfortunately, it is not structured to provide support in sustaining the growth of the SMEs by being more competitive and by differentiating themselves through quality products and services. SMEs tend to focus more on the day to day operation and short term profits rather than long term survival in the global competition. A better synergy among the different institutions and the collaboration of Ministry of Tourism and Leisure could make it possible to provide SMEs with the necessary support to deploy their strategies, implement formal quality management programme, to overcome problems in training, communication and changing organisational culture.

Decision makers should not view quality as a cost but rather as an investment for long-term gains; the Mauritian tourism sector must plan in the long run for total quality and service excellence in all that it does. There is an urgent need to have an integrated management framework through better coordination among organizations such as the MQI, Enterprise Mauritius, Association of Small and Medium Hotels, AHRIM, NPCC, SEHDA, and Tertiary Education Institutions. An integrated service to promote and implement quality management principles to enhance competitiveness is of absolute necessity. By considering a structured approach to the implementation of the ideas and concepts contained within total quality management, the tourism sector would be in a better position to face international competition.

5.2 CONCLUSION

The tourism businesses are definitely going to play a key role for the Mauritian economic sector in the future. The broad vision of the Government of Mauritius to target two million tourists by the year 2015 will have a major repercussion on the existing tourism infrastructure and operating framework in place. This study aimed at shedding light on the status of quality management implementation and practices, in the tourism sector, that can help shape new policies and measures in line with the new vision for tourism as well as bridging the gap where the need arises.

The findings of this study were rather contradictory considering that the tourism business milieu always claims in believing and engaging in quality systems and practices. Top management commitment is definitely an issue where there is no formal quality management and strategic planning supporting it. It seems many organisations face a dilemma in understanding the quality management concept and how formal quality management programmes, measurements and tools should be working in order to capture all the benefits accruing from such proven systems. However, the situation is rather alarming within the SMEs in the tourism sector. Most of the small and medium tourism businesses need a push from the relevant authorities in the direction of initiating and implementing quality management practices.

There is room for improvement in quality management practices within the tourism sector. Tourism businesses need to meet the tough challenges coming their way with increased international competition. There is no doubt if tourism businesses want to remain on a competitive edge, there is a need to review quality management strategies and ensuring that all components of the tourism sector embark in a well designed national quality management framework for the that sector. In other words, quality management must become the way of life.

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APPENDIX 1

ISO 9001

ISO 9001:2000 is an international standard that has been developed to provide a framework around which a quality management system can effectively be implemented. It specifies requirements for a quality management system overseeing the production of a product or service. It is not a standard for ensuring that a product or service is of quality; rather, it attests to the process of production, and how it will be managed and reviewed so that customers are given assurance that quality will be met. It also offers a means for evaluating processes which is recognised worldwide.

ISO14001

ISO 14001 is an international standard that defines the elements of an environmental management system (EMS) required for an organization to effectively manage its impact on the environment and which can be integrated into other management systems to help achieve environmental and economic goals. There is mounting evidence that companies which manage not only the standard economic factors but also the environmental and social factors affecting their business show financial performance superior to those which fail to manage all three.

HACCP (Hazard Analysis Critical Control Point)

HACCP is a process control system that identifies where hazards might occur in the food production process whereby corrective measures can be taken to prevent the hazards from occurring. HACCP is important because it prioritizes and controls potential hazards in food production so that the organisation can give assurance to its consumers that its products are as safe as good science and technology allows.

OHSAS 18001

OHSAS 18001 is an Occupation Health and Safety standard for health and safety management systems. It is intended to help an organization to control occupational health and safety risks. It was developed in response to widespread demand for a recognized standard against which to be certified and assessed ¹⁸. The OHSAS 18001 system helps in reducing and preventing accidents and accident-related loss of lives, time and resources.

SQF (Safe Quality Food)

The Safe Quality Food (SQF) is a quality programme recognized by the Global Food Safety Initiative (GFSI), an organization representing over 70% of food retail revenue worldwide. The Food Marketing Institute (FMI) manages the SQF programme. Currently, there are two SQF codes: SQF 1000 for farmers/producers and SQF 2000 for food manufacturers and distributors. The codes are based on the principles of Hazard Analysis at Critical Control Point (HACCP), Codex, ISO and Quality Management Systems. SQF certification gives assurance to customers that the food has been produced, prepared and handled according to internationally recognized standards.

SA 8000

SA 8000 or Social Accountability 8000, is a standard that is designed to enforce existing international agreements, including International Labor Organization conventions, the Universal Declaration on Human Rights, and the UN Convention on the Rights of the Child. It provides for a social accountability management system to demonstrate ongoing conformance with the standard giving assurance that the organisation has a work environment free from discrimination and abuse, such as unethical disciplinary measures and unreasonable working hours or compensation.

GREEN GLOBE

Green Globe is the global benchmarking, certification and improvement system developed to assist the travel and tourism industry to achieve sustainable development. It helps an organisation to save significantly through an integrated approach to reducing energy consumption, decreasing waste generation and lowering the use of potable water. Green Globe helps businesses to increase and sustain profits whilst meeting their Corporate Social Responsibility obligations ²¹.

APPENDIX 2

Table Significant Relationships between Survey Statements from Chi-Square Tests

Survey Statements	Chi-Square Values Significant at p = 0.05 or less						
	Type of Organisation	Type of Service	Type of Ownership	No of Employees	Strategic Plan	Formal Quality Management	Top Management Commitment
Leadership							
Strategic Plan						59.901	
Involves Subordinates	7.560		14.750		45.795	35.007	
Quality Perception							
Quality Management only for Large Firms					15.325	12.311	
Quality Practices							
Formal Quality Management Programme	7.633		24.245	39.429	59.901		39.868
Top Management Commitment						39.868	
Quality emphasis in entire organisation.	7.292					29.829	
Designed for Adverse Conditions	8.209		9.313				
Ease of Production	9.398	24.577	10.391				10.387
Continuous Improvement Programme	9.633					46.488	
IT to improve Quality					29.747	12.650	
Supplier Involvement	6.374		13.946		57.515	44.100	
Quality Approaches	19.438	15.968	35.913	54.584	42.308	40.995	22.116
Internal Customer	6.395		15.449	42.871	32.070	46.339	
Benchmarking	24.261		21.362	34.179	26.591	47.738	
Customer Focus							

Identification of Customer Wants	10.359					22.756	
Human Resource							
Employee Training	7.747		13.544	41.593	70.240	47.859	
Employee Turnover		15.660	16.694	27.808		10.321	37.661
Team Building	8.402		11.844	62.022	45.699	62.210	36.134
Benefits of Quality							
Increased Productivity	5.995					35.448	
Enhanced Profitability	9.998					30.770	
Higher Morale						22.471	
Barriers to Quality Management							
Lack of Training			20.682	36.245	31.873	17.158	
Lack of Cooperation		15.602			10.125		
Inability to Change Culture		21.031	10.345	22.536	34.710	21.500	27.494
Certifications							
ISO9001			84.327			14.105	
HACCP		28.299	29.439		11.239	14.277	

APPENDIX 3

Table Significant Relationships between Survey Statements from Chi-Square Tests

Survey Statements	Cramer's V Values Significant at p = 0.05 or less						
	Type of Organisation	Type of Service	Type of Ownership	No of Employees	Strategic Plan	Formal Quality Management	Top Management Commitment
Leadership							
Strategic Plan						0.318	
Involves Subordinates	0.164		0.165		0.281	0.245	
Quality Perception							
Quality Management only for Large Firms					0.162	0.144	
Quality Practices							
Formal Quality Management Programme	0.163		0.209	0.259	0.318		0.259
Top Management Commitment						0.259	
Quality emphasis in entire organisation.	0.161					0.226	
Designed for Adverse Conditions	0.170		0.131				
Ease of Production	0.183	0.205	0.138				0.134
Continuous Improvement Programme	0.184					0.281	
IT to improve Quality					0.224	0.146	
Supplier Involvement	0.149		0.159		0.312	0.272	

Quality Approaches	0.264	0.166	0.258	0.311	0.271	0.267	0.196
Internal Customer	0.151		0.169	0.273	0.235	0.282	
Benchmarking	0.293		0.197	0.243	0.213	0.285	
Customer Focus							
Identification of Customer Wants	0.190					0.196	
Human Resource							
Employee Training	0.165		0.157	0.266	0.345	0.284	
Employee Turnover		0.163	0.174	0.219		0.132	0.254
Team Building	0.173		0.147	0.328	0.280	0.326	0.249
Benefits of Quality							
Increased Productivity	0.145					0.246	
Enhanced Profitability	0.187					0.228	
Higher Morale						0.195	
Barriers to Quality Management							
Lack of Training			0.197	0.254	0.236	0.173	
Lack of Cooperation		0.165			0.134		
Inability to Change Culture		0.191	0.139	0.200	0.247	0.194	0.219
Certifications							
ISO9001			0.551			0.219	
HACCP		0.310	0.325		0.197	0.220	

