

UNIVERSITY OF ZIMBABWE

FACULTY OF COMMERCE

DEPARTMENT OF TOURISM, LEISURE AND HOSPITALITY MANAGEMENT



An investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe: A case study of operators in Harare.

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DEDICATION

This study is affectionately dedicated to my parents: Mr. G.J and Mrs. J.S Maphosa , brothers namely Dr Farai, Lindani and Tatenda and siblings Sibusisiwe, Anotida, Hillel, Tessa and Philip whose influence inspired me to join the Tourism, Leisure and Hospitality profession. Their encouragement gave me impetus to get this far. They are the wind beneath my wings.

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ABSTRACT

The study sought to investigate the causes of non-adherence to set quality standards in lodges in Zimbabwe. Literature relevant to the topic was reviewed and it mainly focused on the obstacles to effective quality management and standardization in lodges, stakeholder support interventions for quality management and strategies for the enhancement of quality management. A quantitative and qualitative approach was employed to solicit opinions and information from Lodge Owners, Managers and stakeholders such as the Zimbabwe Tourism Authority (ZTA) and the Hospitality Association of Zimbabwe (HAZ). Using simple random sampling a sample of 99 lodges was extracted from about 115 lodges in Harare. Two key Tourism and Hospitality organizations in Zimbabwe namely ZTA and HAZ were interviewed.

In the research process the study administered 2 questionnaires; 1 for lodges and the other for stakeholders. The study established the causes of non-adherence to set quality standards in the lodges' day to day operations. Amongst other causes, the major ones included the lack of capacity and resources to maintain quality standards, lack of skills and expertise in lodge owners and support staff, lack of quality management systems and failure to communicate and link up with Tourism and Hospitality stakeholders. From the findings, the study recommended amongst other things that lodge owners needed to establish formal and standardized operational systems and to adopt quality management models and frameworks that have been found to work internationally. Government together with the Tourism and Hospitality stakeholders are advised to run training and capacity building programmes, targeting lodge owners and support staff, in the nature and application of quality management strategies. It is also recommended that a strategic quality management information exchange platform be established for the benefit of all stakeholders in the accommodation sector and most importantly the lodges.

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LIST OF ABBREVIATIONS

CUT	Chinhoyi University of Technology
HAZ	Hospitality Association of Zimbabwe
KFC	Kentucky Fried Chicken
KPI	Key Performance Indicators
SERVQUAL	Service Quality
SPSS	Statistical Package for the Social Sciences
SADC	Southern Africa Development Community
SAZ	Standards Association of Zimbabwe
TQM	Total Quality Management
UZ	University of Zimbabwe
ZCT	Zimbabwe Council for Tourism
ZTA	Zimbabwe Tourism Authority

CHAPTER ONE

1.0 Introduction

Lodges have been a major component of Zimbabwe's accommodation sector for a long time dating back to the period before the country's attainment of independence. At independence in 1980, lodges were grouped together with cottages, safari camps and caravans totaling to about 250 nationwide (Rhodesian Hotels and Catering gazette: 1974). A Zambezi river lodge in Victoria Falls was the first registered lodge in Rhodesia in 1973 and operated under the Good-wood group of hotels. Conditions of operations were regulated by the Department of Tourism, under the guidance of the Hotels Act, 1967 and Hotels Regulations, 1968 (Rhodesian Hotels and Catering gazette May 1979). On March 31 1979, A Zambezi river lodge, Wankie lodge and Zimbabwe safari lodge closed due to unfavorable business conditions (Rhodesia Hotels and Catering gazette November 1979). They were only to reopen in 1980 after adhering to the quality standards and regulations laid down by the Statutory Instrument 79 of 1980 (Department of Tourism notice 1980). Statutory Instrument 79 of 1980 was the first publication on lodges grading, standards and regulations in February 1980 by the Department of Tourism who operated under the Ministry of Information, Immigration and Tourism (Rhodesian Hotels and Catering gazette March 1980).

Soon after independence in 1980 Statutory Instrument 79 of 1980 was repealed paving way for the Statutory Instrument 424 of 1980. Nevertheless, this old grading system of the Statutory Instrument 424 of 1980 had some of the contents overtaken by events hence was inapplicable to the modern hospitality industry. After the realization of the above weakness, the Authority came up with the new grading and quality system that is in Statutory Instrument 128 of 2005 which is currently in use. With this system, all hospitality facilities are assessed and graded to match the current market. When the system was implemented in 2006, all hotels and lodges were to be graded and regraded in order to see if they were matching with the expected requirements. This exercise is a continuous process that needs commitment from both the operators and the Zimbabwe Tourism Authority (ZTA) Quality Assurance Executives to maintain the set standards that would influence the service delivery (Muchenje 2011:4).

Lodges in Zimbabwe have an element of perfect competition with no actual barriers to entry, but demonstrate a degree of monopoly on the type and class of guests they attract. According to the Zimbabwe Tourism Authority July 2014 database on lodges, registered lodges total about 380 in Zimbabwe whilst unregistered lodges are about 200. The Statutory Instrument 128 of 2005 together with the Tourism Act Chapter 14:20, lodges can be graded as Standard, Comfort and Luxury. However the International Standards Organization (ISO) and Zimbabwe Tourism Authority grading team toll to enforce the standard quality requirements that must be implemented by lodges in their different grades. An example would be for instance, most lodges in Harare registered or not registered, fail or ignore or deliberately do not send blankets for dry clean during a busy year. The standard requirement is that blankets during a busy year are supposed to be sent for dry clean at least four times a year. Dry cleaning a blanket costs between US\$3 to US\$10 at Snow White and Blue Line dry cleaners, surprisingly most lodges net profit about US\$300 per day. To add on, most lodges today seem not to practice customer service in the form of keeping customer records. Whereas Hotels and Lodges during the Rhodesian era strictly adhered to the Rhodesian Government Notice 193 of 1968, which advocated for every hotel and lodge owner to keep a register in form H.R.10. The hotel or lodge owner were to record the following particulars in respect of every guest who was given accommodation for not less than one night in the premises of the hotel or lodge as follows: Guest name, nationality, permanent home address, arrival and departure, traveling vehicle, address of visit and business (Rhodesian Hotel and Catering gazette June 1979).

The research study according to the Tourism Act Chapter 14:20 classify a lodge as a designated Tourism and Hospitality facility. The tourism and Hospitality industry operates in an open-environment where internal and external environmental forces affect business operations on a day to day basis. Hence, causes of non-adherence to set quality standards in lodges in Zimbabwe can be as a result of internal and external environmental forces.

1.1 Background of the study

Lodges in Zimbabwe are graded using the provisions of Statutory Instrument 128 of 2005 and the Tourism Act chapter 14:20. Once graded the validity of the lodge's grade runs for a period of two years or until reviewed for whatever reason. Ideally a lodge is expected to improve to

a better grade after at least two years, for instance, an upgrade from being standard to comfort, to luxury or to even a hotel. However for the past 4 years according to the Zimbabwe Tourism Authority July 2014 lodges database, at least 40 registered lodges in Harare out of a total of about 45 registered lodges in Harare are still in the same grade, two were downgraded while only three were upgraded. There has also been an unprecedented mushrooming of unregistered lodges in and around the city. Table 1 below presents a comparative analysis of the grading status of registered lodges in Harare in the years 2011 and 2014.

Date	Name of Registered lodge	Grade	Date	Name of Registered lodge	Grade	Comment on upgrade
2011	Harare Safari	Comfort	2014	Harare Safari	Standard	Downgraded
	Aqua	No star		Agua	No star	No star
	Jacaranda	Standard		Jacaranda	Standard	No improvement
	Elephant	Standard		Elephant	Standard	
	West end	Standard		West end	Standard	
	Ngoko	Standard		Ngoko	Standard	
	Kuimba	Standard		Kuimba	Standard	
	Mugoni	Standard		Mugoni	Standard	
	Zimzac	Standard		Zimzac	Standard	
	Sloane	Standard		Sloane	Standard	
	Connaught	Standard		Connaught	Standard	
	Flame lily	Standard		Flame lily	Standard	
	Khahphinde	Standard		Khahphinde	Standard	
	Merrion	Standard		Merrion	Standard	
	Ruvimbo	Standard		Ruvimbo	Standard	
	Matohwe	Standard		Matohwe	Standard	
	Tynward	Standard		Tynward	Standard	
	Carryø Court	Standard		Carryø Court	Standard	
	Boulderø	Standard		Boulderø	Standard	
	Ebenezer	Standard		Ebenezer	Standard	
	Small World	Standard		Small World	Standard	
	Kia Ora	Standard		Kia Ora	Standard	
	Heritage Hills	Standard		Heritage Hills	Standard	
	Oohi Safaris	Standard		Oohi Safari	Standard	
	Riverstone	Standard		Riverstone	Standard	
	Limpopo	Standard		Limpopo	Standard	
	Mudzigashe	Standard		Mudzigashe	Standard	
	Mabvazuva	Standard		Mabvazuva	Standard	
	Mbizi	Comfort		Mbizi	Comfort	IMPROVED STANDARDS
	Thorn tree	Comfort		Thorn tree	Comfort	
	Borrowdale	Comfort		Borrowdale	Comfort	
	Geoko	Comfort		Geoko	Comfort	
	AmanziPeve	Comfort		AmanziPeve	Comfort	
	Stable	Comfort		Stable	Comfort	
	Pakanaka	Comfort		Pakanaka	Comfort	
	Pandhari	Comfort		Pandhari	Hotel	
	Lodge fairmil	Standard		Lodge Fairmi	Comfort	
	Woodlands	Comfort		Woodlands	Luxury	

	ImbaMatomb York Wild Geese Amanzi	Luxury Luxury Luxury Luxury		ImbaMatomb York Wild Geese Amanzi	Luxury Luxury Luxury Luxury	No Improvement
	Southerton Octopalm Elmsfield	Ungraded possibly unregistered		Southerton Octopalm Elmsfield	Ungraded possibly unregistered	Ungraded possibly unregistered

Table 1.1: Comparing Grading Status for Harare Registered Lodges

Source: Z.T.A Accommodation database for the year 2011 and 2014.

Table 1 motivates the research study into seeking to investigate the possible causes of non-adherence to set quality standards that discourage improvement and upgrade of lodges. The possible causes to the non-improvement in quality standards, downgrading and mushrooming of unregistered lodges can be due to internal and external environmental forces. Table 1 shows that the majority of lodges in Harare have not improved for the past 3 or so years, on the other hand some have even deteriorated.

Information brought out by **Table 1** can be further married to what the Zimbabwe Tourism Authority annual report of 2012 page 40 revealed as evidence of lodges deteriorating standards. The Zimbabwe Tourism Authority annual report of 2012 page 40 showed a 10% decrease in foreign tourists checking into lodges compared to the previous year 2011. The annual report indicates a 5% increase in foreign tourists checking into hotels compared to the year 2011. Where foreign tourists shun lodges for hotels this might indicate a decrease in lodges international recognizable standards. The decrease in foreign tourists checking into lodges mean a decrease in good word of mouth marketing and absence of expect lodges human capital that can implement and put into use internationally recognizable standards. Hence, the research study would like to find out why foreign tourists are shunning the hospitality provided by lodges in Harare. Youell (1998:29) highlighted that tourists are becoming more sophisticated in their purchasing habits, they will increasingly expect higher standards of customer service, product and service quality, while still demanding value for money. Tribe (1997) in Egmond (2007) argued that amongst accommodation providers, there is still a lack of comprehensive study into the heterogeneity, complexity and dynamics for tourists or guest needs and wants. Failure to study and implement the recommendations of this psychological force has led to most lodges in Harare not to adhere to set quality standards.

Whilst the Statutory Instrument 128 of 2005 and the Labor Act Chapter 28:01 advocates for designated tourist facility to ensure that at least 25% of employees be trained from institutions duly recognized and registered with the ministry responsible for higher education, observation is that majority of lodges in Harare are being manned by less qualified employees. Elephant and West-end lodges for example, are being manned by students from Harare and Gweru polytechnic. The students are in-charge of most day to day operations of the lodge, from Front office services, housekeeping, kitchen services, administration and food and beverages. The Rhodesian Hotel and Catering Gazette January 1979 noted that Hotels and lodges can be persecuted if they fail to distinguish duties, for example general duties hand and kitchen porter. General duties hand means an employee performing general laboring and cleaning duties. Whereas kitchen porter is an employee who is employed on one or more of the following duties; cleaning the kitchen, service and scullery and all the apparatus, cleaning and preparing raw vegetables, or fish, plucking poultry, or game, collecting, cleaning, washing or sorting plates, crockery or glass. This is however absent in most lodges in Harare, today. The kitchen porter is sometimes the general duties hand and housekeeper. And because students are manning lodges with no or less mentoring, this has gone against the standard requirements of the Statutory Instrument 128 of 2005, which requires that employees of a designated tourist facility to be supervised by well trained and experienced personnel.

To add on, it is observed that there is low morale in most lodges sighting a command approach management style and wide salary gap between top management and shop floor workers. For instance, most General Managers are earning a salary of at least US\$1 800 whilst shop floor workers are earning about US\$250 and students on attachment US\$100. However, the Rhodesian Hotel and Catering Gazette January 1979:18 reports that all hotels and lodges employees were placed in a grade appropriate to occupation and wages paid accordingly. Any employee and employer who agree to receive and pay less than the prescribed wage; both may be prosecuted for a breach of the agreement.

The study appreciates the Occupational Health and Safety Laws that are applicable in the Tourism and Hospitality industry which are enshrined within the Labor Act 28:01 and Statutory Instrument 128 of 2005 that require for employees to put on uniforms and protective clothing in service departments such as housekeeping, kitchen, waitering, food and

beverages and maintenance. These departments are crucial because the employee is in direct conduct with the guest. Hence, as a standard measure, employees must put on uniforms which are clean, uniform, inspected and which discourage the transfer of bacteria from say housekeeping to kitchen. It is by this research study that lodges such as Southerton, Octopalm and Elmsfield though assumed not to be registered, employees assigned duties in housekeeping, food and beverages and maintenance do not wear uniforms and do not have protective clothing. This is a health risk to both the employee and customer. There is a possible transfer of bacteria from housekeeping to kitchen and to customer during waitering. However it is by this evidence that the research study is motivated into investigating the causes of non-adherence to set quality standards in lodges in Zimbabwe.

A report from the Parliamentary debates, House of Assembly volume 39:13 (07-05-2013), advocated for organizations to move with the current technology times. The report advocated that organizations would be better able to deliver quality services to both its internal and external customer. Hotels such as Meikles and Jameson use the Medallion information system and Crown Plaza use Opera information system so to enhance efficiency and effective operations, support decision making and support strategies for competitive advantage. Information system in the Tourism and Hospitality industry aid in making reservations, cashing up, linking front office, bar, restaurant, kitchen, and management. However the application of modern technology such as computer software providing reservation services, housekeeping discrepancy services, and receipting services seem to be absent in most lodges in Harare. Telephone services linking the front office and rooms is absent in most lodges. Examples include Elephant lodge, West-end lodge, Southerton lodge, Octopalm lodge, Elmsfield lodge, and Selous lodge. Also the importance of information systems as illustrated by Pyramid 1 seem to be absent in most lodges in Harare.

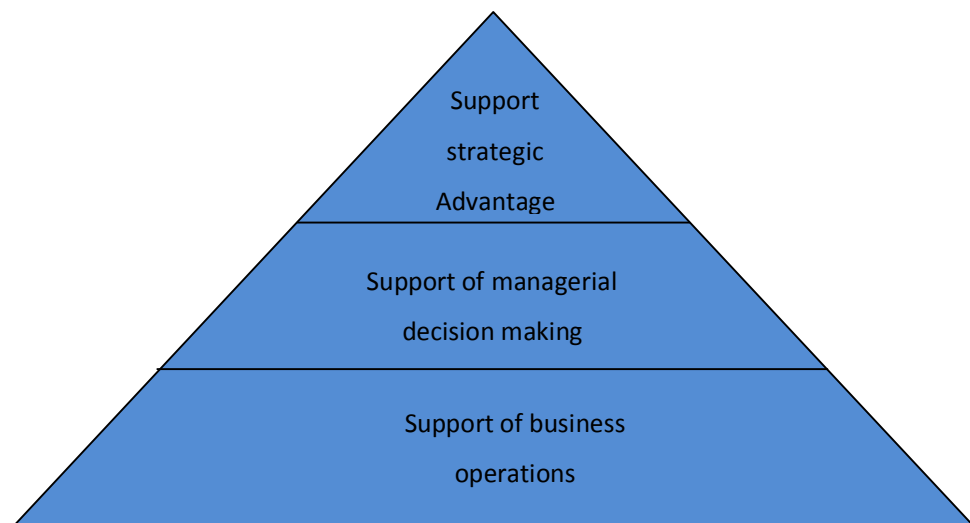


Figure 1.1: IT Aiding in Supporting Strategy, Decision Making and Business Operations.

Source: O'Brien.J. (2000), Introduction to Information Systems. 9th Edition, McGraw Hill, Boston.

Youell (1998:29) advocated for accommodation providers to respond quickly to changes in the market place, technology and effective human resources strategies so to reap the benefits of the predicted growth in international and domestic tourism.

According to the Old Mutual July 2014 Economic Brief, the World Bank revised Zimbabwe's 2014 economic growth projection down from 3 % to 2% citing underperforming national revenues and weak international commodity prices among other factors. Deflation decelerated as year on year inflation for May 2014 closed at -0.19%, up from -0.26% in April 2014. Observation is that economic challenges have been the scapegoat of most lodges on why there are delivering poor service quality. Hence, the research study would like to find out whether or not Zimbabwe's economic challenges are contributing towards lodges not adhering to set quality standards.

Besides the economic challenges, the Urban Councils Act Chapter 29:15 and the map of Harare City Council clearly bring out the reserved areas for lodges. The reserved areas according to the Harare City Council map give room for lodges' physical expansion, taking into consideration moral and ethics associated with lodges, bigger parking space and where tourists can easily reach. This is however contrary to what is taking place in Harare. An example would be Westend and Elephant lodges' which some of the rooms are very small being less than 10m². According to the Zimbabwe Tourism Authority grading team minimum room area excluding sanitary / restroom facilities for a standard lodge must be at least 10m² for a comfort lodge 14m² and luxury 18m². However, lodges seem to be mushrooming everywhere in Harare. Some are being illegally located in residential areas and also not registered especially in residential areas such as Southerton, Glen View, Budiro, Avenues area and Highfield. Where lodges are operating illegally the Zimbabwe Tourism Authority grading team and those responsible for International Standards Organization (ISO) are unable to set quality standards there. The Ministry of Health is also unable to set up health and hygiene standards and enforcing the Hazard Analysis and Critical Control Point (HACCP) system.

To compare, the South African lodges located in its capital city Johannesburg , such as Dibiloni lodge, Morning noon and Night lodge, and Fly Inn lodge charge between R175 to R430 which when converted to United States of America dollar (US\$) is US\$18 to US\$45 per night. These lodges offer DSTV on a flat screen television, WIFI, tea facilities, spare blanket and sheets and toiletries. These lodges strictly adhere to the quality set standards tabled by the South Africa Tourism Authority (S.A.T.A) such as, beds must be replaced after every 5 to 7 years and guests are kings that must never be offered wet or dirty linen. Whilst most Zimbabwean lodges such as Elmsfield, Octopalm and Southerton lodge charge between US\$10 to US\$15 per hour without the same incentives as South African lodges have. Lodges such as Jacaranda, Ruvimbo, Aqua and Westend only offer the same facilities as South African lodges have when there charging accommodation services at a rate of between US\$40 to US\$70 per night.

Against this background, the research study would like to find out what causes lodges in Harare not to adhere to quality set standards. Harare houses the head offices of Zimbabwe Tourism Authority, Standards Association of Zimbabwe, Hospitality Association of Zimbabwe, Zimbabwe Council for Tourism, Ministry of Health and the biggest City Council Authority in the country.

1.2 Statement of the Problem

For the past 4 years according to the Zimbabwe Tourism Authority accommodation database of 2011 to July 2014 (Table 1), at least 40 out of about 45 registered lodges in Harare have not qualified for an upgrade, 2 downgraded, 3 upgraded and there has been mushrooming of unregistered lodges (Zimbabwe Tourism Authority accommodation database 2011 and July 2014). Also on March 31 1979, AøZambezi river lodge, Wankie lodge and Zimbabwe safari lodge shut down operations (Rhodesian Hotels and Catering Gazette: November 1979). Majority of these lodges seem to fail genuinely, or deliberately or due to ignorance on not adhering to the quality set standards stipulated by the Statutory Instrument 128 of 2005, International Standards Organization (ISO), and Tourism and Hospitality authorities. Further on the Zimbabwe Tourism Authority annual report of 2012 page 40, reported a 10% decrease in foreign tourists checking into Lodges and a 5% increase of foreign tourists

checking into Hotels. This evidence reflects a decrease in hospitality standards being offered by lodges compared to Hotels. Hence, the research study is motivated into seeking to find out the obstacles which are hindering lodges to adhere to set quality standards in the Tourism and Hospitality industry.

1.3 Justification of the study

Majority of lodges have failed to qualify for an upgrade according to the Zimbabwe Tourism Authority grading team of July 2014 (Table 1). Standards have remained the same or have deteriorated in most lodges in Harare. Surprisingly most lodges make profits of about US\$300 per day which is able to fund quality standards. There is evidence that most lodges in Harare are banking more on quantity over quality. Hence, the research study would like to find out causes of non-adherence to set quality standards by lodges in Zimbabwe, focusing on Harare operators.

1.4 Objectives of the study

- To establish the causes of failure to adhere to set quality standards in the day to day operations of lodges in Harare;
- To find out the reasons why lodges in Harare do not adhere to set quality standards;
- To find out what measures stakeholders have put in place to support the establishment of quality management systems in lodges; and
- To come up with strategies that can be recommended to stakeholders to help address the challenges of quality management in lodges.

1.5 Research questions

- What causes lodges not to adhere to set quality standards in their day to day operations?
- To what extent do Zimbabwean lodges adhere to ZTA's prescribed quality standards?
- Do the current quality management practices in lodges have deficiencies that may entail the necessity of supplementary capacity building?

- Are quality management practices in Zimbabwean lodges being influenced by the economic environment?
- Are the supportive measures to enhance quality governance by the key Tourism and Hospitality stakeholders sufficient, or is there a need for intervention? and
- What strategies can be recommended to stakeholders to help address the challenges of quality management in lodges?

1.6 Importance of the study

The study is of great importance and is intended to benefit Zimbabwe's Tourism, Leisure and Hospitality Industry and the country as a whole. In addition to contributing to academic literature, the findings of this research may contribute to other fields. Policy makers, for example might apply the findings of research to improving Zimbabwe's overall tourism and hospitality industry.

- ❖ To the Zimbabwe Tourism, leisure and Hospitality industry, it is intended to enlighten on the possible causes for lodges not adhering to set quality standards. Findings on the causes would motivate the research to give out recommendations that would stimulate lodges to adhere and implement set quality standards;
- ❖ To lodges , it is intended to provoke them so to continuously improve their standard of service, as brought out by the study's recommendations, Statutory Instrument 128 of 2005, Tourism Act 14:20, International Standards Organization, Healthy and Safety laws as inclined in the Labor Act 28:01 and other Acts and scholarly views;
- ❖ The study also seeks to establish set quality standards that would provide quality service satisfaction to both the internal and external customer; and
- ❖ It is hoped that this study will provoke fellow Tourism and Hospitality students and researchers into further research on the causes and recommendations on why lodges are not adhering to set quality standards.

1.7 Assumptions

- ❖ The study assumed that respondents are a true representative of the population.

1.8 Delimitations

The research study was confined to Harare, the capital city of Zimbabwe. Lodges in the Central Business District (C.B.D), the residential areas and outskirts of the city were the main target of the research.

1.9 Methodology

This study employed both the quantitative and qualitative approaches. The quantitative approach was in the form of questionnaire which had closed-ended questions. This questionnaire was for lodge operators or operations managers. The questionnaire provided information to determine causes to non-adherence to set quality standards by lodges. Quantitative data were presented in the form of percentages. Statistical Package for the Social Sciences (SPSS) was used for statistical analysis and data management. SPSS aided in predicting with confidence what would happen next so that one can make smarter decisions, solve problems and improve outcomes (www.ibm.com/software/analysis/spss: 22.09.2014).

To complement, data collected through the questionnaire, the qualitative approach was used. The qualitative approach was in the form of a questionnaire guide which had open-ended questions. The qualitative approach focuses on the process of social interaction and is holistic in that it attempts to provide conceptual basis for understanding complex issues (Cohen and Manion, 1994). In this case the focus is on acquiring information from relevant stakeholders on causes that make lodges not adhere to set quality standards. This approach seeks insights rather than statistical analysis (Chisaka, 2001). Hence interviews were carried out with relevant stakeholders as follow-up to questionnaires.

The population consisted of 99 lodges registered and not registered in Harare and 2 of the 5 relevant stakeholders namely Ministry of Tourism and Hospitality, Zimbabwe Tourism Authority, Zimbabwe Council of Tourism, Hospitality Association of Zimbabwe and Zimbabwe Standards Authority. Simple random sampling technique was used. Van Dalem (1979) points out that a sample of between 10 to 20% of the population is representative enough. In this study the sample took all registered lodges in Harare (100%) and unregistered lodges (more than 20%). The proximity of the selected areas of study enabled the researcher to get a clear insight of representative lodges and Tourism and Hospitality authorities.

1.10 Research limitations and challenges

The constraints were time and financial challenges involved from construction and administering of the questionnaire and the dissertation as a whole. To overcome the limitations the researcher had to undertake the research on a full-time basis, self-fund the study and sample lodges which are not further apart to cut on travel expenses.

1.11 Conclusion

According to the Zimbabwe Tourism Authority accommodation database of July 2014, registered lodges in Harare total about 45, thus in terms of numbers, there are the majority compared to about 10 hotels. 40 of these lodges in Harare for the past 4 years have not improved standards or grade, at least 2 have been downgraded and only 3 upgraded. Also the Zimbabwe Tourism Authority annual report of 2012 reported a 10% decrease in foreign tourists checking into lodges and a 5% increase of foreign tourists checking into Hotels. Thus the research study at this stage assumes that foreign tourists are shunning lodges sighting deteriorating quality standards. Hence, the research study would like to find out causes to non-adherence to set quality standards by lodges in Zimbabwe, of main concern being Harare operators.

1.12 Summary of Dissertation

The purpose of the introductory chapter was to highlight the statement of the problem, justification of study, objectives of the study, hypothesis, research questions, and importance of the study, assumptions and delimitations. The study is also comprised of Chapter Two (2) which focuses on a review of related literature. The chapter gives an overview of the lodges industry in Zimbabwe, expected quality standards, possible causes to non-adherence to set quality standards and case studies. Chapter Three (3) outlines the research methods employed in the study. It reveals the various methods used in the study, methods of data gathering as well as sampling methods. Chapter Four (4) presents and discusses the findings of the study. This research was based on an investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe. A case study of operators in Harare: Chapter Five (5) gives a summary and recommendations to policy makers and lodge operators on the benefits aligned with adhering to set quality standards.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter brings out literature pertaining to various aspects of quality management in the lodges industry. It further highlights the importance of quality management in lodges industry, obstacles to effective quality management, grading and standardization of lodges, stakeholder support interventions for quality management and strategies for the enhancement of quality management. Olsen (1996) and Brown (1990) have written about obstacles to effective quality management. Statutory Instrument 128 of 2005, Rhodesian Hotels and Catering (1979), and Muchenje (2011) also wrote about grading and standardization of Hotels which can also be applicable to lodges. Lockwood et al (1996), Hindle (2008), Robbins (2003), ISO 9000 and Six Sigma theory gave out possible strategies for the enhancement of quality management in the lodges or hospitality industry.

Harari (1992) analyses a case study exemplifying causes of not adhering to set quality standards and concludes that the core problems lie with top management, not with front line employees or middle managers. The scholar identified the following five typical causes:

- ❖ Top management provides employees with no priorities, or with the wrong priorities;
- ❖ Middle managers and front-line employees are not empowered to make appropriate corrective decisions on the spot;
- ❖ The environment or structure of the organization does not encourage innovation, creativity, and set quality standards;
- ❖ Top management is complacent; and
- ❖ Top management is out of touch with set quality standards tabled by Tourism and Hospitality industry.

2.1 Lodge defined, structure and before Zimbabwe's independence

Lodge means a classified commercial accommodation for tourists or visitors, of small capacity, consisting of individual units, located in natural surroundings and built in local traditional style (Statutory Instrument 128 of 2005: 624). Lodge means a place where tourists on payment of a charge, are provided with accommodation and additionally or alternatively,

with facilities or equipment for engaging in any form of recreation (Statutory Instrument 79 of 1980: 423). 1973 marked the first registered and official lodge in Zimbabwe, AøZambezi river lodge in the town of Victoria Falls. AøZambezi lodge operated under the Goodwood Hotel group and registered under the Hotel Act of 1968 (Architect and Builder January 1979 Vol 26 no 2). Hotels Act of 1968 minimum standards where that registration will be compulsory, licenses to operate would be granted only to those establishments fulfilling the minimum standards. Any hotel, privately owned, cottage, restaurant or tour operator which did not meet the standard would not be permitted to offer its services to the public. The Hotel Act of 1968 further stated that any registered hospitality establishment that did not meet the standard requirement within a specified time period will be forced to close.

A Lloyd Spencer and Partners, supervised by Dennis Webb architected the construction of Aø Zambezi lodge and tried by all means possible to adhere to quality set standards by the Rhodesian Tourism and Hospitality authorities (Architect and Builder January 1979 Vol 26 no 2). Muchenje (2011: 7) highlighted that quality standards are checked on both exterior and interior of the establishment, the public areas and bedrooms, the drainage system, the personnel qualifications among others. To compare, The Hotel Act of 1968 required for the lodge to implement international hospitality standards and structure that is housekeeping department (bedroom blocks), front office (reception), food and beverages department (public bar, cocktail bar, kitchen, and dining room), administration and accounts office, maintenance and public area (entertainment area, with golf course, swimming pool, tennis court) (Architect and Builder January 1979 vol 26 no 2).

The new lodge was situated on the banks of the Zambezi River approximately 3 kilometers from the Victoria Falls village on the road to the National Parks game reserve. Planning requirement of the Goodwood hotel group called for a hundred and eighty beds, safari-type lodge that would break away from the modern concept of chromium plating and mirrors and would combine the appeal of African safari-type accommodation with the comfort of modern air-conditioned facilities. Whilst still blending in with the natural surroundings (Architect and Builder January 1976 Vol 26 no 2).

2.1.1 Building structure quality standards set

Extensive use had been made of natural building materials. The whole of the complex with the exception of a connecting flat concrete roof to the public rooms had been roofed with thatching grass which had been chemically treated to retard fire and diseases (Architect and Builder January 1976 vol 26 no 2:32). The Hotels Act of 1967 and Hotel Regulations Act of 1968 advocated for hospitality institutions including lodges that equipment and facilities be of good quality and that all inherent dangers in and around the designated tourist amenity shall be drawn to the attention of the tourist. Currently the Statutory Instrument 128 of 2005 highlights that all designated tourist facilities must be adequately insured to cover employees and third parties in case of accidents.

2.1.2 Housekeeping department quality standards

According to the Architect and Builder January 1979 Vol 26 no 2:32, A-Zambezi lodge's 2 story bedroom blocks, which were curved according to the plan were built away from the main complex. Each bedroom had its own private bathroom and all bedrooms were carpeted and fully air-conditioned. Family units have been incorporated into one block and children were able to sleep in a room adjacent to their parents on bunk beds at a very nominal nightly charge. A -Zambezi lodge implemented the Hotels Act 1967 and the Hotels Regulations Act 1968; that all bedrooms shall have numbers or names. All equipment fittings, furniture and linen provided for tourists shall be kept in a clean and sanitary condition and in good repair at all times. The current Statutory Instrument 128 of 2005: 632 advocates for lodges particularly in the housekeeping department that all sensitive areas such as guestrooms must be properly screened to prevent passage of insects, mosquitoes and kept in permanent impeccable hygienic conditions. Quality and courtesy of services must be of adequate standards at all times. The name of the unit must be properly displayed on clean and legible means, visible at all times and permanently in good condition (painted panels, sign, and neon-nights).

2.1.3 Public rooms and areas quality standards

All flooring in the public rooms was laid with random pattern stone paving and all wall surfaces rough textured, windows, doors and frames to all buildings where in panga-panga

hard-wood. The main complex had a very open plan and all areas gave access to a rambling open terrace and internal courtyard. The public rooms had large opening doors which gave access either to the covered terrace or directly to the outside (Architect and Builder January 1979 vol 26 no2). A Zambezi lodge adhered to the set quality standards set by the Hotel Act of 1967 and Hotel Regulations Act of 1968 which stated that maintenance and cleanliness must be appropriate at all times on all external and internal surfaces, considering that natural seasonal degradation must be corrected at the adequate time. And that all buildings and equipment must be in satisfactory working condition and in permanent state of repair.

2.1.4 Food and Beverages department quality standards set

A Lloyd Spencer and Partners supervised by Dennis Webb constructed the A-Zambezi lodge kitchen and the restaurant area putting into consideration the quality set standards tabled down by the Hotels Act of 1967 and Hotel Regulations Act of 1968 (Architect and Builder vol 26 no 2). The kitchen was constructed in such a way as to protect the areas from insects, rodents, vermin or other noxious matter or things (Architect and Builder vol 26 no 2). Good ventilation with hot air fumes removed by a canopy with extractor fan or by any other means approved by the registrar (Architect and Builder vol 26 no 2 and Hotels Act of 1968). Even to date A-Zambezi river lodge kitchen adheres to set quality standards set by the statutory instrument 128 of 2005:633, all sensitive areas such as the kitchen must be properly screened to prevent passage of insects, mosquitoes and kept in permanent impeccable hygienic conditions. The A-Zambezi lodge dining rooms were constructed of a size suitable for a number of tourists likely to be using the facilities. Cutlery, condiment sets, crockery and table appointments were of good standard, maintained in clean condition and of sufficient quality for the number of tourists likely to be served (Architect and Builder January 1979 vol 26 no 2).

2.1.5 Human capital set quality standards

Registration was compulsory, licenses to operate were granted only to those establishments fulfilling the minimum standards (Rhodesian Hotel and Catering January 1974). Minimum standards advocated for employees of a designated tourist facility to be supervised by a well trained and experienced person. And employees must put on uniforms and wear protective clothing where appropriate (Hotels Act of 1968). A Zambezi lodge adhered to these

minimum standards of the Hotels Act of 1967. A supervisor must be in attendance whenever there are tourists at the designated tourist facility. Employees must whenever they come into contact with tourists, be clean and neatly dressed (Statutory Instrument 79 of 1980).

2.1.6 Failure to adhere to set quality standards

Persistent failure to adhere to quality set standards by Tourism and Hospitality authorities so to improve the state of premises carried a fine of \$20 a day instead \$4. Hospitality organizations who failed to notify the local health authority of any case of infectious diseases among guests and employees face a possible \$200 fine, as opposed to \$40 (Rhodesian Hotel and Catering magazine of January 1974). The official magazine further states that failure to maintain adequate cleanliness carries a maximum fine of \$100 instead of \$20. Breaking public health regulations penalties would range from a max \$20 to \$200 instead of \$4 to \$40 as before. Lastly the Tourism and Hospitality authorities warned that the maximum fine for selling unwholesome diseased or contaminated food has been increased from \$20 to \$500 by amendments to the public health act which came into force on May 10 1974 (Rhodesian Hotel and Catering Gazette, May 1974).

2.1.7 Causes of not adhering to set quality standards

According to the Rhodesian Hotel and Catering Gazette May 1974:1 sub-standard hospitality establishment would be required to improve the quality of service offered to the public or would be forced to close. This was aimed at improving the standards of operation and service throughout the hospitality industry. For example on 31 March 1979 A-Zambezi lodge, Wankie lodge and Zimbabwe safari lodge were shut down by the Tourism and Hospitality authorities possibly for failure to adhere to set quality standards set by the Hotels Act of 1968. Any hospitality organization which does not meet or adhere to set quality standards will not be permitted to offer its services to the public (Rhodesian Hotel and Catering Gazette: May 1974).

2.1.8 After independence

The Hotel Act of 1968 was repealed paving way for the Statutory Instrument 79 of 1980 before Zimbabwe's independence in April 1980. Statutory Instrument 424 of 1980 set quality

standards up until it was repealed making way for Statutory Instrument 128 of 2005 and is currently in use. Muchenje (2011:4) indicated that the old grading system of the Statutory Instrument 424 of 1980 has some of the contents overtaken by events hence was inapplicable to the modern hospitality industry. After the realization of the above weakness, the Authority came up with the new grading and quality system that is in Statutory Instrument 128 of 2005 which is currently in use.

Soon after Zimbabwe's independence on 18 April 1980 a lot of lodges were opened. Some are lodges operating legally and some are operating illegally. According to the Zimbabwe Tourism Authority (ZTA) accommodation database of 2011 there over 350 lodges all over Zimbabwe compare to less than 100 during the Rhodesian era. Table 2.0 below shows some of the lodges that are in operation in Zimbabwe today according to the ZTA accommodation database of 2011.

Table 2.1: Sample of Lodges Established after Independence

Location	Name of Facility	Address	Email Address	Telephone	Grade
Headlands	Halfway House Bistro	P.O Box 206 Headlands 6 Robert Wood		025 822355	Not yet graded
Harare	ImbaMatombo	3 Albert Glen Close, Glen Lorne	imba@zol.co.zw	04 499013 / 4	Luxury
Kariba	KaribaKushinga	Fara lodge, stand 782 camp hill	kushinga@zol.co.zw	061 2741	Standard
Bulawayo	Ingrid's Lodge	26 Essex rd, Hillside	ingolod@mweb.co.zw	09 241763	Comfort

Source: Zimbabwe Tourism Authority accommodation database of 2011

2.2 Importance of quality in the hospitality industry

The origins of the quality philosophy date back over three decades. In the early 1950s, three Americans W. Edwards Deming, Joseph Juran and AmondFeigenbaum began to introduce quality control ideas to Japanese managers and educate them on the benefits of adopting the quality philosophy (Harrington et al 1998:4). During the Rhodesian era quality control in Hotels and Lodges commenced with the Hotels Act of 1967 and Hotels Act of 1968 (Rhodesian Hotels and Catering Gazette 1979). The acts strongly warned that establishments that do not meet registration requirements within a specified time will be forced to close. Any hospitality operator which does not meet the standard quality requirement of the Hotel Act of

1967 and Hotel Regulations Act of 1968 will not be permitted to offer its services to the public (Rhodesian Hotel and Catering Gazette: May 1974).

Hospitality establishments had to strictly adhere to the standard quality requirement of these acts. The enterprises within the tourism and hospitality industry would benefit goodwill by meeting the demands of the modern tourists, tabled under the Hotel Act of 1967 and Hotel regulations act of 1968 (Rhodesian Hotel and Catering: May 1974). The founding fathers of quality argued that by attending continuously to the quality of a product or process, the organization would save on time and money, reduce waste and deliver products faster to customers (Harrington 1998:5). Adhering to quality standards avoids fines and destroying lodge reputation. An example would be for instance, persistence failure to obey a court order to improve the state of premises would carry a possible fine of \$20 a day instead of \$4 (Rhodesian Hotel and Catering Gazette May 1974). However, observation in most lodges in Harare is that they do not adhere to the standard quality requirements set by the Tourism and Hospitality Authorities.

2.2.1 What is Quality?

There are many definitions of quality, all having their own particular slant. From the business perspective, however, one of the most useful and widely accepted defines quality as "The totality of features and characteristics of a product or service that bear on its ability to satisfy a stated or implied need" (British Standard 4778, 1987). The stated or implied need is that of the customer or the final arbiter of quality (Lockwood et al 1996: 4). Just like the Zimbabwean hospitality statutes commencing with the Hotels Act of 1967, Hotels Regulations Act of 1968, Statutory Instrument 79 of 1980, Statutory Instrument 424 of 1980 and the current Statutory Instrument 128 of 2005 all bring out the standard quality requirements that strictly regulate lodges to adhere to. For instance the Statutory Instrument 128 of (2005:628) advocate for quality human capital. Employees of a designated tourist facility shall be supervised by a well trained and experienced person. The manager must have experience, greater (>) or equal (=) to three years in hotel or lodge management and must possess at least a diploma or degree. The sub-ordinates must speak fluent English, local language, and even foreign language.

Deming (1986) stated that it is mandatory for managers / lodge operators to take the initiative on quality matters so as to avoid legal battles with guests or even suppliers. Hence the Six Sigma theory advocates for organizations to seriously train their managers up to a level of training where he / she first earns a "Green belt" then "Black belt". Black belt symbolizes champion of champions and trainer of trainers, and the strong ability to create a quality culture (Robbins 2003). Six Sigma just like the Statutory Instrument 128 of 2005 and ISO 9000, recognizes that quality is every employee's job, and that every employee must constantly adhere to quality set standards.

2.2.2 Quality is tangible and intangible

Table 2.1 below encourages for lodge owners / managers to understand and implement complex guest and stakeholder expectation, Lockwood (1996).

Tangible	Intangible
The Food and Beverage Product: <u>Facilitating goods:</u> China, glass, cutlery, furniture, table cloths. <u>Information:</u> Menu <u>Processes:</u> for example EFTPOS (terminal)	Quality creates a good: atmosphere, aesthetics, good feeling, comfort.
Business Actions: Smooth Process, Speed, Script, Corrective action	Business Environment: Warmth, friendliness, care, customer service.

Table 2.1: The quality characteristics matrix

Source : *Quality management in Hospitality, Lockwood et al (1996)*

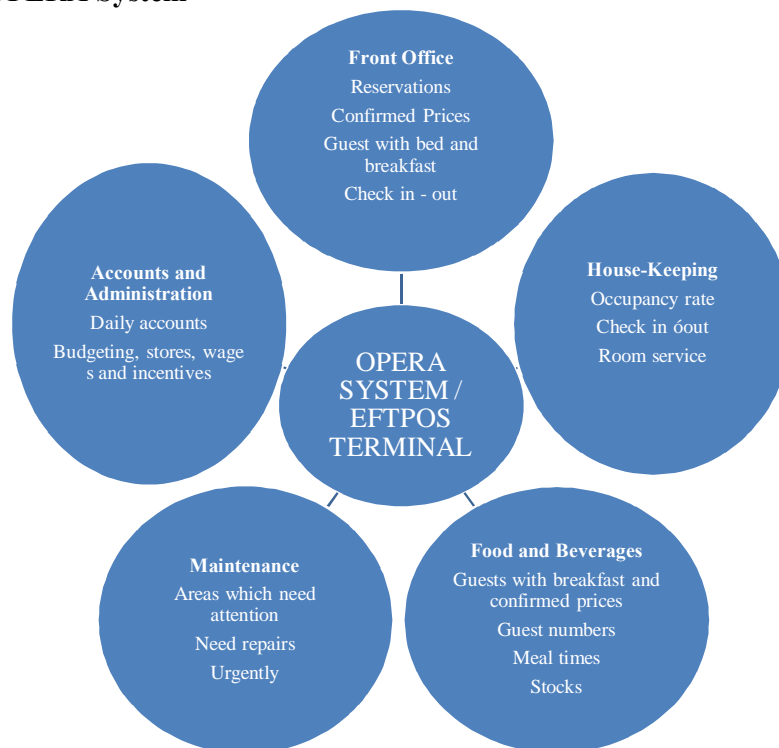
The matrix shows that the hospitality product / service consists of a combination of both tangible and intangible elements, relating to the physical characteristics of the provision (the product) and the interpersonal contact that occurs during the services (Lockwood et al : 1996). Even the Zimbabwe Statutory Instrument 128 of 2005 consists of tangible and intangible quality standards that lodges must adhere to. The Statutory Instrument 128 of 2005: 632 notes that the location must be appropriate for an accommodation unit taking into account its specific requirements (accessibility, pleasant surroundings, guest comfort and satisfaction) and the use of the area and environment must be in conformity with existing rules and regulations from the relevant authorities.

An example would be for instance the restaurant in Imba Matombo luxury lodge, Harare. The product tangible element consists of the actual food presented to the guest and the facilitating goods used to serve the food on or with. The style and nature of the crockery, cutlery and

glassware and also the linen and napkins are part of the quality experience. The Zimbabwe Statutory Instrument 128 of 2005 and Statutory Instrument 79 of 1980:425 bought out that cutlery, condiment sets, crockery and table appointment must be of good standard, maintained in clean condition and of sufficient quality for the number of guests likely to be served. Food handlers must obtain health certificates. Lockwood (1996:5) adds, that the menu provides tangible evidence of the meal to come by displaying information about the dishes available in words or pictures.

The Final part is made up of the machine processes that a guest may come across in the hospitality operation. These could include the effectiveness of the EFTPOS terminal or the way the vending machine dispenses a cup of coffee (Lockwood 1996:5). An example would be for instance most lodges in Harare do not have information technology system such as the EFTPOS terminal or the OPERA systems. These systems are supposed to link all departments. That is front office (reservations), housekeeping (occupancy rate), food and beverages (meals), accounts and administration and maintenance as illustrated by the diagram below.

Figure 2.1: OPERA System



The system must provide an open communication approach with all departments effectively. The Product intangible quadrant (Table 2.1) covers the atmosphere of the establishment (lodges) and the aesthetic appeal of the décor, furniture and fittings (Lockwood, 1996). Hence, the Statutory Instrument 128 of 2005 states that all décor, painted surfaces must be clean and smooth unless the surfaces appearance is part of the intended design. Quality and courtesy of services must be of adequate standards at all times and hence creating a friendly welcoming atmosphere.

Every hospitality operation has its own feel. Some feel immediately warm and friendly while others appear cold or clinical (Lockwood, 1996). Finding the right décor to give the right feelings to the customers is important (Olsen, 1996). For instance most lodges in Harare which are graded standard or with no grading do not have an appealing décor. From the reception area to the bedrooms it all presents a gloomy atmosphere. For most of these lodges the reception area is comprised of dirty furniture, no entertainment in the form of television, radio, the lighting is dull, crowded, no uniformed personnel and no computer for recording reservations and daily cash sales.

To compare, luxury lodges such as York, ImbaMatombo and Woodlands, Harare present a clean, bright, friendly and welcoming atmosphere. It is product intangibles that help to provide that feeling of comfort, of being at ease that was indentified earlier as an important part of the hospitality concept (Lockwood, 1996).

2.2.3 Quality management facilitates commitment to standards

Quality management have shown that essential management style and leadership characteristics in developing a quality ó oriented culture include : Attention to detail, careful planning, problem monitoring, high personnel standards, ongoing commitment to quality improvement, responsive, trustworthiness and participative management style (Lockwood, 1996). Whereas Standards are the criteria against which qualitative and quantitative characteristics are evaluated (Hellriegel 2008 659). In the Zimbabwe Hospitality industry quality standards are evaluated by the Zimbabwe Tourism Authority grading and quality team using tools such as the Statutory Instrument 128 of 2005. Owing to Tourism and Hospitality authorities on the difficulties they face in setting standards that must apply in differing

cultures and markets, many global organizations have adopted the strategy of thinking globally, but acting locally (Hellriegel 2008:659). For instance Zimbabwe lodge owners can also adopt international standard guidelines such as the ISO 9000, Six Sigma, the 7S Theory, Quality Circles and Total Quality Management (TQM) and all these guidelines must work hand in glove with the Zimbabwe Statutory Instrument 128 of 2005.

Policy defines business processes and procedures including standards, performance standards, quality assurance, health and safety and other statutory requirements, human resources, financial and other approvals (Atkin et al 2009:15). The tools and techniques to support quality and standards in the lodges industry, identified by the researcher are namely ISO 9000, Six Sigma, 7s theory, Quality Circles, Total Quality Management, Hotels Act and Regulations of 1967 and 1968 and the Statutory Instrument 79 of 1980, 424 of 1980 and 128 of 2005.

These quality tools and techniques mentioned above permit standardization in the Hospitality organization's processes and procedures. Standardization linked with quality refers to the uniform and consistent procedures that employees are to follow in doing their jobs. Written procedures, job descriptions, instructions, rules and regulations are used to standardize the routine aspects of jobs (Hellriegel 2008: 325). Standards permit managers to measure an employee's performance against established criteria. Job descriptions and application forms standardize the selection of employees. On-the-job training programs develop standardized skills and reinforce values important to the organization's success. This approach may seem mechanical, but if jobs were not standardized many organizations could not achieve their goals (Hellriegel 2008 and Olsen 1996). An example would be for instance McDonalds or Kentucky Fried Chicken (KFC) where every person has a job with well-defined standards. From how long a customer may be kept waiting for service to the length of time food stays on the warming trays to the amount of French fries that go into an order of "regular fries"

Observation, in most standardized and unregistered lodges in Harare is that standardization of jobs or services seem to be lacking. Most lodges are manned by at least two or three employees who part-take the responsibility from front office, housekeeping, food and beverages, administration and accounting, maintenance, and public areas. Standardization and specialization seem to be absent in most lodges in Harare. Whereas ISO 9000 advocates

that quality in organizations is guaranteed through standardization (Stephen, 2003). ISO 9000 ensures that a certified firm has a quality management system in place that ensures / guarantees standardization of services throughout the organization be it in a multi-national company (Hellriegel et al, 2008). Gaining ISO 9000 certification provides proof that a quality operations system is in place (Stephen 2003:544).

However training aids commitment to quality standards in hospitality organization. Taking into consideration the Six sigma theory, training would aid in defining a problem, measuring how the process performs, analyzing causes of problems, improving the process to reduce defects and variations, and controlling the process to ensure continued improved performances (Stephen et al 2003: 545). A key theme in six sigma programs is the reduction of waste and improvement in quality standards in the organization. For example Toyota trains all employees to seek opportunities to reduce waste and to adhere to set quality set standards (Hellriegel et al 2008: 734). Amongst those trained they either earn a title, 'Green belt', 'Black belt' or 'Master Black Belt'. 'Green belt' is one trained in quality management and standards to be adhered to, and to lead the team of co-workers. Further training in quality management and standards earns one a 'Black belt'.

2.2.3.1 What then is Six Sigma?

Hindle (2008: 165) highlights that the Six Sigma approaches to quality improvement is based on the statistical work of Joseph Juran one of two American pioneers of quality management in Japan. Sigma is a Greek letter used in mathematics to denote standard deviation, a statistical measure. According to Hellriegel (2008: 734) Six Sigma eliminates defects to the level of 1 per 3.4 per million opportunities, or a process that is 99.99966 percent defect free.

Sigma measurement scale ranges from 2 to 6 describing defects in parts per million (Hindle, 2008). Considering the application of Six Sigma in the Hospitality industry, of focus lodges restaurant department: 4 Sigma would be equivalent to one 'mis-order' per 30 guests served. 5 Sigma one 'mis-order' in a month and 6 Sigma one 'mis-order' in a year, thus eliminating defects to the level of 1 per 3.4 per million opportunities or a process that is 99.99966 percent defect free. 5 Sigma is 233 defects per million, and 4 sigma is 6.210 per million. Most firms operate at the 4 Sigma level (Hellriegel 2008: 734).

2.2.4 Quality creates a quality culture and system

Atkin (2007: 117) to add value, service providers have to apply the principles of quality assurance in order to enhance service provision through a reduction in errors and reworking, and as an effective means for handling customer complaints (non-conformance), action and feedback. A quality assured approach creates a quality culture and system in the organization (Lockwood 1996). Quality culture and system ask the organization to provide evidence, normally written evidence, of the planning documentation and implementation of the quality standards. This must include a quality manual and written procedures, skills, training or methods needed (Lockwood et al 1996:18). Creating a service culture begins with selecting the right people (Rivera, 1993), and training then properly (Burzon, 1993). But they also need to be treated with respect and care (Rosenbluth and Peters, 1992) and be given recognition and incentives (Troy and Schein, 1993). In fact, some have argued that happy employees make for happy customers, take care of the employees and they will take care of the customers (Marnott 1990).

The main objective of quality in creating a quality culture and system in the organization was first championed by Parasuraman et al in 1985. Olsen et al (1996:9) states that Parasuraman et al (1985) theorized that there are gaps between customer expectations and service quality provision. Gap theory identifies 5 discrepancies, or gaps, which may develop in the service supply process and interfere with the service experience, and hence triggering a quality culture and system in the organization (Brogowicz et al, 1990). Brogowicz et al (1990), highlights that the gap theory identifies the perception gap number 5 as the most important in terms of the assessment of actual service quality. Parasuraman et al (1985) have proposed that the gap between perceived and expected service quality be taken as the definition of service quality itself.

The Five gaps between service production and delivery (Parasuraman et al, 1985)

Gap Number	Designation	Location
1	Positioning	Between management perceptions of customer expectations and the expectations themselves
2	Specification	Between management perceptions of customer expectation and the actual service specified

3	Delivery	Between the service specified and that actually delivered
4	Communication	Between the service actually delivered and that externally communicated to customers for example through advertising
5	Perception	Between the service quality perceived and that expected by the customer

Table 2.2: Five ‘Gaps’ of quality which would aid in implementing quality culture and system in a hospitality organization.

Source: Olsen et al (1996) Service quality in Hospitality organizations.

Parasuraman et al (1985) in Olsen (1996:12) explained Table (2.2) above by stating that quality is always measured against expectation. The service process involves the customer and employee as a key player whom the organization must position well, provide for specifications, deliver the perceived service, open communication, and the perceived service must be excellent. An example would be for instance Woodlands luxury lodge in Borrowdale, Harare, which pursues high service delivery, public areas are always clean, a welcoming reception, clean linen, pleasant environment and atmosphere and a well-trained human capital. Whereas most lodges in Harare which are graded Standard and below offer guests dirty linen, unpleasant reception, and not so friendly customer service.

In order to cement the importance of a quality culture and system in service organizations Parasuraman et al (1991) in Olsen (1996:12) developed and successfully refined a questionnaire instrument called the SERVQUAL scale. This was designed to elicit customer’s expectations and actual perceptions of a series of quality attributes, and hence triggering a quality culture and system. For example, Singita Ebony and Singita Boulders lodge in Mpumalanga, South Africa developed a lodge guest survey card which asks guests to compare their actual perceived service with their expectations (www.luxurysafarilodges.com/singitaebony: 30/10/2014). Singita ebony lodge would try by all means possible to implement guest expectations.

The Five SERVQUAL attributes categories by Parasuraman et al, 1991.

Number	Designation	Examples
1	Tangibles	Appearance of Personnel, facilities, equipment
2	Reliability	Timeliness error- free records, service right first time
3	Responsiveness	Communication, promptness, helpfulness, care, customer service
4	Assurance	Confidence, security, courtesy, knowledge

5	Empathy	Individual attention, convenience, specific needs
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Table 2.3: Showing the 5 SERVQUAL attribute categories designed to elicit customers' expectations and actual perceptions.

Source: Olsen et al (1996:14) Service quality in Hospitality organizations

Table 2.3 above shows the 5 broad headings or topics for the questionnaire on quality standards. According to Parasuraman et al (1991), in order for the organization to achieve quality standards it must respond positively to what guests have suggested pertaining to Tangibles, Reliability, Responsiveness, Assurance and Empathy.

2.2.5 Implementing quality culture and system

Broad policy statements should be developed into operational plans and implemented through a process that is capable of managing change. A change management process should therefore be instigated, incorporating best practice in human resources management (Atkin 2007: 20). To establish a quality culture in a hospitality organization, its leaders must create a statement of purpose that the employees can rally behind (Olsen, 1996). An example would be for instance, The Ritz-Carlton hotel and resorts in Boston, America, won the prestigious Malcolm Baldrige National Quality Award in 1990 for world class service quality, it all begun by their credo with the phrase "We are ladies and gentleman of quality" (Bill and Zemke, 1992).

Hospitality leaders must also formulate and communicate an inspiring vision of what the organization proposes to become. But most of all, hospitality leaders must "walk the talk" or demonstrate what they ask their associates to do by modeling customer first behavior and rewarding outstanding service (Albrecht, 1990). Some hospitality chains, such as Hamptons Inn and Embassy Suites, use service guarantees to ensure guest satisfaction (Hart, 1993); others like to show a reactive approach. Their evidence suggests that service quality management in the hospitality industry is in its infancy (Atkin, 2007).

Numerous writers have put forward recipes for quality service culture and system. For example, Horowitz and Cudennec-Poon (1990) list five "commitment efforts" which are necessary to ensure quality in any service sector industry. Sharp (1990) proposes seven basic principles of quality management in the hotel industry which he called the "seven Cs" Brown

(1990) identifies five key areas of service management strategy to which he gives the mnemonic REACH, these 3 approaches are shown in Table 2.5 several features are common to all of them and no doubt they contribute substantially to the program of quality culture and system.

Table 2.4: Summary of Three Checklists for Managing Service Quality and Creating a Quality Culture and System

Horowitz and Cudennec-Poon (1990)	Seven Cs Sharp (1990)	REACH Brown (1990)
Quality Care Customer Care ‘FLIP’ care (Front Line People Care) Communication care Leader care	Comprehension Corporate culture No compromise Management Credibility Control of Standards Creativity Continuity	Research Empower Acknowledge Communicate Help

Source: Olsen (1996) Service Quality in Hospitality organizations

The development and positive approach to managing quality is shown in Table 2.4 above. The table shows various factors that trigger quality culture in an organization. In order to maintain a strict quality culture in the organization quality inspection is key.

2.3 Quality Inspection

According to Lockwood (1996:14) the earliest and probably the easiest approach to looking for quality is the inspection approach. Lockwood (1996:14) further states that this is a simple approach that relies on identifying defects in a product or service before they reach the customer by introducing an inspection stage or stages. It is based on having a specification of what the product / service should be like and checking the product / service against that standard after it has been produced. This checking would normally be done by staff specifically employed for the purpose. According to the Rhodesian Hotel and Catering Gazette of May 1974, the Hotels Act and Regulations of 1968 provided for a section of quality inspection in all hospitality organizations.

Quality inspection was done by the Tourism and Hospitality quality assurance department. Statutory Instrument 79 and 424 of 1980 also provided for a section of quality inspection in

all hospitality organizations. The current Statutory Instrument 128 of 2005: 627 inspections of hospitality organization are carried out by a team comprising 2 Quality Assurance executives from Zimbabwe Tourism Authority, 1 person representing the appropriate local authority, and at least 1 person from the tourism industry chosen by Zimbabwe Tourism Authority. Lockwood (1996:14) further highlights that if defects are discovered then that product / service will be rejected as non-conforming and will be sent back for rework (downgrading) so to put the defects right or for scrap. However according to the Statutory Instrument 128 of 2005:627 if any person is aggrieved by the Authority, he may appeal to the Minister in terms of Section 51 of the Act. An appeal in terms of this section shall be accompanied by a fee equivalent to the fee set for grading. Any appeal in terms of this section shall be accompanied by adequate written representations by the appellent.

However, in the Food and Beverages department of a lodge, a simple example of quality inspection is the head chef standing at the hot plate during service and passing dishes across to the waiters only when satisfied with the standard reached. And in the Housekeeping department: The floor housekeeper must inspect rooms after servicing by the chambermaid and before release to Front office. The focus here is firmly on identifying product / service defects or irregularities or inconsistency in service delivery, all with the aim of improving quality.



Figure 2.2: Pyramid 1 shows progression of quality from quality inspection, to quality control, quality assurance and lastly Total Quality Management (TQM).

Source: Lockwood et al (1996) Quality Management in Hospitality organizations

Pyramid 1 shows benefits of adhering to quality set standards. By achieving Total Quality Management (TQM) the organization would be having the capacity to meet guest needs and expectations. Total Quality Management will be able to close on the -Gap 5 on the Parasuraman et al (1985) service model. Gap 5 is the perception between the service quality perceived and that expected by the customer (Parasuraman et al, 1985).

2.4 Quality control as an important quality aspect

The quality control approach recognizes that quality must be designed into a detailed specification and that quality checks should be made throughout the production process (Lockwood et al, 1996). The Statutory Instrument 128 of 2005:640 fourth schedule (section 6) provides for the minimum requirements for grading and inspecting lodges. For instance minimum standards required for a bedroom of a Comfort lodge is 4.5m² and for a bedroom of a Standard lodge it is 3.5m². Stephen (2003:544) adds that ISO 9000 is becoming a pre-requisite for guarantying quality control in the most organizations globally. It sets uniform guidelines for processes so to ensure that products / services conform to customer requirements. Also the Six Sigma quality standard establishes a goal of no more than 3.4 defects per million parts or procedures. Thus reflecting a strict quality control measure in the organization (Stephen 2003:543).

Lockwood (1996:14) further informs that by developing more sophisticated inspection methods at appropriate points in the production process, this approach will find more errors and will correct them earlier. However Lockwood (1996) argued that quality control will not improve product / service quality, it will only highlight when quality is not present or where or not the organization is conforming to set quality standards or not. The authority further argued that the whole focus of quality control is on finding out mistakes.

2.5 Quality assurance

After identifying mistakes and the zeal to overcome them, a quality assurance approach recognizes the inherent inefficiency of waiting for mistakes to happen, and makes attempts to design quality into the process so that things cannot go wrong (Lockwood 1996:14). If they do go wrong, they are identified and corrected as they happen. There is recognition that lasting and continuous improvement in quality can be achieved through planning and preventing problems from arising at source (Harrington, 1998). The introduction of quality

assurance tools and techniques such as SPC (Statistical Process Control), FMECA (Failure Mode Effect and Cause Analysis), Quality costing, the seven quality tools (Histograms, check-sheets, Pareto analysis, causes and effects diagrams, graphs, control charts, and scatter diagrams), helps to move the emphasis from detection to prevention (Harrington et al, 1998). Lockwood (1996) adds that the approach is likely to include developing a comprehensive quality system, perhaps based on the ISO 9000 series.

Quality Assurance is not just about a focus on systems. To be effective, Quality Assurance must also involve the development of a new operating philosophy and approach that looks to be proactive rather than reactive. That includes motivating and involving people in the process across normal department barriers (Olsen, 1996 and Hindle 2008).

An example applicable to Lodges in Harare would be for instance Hilton Hotels an international American hospitality group's initiatives on implementing a quality culture and assurance. Hilton hotels conformed to ISO 9000 quality international standards (Stephen, 2003: 547). ISO 9000 is a set of worldwide standards that establish management requirements for obtaining quality. Meeting these standards is a challenge to manager planning and administration competencies and in many cases requires their upgrading. Unlike product standards these quality standards apply to product design, process control, inspection and testing, purchasing, after sales services and training. The standards are being used by organizations to provide a framework for quality assurance, primarily through a system of internal and external audits. Hilton Hotels after identifying mistakes hindering it in creating a quality culture it had to par-take a quality assurance approach. Steps followed are illustrated below: (Stephen 2003:547).

Steps

- ❖ Ensure that top management is committed to the program and has dedicated sufficient resources to the efforts;
- ❖ Establish a reward and recognition program for quality related activities;
- ❖ Provide training for all employees on the quality process;
- ❖ Recognize that quality is every employee's job;
- ❖ Establish a communication program, internal and external, that supports the quality program;

- ❖ Establish minimum standards for each function department. Each department should also identify and monitor key processes and create control charts and overtime;
- ❖ Develop feedback systems to increase understanding of what is valued by the customers;
- ❖ When opportunities for improvement are identified, develop an action plan, implement it, check to see if the actions resulted in the desired improvements, and incorporate the change into the process or continue to improve; and
- ❖ Celebrate success and efforts made by employees to improve quality. Total Quality Management (TQM).

Source: Stephen (2003:547) in his example of Hilton Group of Hotels.

2.6 Total Quality Management (TQM)

The key difference between quality assurance and Total Quality Management are in the focus on the customer and the scale and nature of involvement written and outside the organization (Lockwood 1996:15). Total Quality Management systems define quality as conformance to customer requirements and standards (Harrington 1998:19). Atkin (2007) adds that Total Quality Management is an approach to work where the aim is to do things right first time and every time. This has little to do with the administration of quality assurance schemes and has more to do with the motivation of individuals to give of their best and accept no compromise. Even the Statutory Instrument 128 of 2005:633 notes that quality and courtesy of services must be of adequate standards at all times. Backdating, the Rhodesian Hotel and Catering Gazette of May 1974: 1 warned that sub-standard hotels, boarding-houses, restaurants, caravan parks, and tour operators will be required to improve the quality of their services to the public or will be forced to close.

Total Quality Management must start in the boardroom. People need to see where they are heading. What they need is a process, vision ó a clearly defined plan of where they are heading, how to get there, and what role they are to play in the process (Harrington: 1998:19). Continuous improvement depends on the ability of management and employees to engage in creative and innovative problem solving. Fixing only what's broken is a seriously limiting view of continuous improvement (Harrington, 1998:19). The driving force of any Total Quality Management (TQM) approach is the focus on the satisfaction of customer needs. The whole system of operations should be directed at customer satisfaction and

anything that could get in the way of delivering this satisfaction must be removed (Lockwood, 1996). An example would be for instance on 31 March 1979 according to the Rhodesian Hotel and Catering Gazette of January 1980, A -Zambezi river lodge, Wankie safari lodge and Zimbabwe lodge where once closed by the Tourism and Hospitality authorities for failure to meet minimum quality standards.

Lockwood (1996) further emphasizes that the Total Quality Management approach places more emphasis on the people in the organization and their role, through encouragement of creativity, through training and empowerments, in measuring their own performance and finding ways to improve it. Cornell (1996:186) adds that these practices hold out important challenges for hospitality organizations. They need to understand that people are more than -eogsø they are individuals with thoughts, feelings and insights that need to be addressed. Cornell (1996) further highlights that -in this sense, we feel that service quality is an attitude of mind as much as anything else and the engendering support for organizationø initiatives involving service quality requires organizations cultures based on openness and participationøOlsen et al (1996:15) tabled below quality standards expected of hospitality human capital.

Six criteria of good perceived service quality

Number	Designation	Description
1	Professionalism and skill	Customers see the service provider as knowledgeable and able to solve their problems in a professional manner.
2	Attitudes and behavior	Customers perceive a genuine, friendly concern for them and their problems.
3	Access and flexibility	Customers feel that they have easy, timely access and that the service provider is prepared to adjust to their needs.
4	Reliability and Trustworthiness	Customers can trust the service provider to keep promises and act in their best interest.
5	Recovery	Customers know that immediate corrective action will be taken if anything goes wrong.
6	Reputation and credibility	Customers believe that the brand image stands for good performance and accepted value.

Table 2.5: Shows quality standards expected of hospitality human capital, so as to guarantee Total Quality Management (TQM).

Source: Olsen et al (1996:15) Quality Standards in the hospitality industry.

Lockwood (1996) in explaining the table above notes that the approaches identified above are not mutual exclusive. As the diagram shows, one approach builds towards the next. Just because you have introduced a Total Quality Management approach does not mean that one can ignore quality inspection or quality control completely. The hospitality authority further notes that the emphasis here is on a management led move towards teamwork, employee participation and motivation which taking a whole ó system perspective, can involve organizations in significant changes in their culture. However it is relatively easy to introduce new systems and procedures, but changing the quality culture is a much more difficult but essential task.

2.7 Quality system and culture created

After having put into consideration quality inspection, quality control, quality assurance and Total quality management: a quality system and culture are important quality objectives. Olsen (1996) highlights that achieving lasting customer delight requires the creation of a quality service culture which can be described as a set of values and behavior patterns that reflect a firm commitment to service Excellency. A true service culture treats all customers alike, regardless of whether they are internal or external to the organization. A customer is a customer, and service professionals must be committed to providing the best service they can by following the golden rule and treating others in the way they would like to be treated.

The research study would like to inform that creating a quality service culture begins with selecting the right people (Rivera, 1993) and training them properly (Burzon, 1993). But they also need to be treated with respect and care (Rosenbluth and Peters, 1992) and be given recognition and incentives (Trony and Schein, 1993). In fact, some have argued that happy employees make for happy customers, take care of the employees and they will take care of the customers (Marriott, 1990).

Cornell (1996:67) further stated that to establish service culture, in a hospitality organization, its leaders must create a statement of purpose that the ðtroopsø can rally behind. Harrington (1998:185) highlights that quality culture and system based on human resource management can be used to encourage greater employee involvement and commitment. Cornell (1996:183) gave out an example; thou illustrated by table 2.6 below, of human resources and the quality culture in United States of America hospitality organizations.

The human resources strategies which support a quality culture in United States of America hotels include the following:

- ❖ Senior management's vision of Total Quality culture must be communicated throughout the organization;*
- ❖ Systems are in-place to allow employees to express their ideas and concerns regarding quality initiatives;*
- ❖ Jobs are designed to empower employees, working either individually or in teams to solve quality related problems;*
- ❖ Total quality management training, supported by top management is provided to all employees;*
- ❖ Performance review systems focus not only on past performance, but on what management can do to assist employees in their future job related quality efforts;*
- ❖ Variety of symbolic and material rewards are provided to individuals and teams for quality achievements;*
- ❖ Health and safety programmes are proactive;*
- ❖ Recruitment, selection and career development reflect the changing realities of a Total Quality Management environment; and*
- ❖ Measurement procedures are in place to track job performance, employee's satisfaction and customer satisfaction.*

Table 2.6: Showing human capital requirements that best suit in implementing a quality culture and system.

Source: Cornell (1996:67-78) Hotel and Restaurant administration

Atkin et al (2007:117) adds that a quality system and culture normally consists of a policy statement and a quality manual with procedures. The Authority further highlighted that a policy statement is the organization's explicit commitment to a quality assured process embodying its services. The quality manual provides a detailed interpretation of the way in which each of the quality standards is to be met within the context of the operations of the business. For instance in the Zimbabwe Tourism and Hospitality industry, the Statutory Instrument 128 of 2005 is the quality manual which provides for detailed interpretations to be followed. Also the Tourism Act Chapter 14:20 provides the broader framework into quality standards.

Atkin (2007) and Lockwood (1996) stated that for a system to be effective, it needs to be applied as work is being done. Thus, for example, logs and reviews must not be completed retrospectively. Contract document must incorporate quality of service criteria and stipulate that payments will depend on the provider meeting the stipulated formal criteria.

Globally, Atkin (2007) highlighted that formal recognition through accreditation under ISO 9000 / 9001: 2008 is important in underscoring the organization's commitment to achieving total customer satisfaction and that it is prepared to open its system to external scrutiny. By means of a 3rd party audit in addition to periodic internal audits the organization is more likely to meet and implement quality culture and system. Lockwood (1996:17) and Olsen (1996) note that ISO 9000 outlines the key elements required of a quality system and lays down a structured approach on which a system can be based. The guidelines are based on practices that have proved successful in international companies and they should be applicable irrespective of the size of the company or industry sector. The standards set out how to establish, document and maintain an effective quality system that will prove to customers that the company is committed to quality and has the necessary systems and procedures in place to achieve it. It does not however specify what the product or service must be like, the requirement for defining customer quality standards is left to the individual organization based on their own customer needs.

Table 2.7 below shows in summary ISO 9000 quality set standards that can be implemented in hospitality organizations. Olsen (1996:114) informed that ISO 9000 is applicable to all industries be it engineering, manufacturing, and hospitality industry.

Main elements applicable in the Hospitality industry	Description (in summary)
Management responsibility	No quality system will work properly unless management at all levels are committed to its success
Quality system	The section asks the company to provide evidence, normally written evidence, documentation
Internal quality audits	The idea of an internal quality audit is very similar to an internal financial audit
Contract review	This rather unusual sounding requirement simply means assessing if the customer's requirements are

	fully understood and if the operation has the capability to satisfy them
Document control	A prime need in a document based system is to have a system to ensure that all documentation is up to date
Purchasing	Assessment of suppliers and sub-contractors, the development of clear purchasing instructions for all goods and services purchased and verification of the purchased product.
Customer supplied product	An operation must show as much care about the use of materials provided by the customer as if they were purchasing them themselves. In hotels, for example, this may include wines, flowers, and wedding cakes.
Product identification and traceability	The purpose of product identification is to keep track of the input to a product or service so that if there is a problem it can be traced to its source
Inspection and test status	Those products or services that have been tested must be identified

Table 2.7: showing some of the quality elements of ISO 9000 that can be implemented in the hospitality industry so to create a quality culture or system.

Source: Olsen (1996) quality standards in hospitality industry

According to Olsen (1996) in helping explain Table 2.8 above, after having followed the guidelines and developed a document quality system, a company can elect to be assessed by one of several authorized independent bodies or a 3rd party assessor. The assessor will review the company's documentation and carry onsite visits to check that the system is working properly and when satisfied will make the award. The Authority further stated that registration lasts for three years but the company is subject to biannual surveillance audits to make sure everything is still going according to plan.

In the Zimbabwean hospitality industry the Statutory Instrument 128 of 2005: 656 provides a framework for quality culture and system that strictly require lodges to adhere to. Table 2.9 below shows a check list control on the quality of services rating on lodges in Zimbabwe.

<p>0.BUILDING</p> <p>0.1 STRUCTURE 0.2 PARKING 0.3 GARDEN / GREENERY 0.4 STATE OF REPAIR 0.5 CLEANLINESS MAXIMUM 20</p>	<p>RATING</p> <p>SUB / TOTAL</p>
<p>1.RECEPTION AND LOUNGE</p> <p>1.1 ENTRANCE (DECORATION, ARCHITECTURE...) 1.2 FURNITURE 1.3 FLOOR COVERING 1.4 WALL COVERING 1.5 LIGHTING 1.6 FLOWERS / INTERIOR PLANTS 1.7 STATE OF REPAIR 1.8 CLEANLINESS MAXIMUM 32</p>	<p>SUB / TOTAL</p>
<p>2.ROOMS</p> <p>2.1 DECORATION 2.2 COMFORT (BED, LAY-OUT...) 2.3 FLOOR COVERING 2.4 WALL COVERING 2.5 AIR CONDITIONING 2.6 SOUNDPROOFING 2.7 LIGHTING 2.8 STATE OF REPAIR 2.9 CLEANLINESS MAXIMUM 36</p>	<p>SUB / TOTAL</p>
<p>3.BATHROOM</p> <p>3.1 DECORATION AND LAYOUT 3.2 COMFORT AND EQUIPMENT 3.3 VENTILATION AND TEMPERATURE 3.4 APPEARANCE OF THE EQUIPMENT 3.5 QUALITY OF LIGHTING 3.6 STATE OF REPAIR 3.7 CLEANLINESS MAXIMUM 28</p>	<p>SUB / TOTAL</p>
<p>4. COMMON AREA (CORRIDORS...)</p> <p>4.1 ARCHITECTURE, DECORATION, ATMOSPHERE 4.2 QUALITY OF LIGHTING 4.3 TEMPERATURE, VENTILATION 4.4 DECORATION, LAYOUT OF LOUNGES 4.5 SECURITY OF THE SPACES 4.6 STATE OF REPAIR 4.7 CLEANLINESS MAXIMUM 28</p>	<p>SUB / TOTAL</p>
<p>5.MEETING ROOMS</p> <p>5.1 DECORATION 5.2 LAYOUT 5.3 TEMPERATURE AND VENTILATION 5.4 EQUIPMENT 5.5 STATE OF REPAIR 5.6 CLEANLINESS MAXIMUM 24</p>	

	SUB / TOTAL
6.RESTAURANTS AND BARS 6.1 DECORATION 6.2 LAYOUT 6.3 ATMOSPHERE 6.4 TEMPERATURE AND VENTILATION 6.5 QUALITY OF LIGHTING 6.6 STAFF UNIFORM 6.7 ATTITUDE AND PROFESSIONALISM OF STAFF 6.8 QUALITY AND PRESENTATION OF THE FOOD 6.9 RANGE OF BEVERAGES 6.10 HYGIENE OF KITCHEN 6.11 MINIMUM KITCHEN EQUIPMENT 6.12 ORGANISATION OF STORAGE 6.13 EFFICIENCY OF THE SERVICE 6.14 STATE OF REPAIR 6.15 CLEANLINESS MAXIMUM 60	SUB / TOTAL
7. ACTIVITIES (SWIMMING – POOL, GOLF, SAFARI.) 7.1 QUALITY OF FURNITURE AND FITTINGS 7.2 VEHICLE 7.3 QUALIFIED STAFF 7.4 STATE OF REPAIR 7.5 CLEANLINESS MAXIMUM 20	SUB / TOTAL
8.TOTAL POINTS MAXIMUM POINTS % 5 STARS (LUXURY) 4 STARS 3 STARS (COMFORT) 2 STARS 1 STAR (STANDARD) 9. GRADING RECOMMENDED..... 10. DO YOU RECOMMEND EXERCISING OF TOLERANCE FACTORS..... 11. REMARKS.....	248 % 90% 80% 70% 60% 50% DATE.....

Table 2.8: Shows the check-list control or the quality of services rating

Source: Zimbabwe Statutory Instrument 128 of 2005: 656

Table 2.8 above shows the standard quality requirements expected of lodges in Zimbabwe, particularly Harare. However in order to implement quality standards or high ratings, employees need to be constantly trained, educated and constantly made aware of these quality standards. One other way besides the six sigma approach in educating staff is to introduce Quality Circles.

2.8 Quality Circles, a means to implement quality standards

According to The Economist newspaper (2008:155) the idea of the quality circle was first introduced by a number of large Japanese firms during the 1960s in a systematic attempt to involve all their employees at every level, in their organizations' drive for quality. According to the Quality Circles handbook (2006) a quality circle is a small group of between 3 and 12 people who do the same or similar work, voluntarily meeting together regularly for about one hour per week in paid time, usually under the leadership of their own supervisor and trained to identify, analyze and solve some of the problems in their work, presenting solutions to management and where possible, implementing solutions themselves. The concept can be applied to lodges in Harare where employees in the housekeeping department can meet every morning briefing each other on the operations of the day. Recommendations can be given to management on ways to continue to improve the department.

The Quality Circles Handbook (2006) and The Economist (2008:153) highlighted that there are 2 main tasks assigned to quality circles: The identification of problems and the suggesting of solutions. A further aim is to boost the morale of the group through management attendance at the meetings and the formal opportunity to discuss work related issues. The hospitality authorities further informed that meetings are held in an organized way. A chairman is appointed on a rotating basis and an agenda is prepared. Minutes are also taken. They serve as a useful means of following up proposals and their implementation. The success of quality circles has been found to depend crucially on the amount of support they get from senior management and on the amount of training that the participants are given on the ways and aims of the circles

And to add on, Quality Circles help solve quality problems in hospitality organizations (The Economist, 2008). To help implement quality circles, Joseph Juran in 1986 introduced the Six Sigma approach, which highlighted that every team must have a leader the first level of leadership was named by Juran (1986) as the green belt ([en.m.wikipedia.org/wiki/six sigma](http://en.m.wikipedia.org/wiki/six_sigma): 03/10/2014). The Green Belt possesses information pertaining to the quality direction the organization must take. The American further informed that, further training of the green belt is called a black belt. Beyond this there are a special few who are trained even more, they are called master black belts, their role is to champion the exercise thought-out the organization

and to watch over the black belts and ensure that there are consistently improving the quality of their team's output.

After having discussed the importance inclined with adhering to quality set standards. The research study would like to look into the causes on why lodges do not adhere to quality set standards.

2.9 Causes and recommendations on why lodges do not adhere to set quality standards by Tourism and Hospitality authorities

2.9.1 Pressures and challenges facing the hospitality industry

According to Lockwood (1996:18) a number of environmental and socio-economic factors are expected to influence the development of the hospitality industry during the next decade. These include increased competition, a greater demand for productivity, enhanced technological sophistication, demographic change, lack of strict audits on departmental operations, less stakeholder intervention in departmental operations, less qualified human capital, owner's lack of passion for the industry and economic challenges. All are likely to have an impact upon the perception, management and significance of service quality in lodges, hotels and restaurants.

Lockwood (1996) and Olsen (1996) added that changing fashions and legislation make it a challenge in constantly upgrading quality of service in the hospitality industry. For instance before the Hotels Act of 1967 had its tangible impact on quality, the Rhodesian Government soon introduced the Hotels Act of 1968. This made hotels and lodges slow to adjust to the changes required by legislation. Also according to the Rhodesian Hotel and Catering Gazette of February 1980, the Rhodesian Government introduced the Statutory Instrument 79 of 1980 in January 1980, soon after independence during the same year the Zimbabwean Government introduced the Statutory Instrument 424 of 1980. Hence, timeous change in legislation proved a challenge for the hospitality organizations in adjusting and adhering to quality standards.

According to Muchenje (2011:4) the Statutory Instrument 424 of 1980 had some of the contents overtaken by events hence inapplicable to the modern hospitality industry. After the realization of the above weakness, the Authority came up with a new instrument that is

Statutory Instrument 128 of 2005 which is currently in use. And through observation most lodges in Harare are rarely complying with the quality standards set by the Statutory Instrument 128 of 2005.

A possible solution to none adherence to the quality standards set by the Statutory Instrument is to first look back during the Rhodesian era. According to the Rhodesian Hotel and Catering Gazette of May 1974 page 11, failure to maintain adequate quality set standards now carries a maximum fine of \$100 instead of \$20. Breaking public health regulations penalties now range from a maximum \$20 to \$2 000 instead of \$4 to \$400 as before. And persistent failure to obey a court order to improve the state of premises now carries a possible fine of \$20 a day instead of \$4 and Hotels and boarding houses falling to notify the local health authority of any case of infectious disease amongst guests and employees face a possible \$200 fine as opposed to \$40.

To add on, the Zimbabwe Tourism Act 14:20 page 604 warned that any person guilty of an offence possibly failure to adhere to quality standards shall be liable to a fine not exceeding \$2 000 or to imprisonment for a period not exceeding 12 or to both such fine and such imprisonment.

2.9.2 Internal causes

According to Olsen (1996:16) numerous papers have been written extolling the virtues of various aspects of quality management in the hospitality industry. These have included a lack of customer care programmes (Price, 1989), no team building exercises (Martillano, 1989), no internal marketing (Lewis, 1989) and the use of information technology (Records and Glenny, 1991). It is clear, that by implementing the positive side of the elements above an organization is guaranteed a quality system / culture.

Brown (1990) warns against quick fix solutions and adds that organizations often do not have a fundamental understanding of how a successful service culture may be created. Harari (1992) analyses a case study exemplifying bad service quality provision and concludes that the core problems lie with top management, not with front line employees or middle managers. He identified the following typical problems:

- ❖ Top management is out of touch, say with Statutory Instruments and other legislations on quality standards. For instance, lack of knowledge about the Statutory Instrument 128 of 2005, Urban Councils act, Labor act, and even the Tourism act 14.20;
- ❖ Top management provides employees with no priorities, or with the wrong priorities;
- ❖ Middle managers and front ó line employees are not empowered to make appropriate corrective decisions on the spot; and
- ❖ The environment or structure of the organization does not encourage innovation and creatively.

2.9.3 Quality programmes and Total quality management is dead

Olsen (1996:17) highlights that –probably no one will argue with the importance of quality as a critical ingredient for competitiveness, but quality programs often called –Total Quality Management (TQM)ø or something similar ó have received sharp criticism for over-promising and under-performing. For instance, according to Olsen (1996) in a study by consultants Rath and Strong Inc of 95 companies they found out that 38% felt their quality efforts had failed due to lack of quality programmes. The authority added that in a survey of 500 executives conducted by Arthur D.LittleInc, reported two-thirds had no quality programmes put in place so to guarantee quality customer service.

Atkin (2007:17) informs that in carrying out a review of the above aspects, the organization must make use of benchmarking as a method or tool for measuring current levels of performance and achievement. Lockwood (1996) highlighted that benchmarking is an external focus on an internal process so to provide an objective comparison of performance or achievement. Measuring a process is also an aid to understanding it, as well as offering valuable insights into how it might be improved. Atkin (2007:17) added that the organization must be able to define its expectations and objectives for its facilities with relative ease. For instance, it might aspire to expand its core-business into areas for which different kinds of facilities and services will be required to those currently provided. It would be useful, therefore, to broaden discussion to identify potential extensions and additions, as well as noting where closure of business operations is necessary or likely. These objectives must be embodied in a formal statement as part of the organization overall mission statement, or linked to it, and must relate to needs identified in the business plan.

Atkin (2007:41) gives out a solution pertaining to the issue of dead quality programmes and total quality management. Customer service is one such solution. The authority stated that the organization will have established the scope and standard of services it requires and offers. In addition to the many 'hard' measures that are usually associated customer service, a number of 'soft' measures must also be considered. These become particularly important when dealing with people who are external to the organization. 'Soft' measures of customer service programmes include:

- ❖ A courteous and responsive help desk in preference to a logbook in which faults are simply noted;
- ❖ Call-back to the customer to verify that the work has been carried out; and
- ❖ Adoption of performance, measures for courtesy, response, presentation and tidiness.

Source: Atkin et al (2007): Total facilities management

2.9.4 Lack of human capital skills and experience

Downs (1995) highlighted that most hospitality institutions are being manned by 'less quality executives'. To confirm for the Zimbabwe hospitality industry, Nyaruwata et al (2013:2) stated that exodus of skilled manpower that took place during the crisis period in the country continues to haunt the Zimbabwe Tourism and Hospitality industry. The Authority further highlights that the industry (lodges included) has not yet recovered from the skills flight pandemic which the nation witnessed during the economic down turn of 2000 to 2008. Currently executive chefs and managerial positions in the hotel and lodges industry are occupied by a majority of personnel with limited experience and technical skills. Nyaruwata et al (2013) further argues that as the industry grows the country faces a challenge of lack of experienced and skilled middle managers.

Despite the genesis of a plethora of universities and colleges offering hospitality and tourism courses in the country, there has been a decline in the quality of the graduates which are being churned out of these institutions. The shortage of qualified teaching staff and the profit motive behind enrolment into institutions has given birth to half-baked personnel manning the hospitality industry. Stakeholders in the industry believe that recruitment into the institutions offering courses in the tourism and hospitality industry is now based upon ability

to pay fees and not passion for the industry as was the case in the past hence creating skills quality gap, and non-adherence to set quality standards.

Nyaruwata et al (2013) gave out recommendations pertaining to the issue of a lack of human capital. The authority argued that skills needs can be addressed from both a short term and long term perspective as follows: Short term recommendation; identify retired and semi-retired experienced personnel with skills in Hotels and lodges and use them to run a series of intensive training workshops in different parts of the country. The authority further highlighted that, identify individuals with outstanding management knowledge in the industry or other service sectors and use them to run a series of intensive training seminars for groups of lower and middle management staff from different organizations in the industry. The Tourism and Hospitality authorities further recommended that senior management in the industry must go on short term exchange programmes (one ó six months) to countries that have excellent reputation for service delivery and management in the Tourism and Hospitality industry.

Nyaruwata et al (2013) in their long term recommendations noted that the hospitality industry of great concern lodges; they must encourage and facilitate staff exchange programmes in order to improve the skills base of the managers, owners and other employees. Abel et al (2013) recommended that the Ministry of Tourism and Hospitality industry and Zimbabwe Tourism Authority (ZTA) need to undertake a range of feasibility studies on potential new products, services and trainings in the country. The trainings must impact a new mindset on the need to adhere to set quality standards.

Atkin (2007:16) highlighted that numerous other writers have arrived at similar conclusions and it is generally accepted that senior management commitment is essential to the establishment of a true quality culture. Fender and Litteljohn (1992) further emphasized that participative teamwork and increasingly empowering employees to make decisions about their work helps in improving quality standards. For example, housekeeper posts have disappeared from some hotels and room maids are responsible for checking rooms. This reduces communication problems, increases personal feelings of commitment and encourages greater teamwork. Quality employees must be rooted on right from the recruitment and selection process, and with training programmes (Larsen and Rapp, 1993).

2.9.5 Hospitality industry being reactive and not proactive and a lack of strict audits

Silvestro et al (1990) who studied quality monitoring and management in a range of service industries stated that the hotel sector tended to show a reactive approach. Their evidence suggests that service quality management in the hospitality industry is in its infancy. For example in the Zimbabwe lodges industry, there have been a lot of unregistered lodges compared to the registered lodges. These unregistered lodges do not adhere to set quality standards of the Statutory Instrument 128 of 2005, the Tourism Act 14:20 and other statutes. And the Zimbabwe Tourism Authority (ZTA) has seemed not to be pro-active into strictly looking into this matter. These unregistered lodges have become the hub of illegal activities such as operating as brothels, drug dealings and avoiding paying tax and levies to the Zimbabwe Tourism Authority (ZTA) and the government.

To add on, Atkin (2007:270) defined audit as a measurement and verification of the practices, procedures, policies, and decision making within an organization with the aim of improving its operational efficiency and effectiveness. Nyaruwata et al (2013) argued that the hospitality industry in Zimbabwe is being manned mostly with semi-skilled personnel, hence making it difficult to implement quality systems and culture. Observation is that most lodges are being manned and operated by less qualified employees who are unaware of quality practices, procedures, policies and decision making. Most employees are unaware of the contents of the Tourism Act 14:20, Statutory Instrument 128 of 2005, and other statutes governing the Tourism and Hospitality industry.

The research study would like to emphasize that in enforcing a strict quality internal audit system, a strict external force has to be there. According to the Statutory instrument 128 of 2005:627, the Zimbabwe Tourism Authority (ZTA) and Zimbabwe Hospitality Authority (HAZ) have a grading and quality assurance team which is comprised of two quality assurance executives from the authority, one person representing the appropriate local authority, and at least one person from the tourism industry chosen by the authority. The grading and quality assurance team should follow the check-list control on quality of services (Table 2.9). Any establishment that succeeded would be given a grading and quality

certificate and if any organization is aggrieved by the grading decision arrived at by the authority, one may appeal to the Minister in terms of section 51 of the act.

Observation is that the authority is not being very strict in enforcing and improving lodges quality standards. Not all registered and unregistered lodges are adhering to quality set standards set by the Zimbabwe Tourism Authority (ZTA) grading and quality assurance team.

2.9.6 Lack of KPI, learning organization concept and market research

Atkin (2007:276) highlighted that Key Performance Indicators (KPI); enable an organization's effectiveness in meeting its objectives to be measured objectively. Usually, two or more KPIs will be linked to a critical success factor. For example in the lodges industry adhering to the Statutory Instrument 128 of 2005 and on the set quality requirements would guarantee growth for the lodge. Also putting into consideration the set standard set quality requirements by ISO 9000 again would guarantee growth and higher standards in the lodge industry. However, it can be observed that the Zimbabwe hospitality industry of greater concern lodges, there seem to be a lack of the learning organization concept and market research.

Learning organization concept allows for an entity that has as its underlying principle the will to learn from those outside and to use the knowledge it generates in doing business to help it improve its processes (Atkin 2007:276). Nyaruwata et al (2013) in one of his recommendations on means to improve quality standards in the Zimbabwe hospitality industry stated that, there must be short term exchange programs (1 to 6 months) to countries that have excellent reputation for service delivery and management in the tourism industry. Those that have benefited from these exchange programs must implement the knowledge towards improvement and development of the day to day operations of the hospitality organizations.

Research just like quality inspection and control, Lockwood (1996) informed that it is key to improvement of quality standards in the hospitality organizations. The research study would like to recognize that research aids into looking into problems / defects/ errors and finding out

ways / recommendations on how to improve quality standards. However through observation, research seems to be lacking in the lodges industry. Both registered and none registered lodges in Zimbabwe seem not to strictly look into the problems deterring them not to adhere to set quality standards, and thereby coming up with solutions to continuously improve their quality.

2.9.7 Lack of quality education, training and statutes knowledge and requirements

Silvestro et al (1990) once warned that the hospitality sector tendered to be re-active and not pro-active in learning and acquiring quality management skills. The Rhodesian Hotel and Catering Gazette of (1974) informed that it would be a must that all employees be well trained and equipped with at least full knowledge about the Tourism and Hospitality industry. The Hotels act of 1967 and 1968 encouraged for employees to be well trained and educated pertaining to quality standards required in the hospitality industry. Statutory Instrument 128 of 2005:643 also implied that managers must have at least experience of more than or equal to 3 years or hotel management diploma or degree and 2 years experience. However this seem not to be the case in the Zimbabwe lodge industry, most employees / managers manning these lodges are less educated or do not have the rightful qualifications required. Nyaruwata et al (2013) hinted that the hospitality industry is being manned by less qualified personnel who are not in the know about quality set standards required. This ignorance of statutes and quality set standards required has however led to the slow growth of the industry and the non-adherence to set quality standards by lodges personnel.

Hence, the research study at this stage find it important to introduce quality circles and a six sigma approach in the lodges industry so that all employees are well equipped with knowledge and education of the quality standards required. Quality circles as defined by Atkin (2007) notes that this is an opportunity for personnel of different grades to meet informal or formally, sometime outside or inside working hours to discuss ways of improving the performance of their tasks and the effectiveness of their decision making. For example employees of a lodge can meet after their work shifts with their General Manager, a quality assurance member from Zimbabwe Tourism Authority (ZTA) and Zimbabwe Hospitality Association (HAZ) to discuss quality standards required in the lodge industry. They can discuss about ISO 9000, Statutory instrument 128 of 2005 and even other quality standards requirement and important for the hospitality industry. Implementing the Six Sigma

approach, amongst the team there can be a team-leader / chairman who are well versed with the quality standards required in the Zimbabwe and international hospitality industry.

According to Harryington (2000) the Six Sigma approach advocates for a team to identify a leader who is to be trained as a 'Green belt', trained with knowledge about quality and impact it on others. The 'Green belt' is further trained into a 'Black belt' and lastly 'Master Black belt' where one has full knowledge about quality standards, and impact positively on the other employees so to reduce defects / errors/ mistakes and the non-adherence to set quality standards set by Tourism and Hospitality authorities.

2.9.8 Lack of communication between stakeholders, management and other employees.

Atkin (2000) highlights that effective communication between the organization and stakeholders are essential to ensure that the implementation of a strategy is both understood and acted upon. It is important to involve all stakeholders in the discussion about organization and quality standards. Failure to do so is bound to lead to complications later. According to Stoner (1995) communication must be open and must allow for positive action or response. However, it can be observed that there is poor communication pertaining to quality standards between the lodge owners, Zimbabwe Tourism Authority (ZTA), Zimbabwe Hospitality Association (HAZ) and Tourism Authority (ZTA), Zimbabwe Hospitality Association (HAZ) call for. Hence, impacting negatively on the other employees, who resist adhering to set quality standards. Stoner (1995) stated that open communication allows for positive action or response.

2.10 Grading of lodges

According to Muchenje (2011:6) grading is a common term that is well defined and widely used by assessors of visitors' facilities worldwide. Callan (1995) in Muchenje (2011:6) defines it as 'a qualitative assessment of the facilities described under qualification. Grading assesses how good or bad are the facilities and services offered'. This scholar believes that, quality assessment aims at improving the quality of the existing services rather than asking lodge owners / management to provide additional equipment and facilities in their rooms. Muchenje (2011:6) further informs that, grading means 'checking, assessing and evaluating the material and physical condition of the premises and standard of services

offered by any type of designated facility and assigning a particular grade. The Statutory Instrument 128 of 2005:627 brings out that the Zimbabwe grading team shall consist of two Quality Assurance Executives from the Authority, one person representing the appropriate Local Authority and at least one person from the Tourism Industry chosen by the Authority. The grading team must follow a check-list and any organization which is successful shall be issued with a grading certificate. The Statutory Instrument 128 of 2005 advocates for that a grading certificate must be displayed ó visible to all guests and the tourism and hospitality authorities.

Grading must at least correspond to quality standards perceived. Muchenje (2011:6) highlights that grading is unanimously agreed to be ensuring quality in both tangible and intangible products and services of the accommodation facilities and assigning grades. Blackman et al (2005), believes that, grading identifies accommodation according to certain verifiable objective features of the services offered, such as number of courses offered at meals, whether 24 hour room service and so on.

The concept of grading in relation to quality standards in Zimbabwe can be drawn back to the Rhodesian era. Although lodges were not popular and grouped under the camp sites, cottages, and caravans, the Hotels Act of 1967 and 1968, Statutory Instrument 79 of 1980 graded lodges as Standard, Comfortable and Luxury. Soon after independence Statutory Instrument 424 of 1980 graded lodges again as being Standard, Comfortable and Luxury. And the Statutory Instrument 128 of 2005:625 still maintains that lodges be graded as Standard, Comfort and Luxury. Statutory Instrument 128 of 2005:631 adds that the symbol for classification of lodges shall be a drum and lodges shall be classified into three categories, namely:

- ❖ 1 drum ó Standard;
- ❖ 3 drum ó Comfort;
- ❖ 5 drum ó Luxury; and
- ❖ Pictogram ó A small design DRUM

According to Muchenje (2011:7), rating symbolizes the level of service, range of facilities and quality of guest care customers can expect. Lodges are required to meet progressively higher standards as they move up the scale from 1 drum (standard) to 5 drums (luxury).

Table 2.9: Grading of Lodges in Zimbabwe

DRUM	DESCRIPTION
1 DRUM , STANDARD	Small-scale unit with basic structures, simple but adequate quality furniture and serviceable equipment- routine maintenance and basic level of services
3 DRUMS, COMFORT	Very good structure with some style and functional and tasteful décor with extensive variety and very good level of services- Furniture and general appearance with some degree of style and high quality material.
5 DRUMS, LUXURY	De luxe establishment with well appointed features of high international standard- furniture, fittings, and decoration of excellent workmanship and taste. High level and extensive variety of top quality services with luxurious facilities in all aspects and top comfort for guests

Source: Statutory Instrument 128 of 2005:633

Blackman et al (2005) in Muchenje (2011:7) gave out a star grading for hotels which can also be applicable to lodges. The grading goes hand in hand with quality perceived.

Table 2.10 below shows star grading for hotels, but can be applicable to lodges, by Blackman, Rowe, Smith and Stewart (2003).

Table 2.10: Star Grading for Hotels

STAR	DESCRIPTION
1 star (STANDARD)	This offers practical accommodation with a limited range of facilities and services including food and beverages. Service may be informal. There is a high standard of cleanliness throughout but, décor, furniture, fixtures, and fittings may have domestic quality. Three quarters of bedrooms must have ensuite or private facilities comprising either a bath or shower.
2 star (COMFORT)	These offer higher standards of service and facilities, including larger public areas and bedrooms, receptionist, room service and laundry. Management and staff are smartly and professionally presented and usually uniformed.
3 star (LUXURY)	These are spacious, luxurious establishments offering the highest internal quality of accommodation, facilities, services and higher quality cuisine. There will be a range of extra facilities such as ensuites, health spas, gyms, and conference and banqueting facilities. Rooms usually cater for both

	leisure and business stays. Professional staff. Guests will notice the attention to detail compared with comfort properties.
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From the two above Tables (2.9 and 2.10), Statutory Instrument 128 of 2005:625 highlights that designated tourist facilities must offer their services to their clientele in properly maintained establishments, ensuring proper conditions of accommodation, morality and professional competence. Muchenje (2011:7) emphasizes that the general aspects that are considered internationally for hospitality grading are service provision, the exterior and interior of the establishment, the public areas and bedrooms, the drainage system, the personnel qualifications among others.

Callan (1993) in Muchenje (2011:8) stated that hospitality grading or rating system embraces two parts: that is the basic registration standard which is the physical requirement that a hospitality property must meet the minimum quality requirement and the grading standard which is an extension of basic requirements of qualitative and intangible services allowing a hospitality organization to be compared with other properties.

Callan (1995) and Wood (1991) in Muchenje (2011:8) gave out some purposes of grading hospitality establishments, of main concern lodges:

- ❖ **Standardization / quality:** to establish a system of uniform service and product quality that helps to create an orderly travel market distribution for buyers and sellers. For example the South African Tourism Association see grading as closely linked to quality standards. A standard lodge must adhere to quality set standards set by the Tourism and Hospitality Authorities of South Africa;
- ❖ **Revenue generation:** to provide revenue from licensing and the sale of guest booking among others. In addition, the governments use hospitality rating to regulate the hospitality industry in tariffs and taxes and to meet basic requirements of safety and hygiene, (WTO and IH and RA, 2004:68);
- ❖ **Control:** to provide a system of controlling general industry quality and the adherence to set quality standards by Tourism and Hospitality authorities; and
- ❖ **Investment incentive:** to give operators incentives to upgrade their facilities and services in order to meet classification and grading criteria.

Nour (2006) in Muchenje (2011:8) highlighted that grading is important as it aims to:

- ❖ **Provide information to customers:** rating systems allows customers (visitors, travel agents and tour operators) to make informed choices about where to stay by allowing them to make comparisons among hotels and lodges. The Authority added that hospitality institutions use grading schemes as branding which convey both qualitative and quantitative assessment of properties to their customers;
- ❖ **Encourage and guide investment in hotels:** international based standards will encourage the private sector to make investments in improving and maintaining the quality of the local hotel infrastructure;
- ❖ **Help local brands to compete more effectively:** Nour (2006) reported that, it was observed that when international and local visitors have no objective rating system consistent with international standards, many visitors simply select well-known hotels and lodges chains that conform to certain quality standards; and
- ❖ In addition to the above, according to the Tourism Grading Council of South Africa Chief quality assurance officer's report, hotel grading helps to assure holiday makers of a top- notch stay whenever they book into a professionally assessed, star-graded establishment. Grading is also seen as a means of improving consumer protection Kunene (2010) in Muchenje (2011:9).

Narangajavana and Bo Hu (2008) in Muchenje (2011:10) reported that, hospitality rating systems are related to service quality improvement while service quality improvement is associated with changes in hotel performance. Grading serves to encourage and improve the service delivery which may lead to changes in lodges performance and adherence to set quality standards by Tourism and Hospitality authorities.

2.11 Conclusion

The chapter reviewed the importance of adhering to set quality standards at the same time possible causes of not adhering to quality set standards. The chapter also highlighted that there is a link between grading and quality set standards in hospitality institutions. Chapter 3 follows with the methodology.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Chapter Three outlines methods used to investigate the problem. The chapter provides the procedures used by the researcher in carrying out the research project. The research project is intended to analyze and bring out causes for non-adherence to set quality standards by lodges in Zimbabwe, of main concern operators in the Harare province. After finding out the causes, the research study provided recommendations to improving quality standards in lodges. The population was comprised of 99 lodges in Harare registered and none registered, and Zimbabwe Tourism Authority (ZTA) and Zimbabwe Hospitality Association (HAZ). For any research to be complete and meaningful it must specify the various stages followed in gathering, sampling, collecting and analyzing data. It must also explain the methods used to arrive at conclusions. For instance, the study employed the Statistical Package for the Social Sciences (SPSS) as a method of data analysis to help arrive at conclusions. The main areas included in this chapter are research design, research instruments, data collection procedures, data analysis procedures and conclusion.

3.1 The Research Design

In this study, the researcher employed the descriptive survey design. Descriptive survey design is a type of research method that is used when one wants to get information on the current status of a person, object or situation. It is used to describe what is in existence in respect to conditions or variables that are found in a given situation (www.ask.com/descriptive_survey: 02.11.2014). The research study wanted to find out causes of non-adherence to set quality standards in lodges in Zimbabwe of particular focus Harare operators. The study at this stage assumed that quality standards in lodges are deteriorating hence an investigation is sought. Descriptive survey involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass and Hopkins, 1984). It often uses visual aids such as graphs and charts to aid the researcher in understanding the data distribution (www.learn-gen.org/.../41-01.html: 6.11.2014). An example of what would be, for instance the use of Statistical Package for the Social Sciences

(SPSS). SPSS opens up for descriptive statistics used to describe and summarize sets of data. It uses tables, graphs and charts (Foster 2001:6).

A sample of respondents is selected from the population. Leedy (1974:74) notes that the word survey has the basic connotation of 'the act of looking over and beyond'. Survey research enabled the researcher to collect original data for purposes of describing a population large enough to observe directly. Survey research enabled the researcher to choose a large and representative sample. For instance, the study surveyed 99 lodges and 2 Tourism and Hospitality stakeholders that are Zimbabwe Tourism Authority (ZTA) and Hospitality Association of Zimbabwe (HAZ) all in the Harare province. At least the survey would take note of different opinions, from the different principles found in the lodges industry a replica of 'Quality Circles' and 'Six Sigma' theory. Different opinions helped to arrive at conclusions, and more opinions that would help improve the Zimbabwe lodges industry. Survey also provides decision makers with information on which to base sound decisions. The findings should be useful to the Tourism and Hospitality administrators or decision makers.

Descriptive survey can be either quantitative or qualitative or both (Glass and Hopkins 1984). The design for this study was both quantitative and qualitative. It was quantitative in the sense that the questionnaires used provided quantifiable data. Statistical analysis used show the quantities involved. For instance in this study SPSS was employed for statistical analysis. SPSS aids in descriptive statistics for any quantitative variable or numeric variables with ordered values. It can be used to describe any quantitative variable whether or not its distribution is normal, and they may be useful descriptions for values that are code ordered categories such as 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree (SPSS Applications guide (1999:7). This would form conclusive research that enables the researcher to investigate specific relationships and to test hypothesis of the study hence, it was the most suitable research design. The researcher's instrument for conducting the survey was mainly personal interviews.

To complement, data collected through the questionnaire, the qualitative approach was used. The qualitative approach was in the form of a questionnaire guide which content open-ended questions. The qualitative approach focused on the process of social interaction and is holistic

in that it attempts to provide conceptual basis for understanding complex issues (Cohen and Manion, 1994). In this case the focus is on acquiring information from relevant stakeholders (ZTA and HAZ) on causes that make lodges not adhere to set quality standards. This approach seeks insights rather than statistical analysis (Chisaka, 2001). Hence interviews were carried out with relevant stakeholders as follow-up to questionnaires.

3.2 Population and Sample

The Population is the entire group the researcher is interested in, which the researcher wishes to describe or draw conclusions about (www.stats.gla.ac.uk/steps/glossary/population/...: 03.11.2014). Probability sampling, which was applied in this study, involved the subdivision of the population into mutually exclusive groups followed by the drawing of random samples from each group. The researcher followed six major steps as detailed by Churchill and Lacobuca (2002).

- a) Defining the target population;
- b) Identifying the sampling frame;
- c) Selecting a sampling procedure;
- d) Determining sample size;
- e) Selecting sample elements; and
- f) Collecting the data from the designated elements.

The population consisted of at least 99 lodges registered and non registered and 2 Stakeholders that are Zimbabwe Tourism Authority (ZTA) and Hospitality Authority of Zimbabwe (HAZ) in the Harare Province in Zimbabwe. Figure 3.0 below shows the sampling framework.

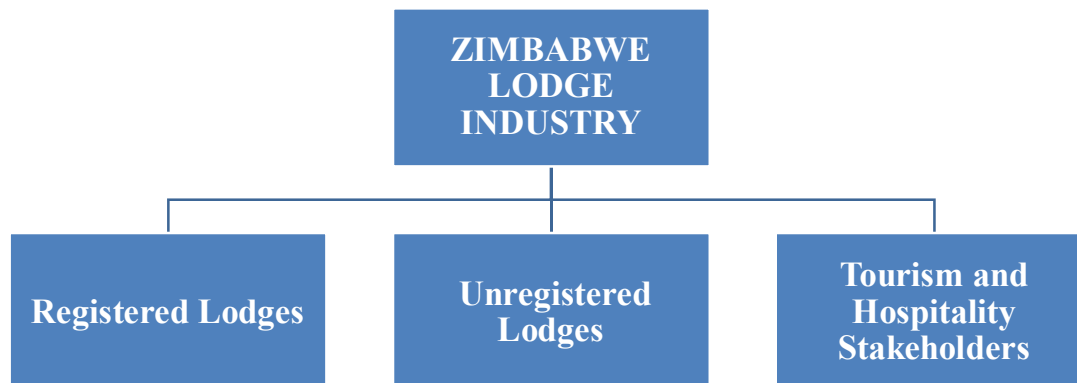


Figure 3.0 Sampling Framework

From the population, selected were those who responded to the questionnaire on behalf of the lodges where lodge owners / General Managers / Operations managers. These were chosen by the research study with the light that there have full knowledge about lodges industry in Zimbabwe. The total population of lodges in Harare is at least 45 according to the Zimbabwe Tourism Authority accommodation database of July 2014. The study had full knowledge that there are more than 60 lodges in Harare operating illegally or not registered. Hence, totaling to about 105 lodges in Harare alone. Dalem (1979) points out that in descriptive research, a sample of between 10 to 20 percent is representative enough. In this study the sample represented at least 90% of the population and this is representative. The researcher interviewed using a questionnaire, the respective 99 lodges 2 stakeholders (Zimbabwe Tourism Authority and Hospitality Association of Zimbabwe). Table 3.1 below shows the total population of lodges chosen by the research study.

Research Location (HARARE)	Lodge	Address
Harare Avenues Area	1. Elephant	122B Herbert Chitepo
	2. West-end	Behind Elephant Lodge
	3. Palm	11 Mazowe Street
	4. Elmsfield	Cnr 3 rd / 5 Avenue
	5. Paw Paw	Herbert Chitepo
	6. Sloane	Next to Paw Paw Lodge
	7. Opposite Ok 5 Ave	Along 5 Ave
	8. Boulders Creek	
	9. Mugoni	

	<ul style="list-style-type: none"> 10. Rhino 11. Selous 12. Sable Lodge 13. Solid Visions 14. Jacaranda 15. Fairmail 16. Carry Court 17. Mbizi 18. Lodge 19. Lodge 20. Baobab 21. Eden Villas 22. Cnr Herbert and 8TH 	<p>Along Selous Avenue Opposite David Livingston sc Opposite David Livingston sc</p> <p>Opposite Holiday Inn Harare Cnr 7th and SamoraMachel</p> <p>Opposite Cresta Lodge Herbert Chitepo and 8th Ave</p>
Eastlea / Hillside	<ul style="list-style-type: none"> 23. Umazi 24. In Morris rd 25. Zimbabwe Women Be 26. N.E.C 27. Near OK mart, Hillside 28. Lodge 29. Lodge 30. Lodge 31. Walter Hill 32. Along Glenarard 33. Boundary 34. Mangwana 35. Enterprise 36. Khalphinde 37. Sunshine 	<p>Eastlea, behind GMB Eastlea Along Mutare Rd Along Mutare Rd Hillside Near Ok mart Near Ok mart Near Ok mart Near Ok mart 3RD / 2ND next to insurance Eastlea Boundary rd</p> <p>17404 Flanagan Road Robots Glenara</p>
Msasa Park	<ul style="list-style-type: none"> 38. Chadcome/Msasa Park 39. Sangonak 	
Hatfield	<ul style="list-style-type: none"> 40. Ngoko 41. Matchwe 	
Belverdare	<ul style="list-style-type: none"> 42. Aque 43. Lodge 44. Lodge 45. Lodge 46. Lodge 	<p>Along Bulawayo road Near Aque lodge Near Belverdare shops</p>
Milton Park	<ul style="list-style-type: none"> 47. Mugoni 48. Lodge 49. Lodge 50. Lodge 	5 Bishop Gaul
Borrowdale	<ul style="list-style-type: none"> 51. Afro 52. Woodlands 53. Amardale 54. Balaitine 55. Malcom 56. Amanzi 57. Connaught 58. Borrowdale country 59. Wild Geese. 60. GacheGache 61. Lodge 62. Lodge 63. Ochi Safaris 	<p>Near Sam levy village 9 Princess close 9 Amardale road Pa-ham road Malcom road 1 Msasa lane Kambanji Borrowdale 71 Crowhill road 2 Buckland lane Teviotdale Ray Townsend</p>
Glen Lorne	<ul style="list-style-type: none"> 64. Pandhari 65. Lodge 66. Lodge 67. Harare Safari 	<p>3 Barlow Close</p> <p>Touch the wild</p>

	68. ImbaMatombo	3 Albert Glen close
Highlands	69. York 70. Legend Safari 71. Lodge 72. Lodge 73. Lodge 74. Ebenezer 75. Amanzi ó Pevensey 76. Kia Ora	1 York Avenue 26 Oxford Avenue 6 Pevensey road 60 Knightsbridge road
Chisipiti / Greendale	77. Zimzac Eco Tourism 78. Merrion 79. Gecko garderns 80. Lodge 81. Lodge	78 The Chase Ave 2 Keswick Close 306 / 307 Sunninghill close
Waterfalls	82. Flame lily Inn ó The Profile 83. Ruvimbo 84. Carolina Wilderness 85. Pasi Mansions 86. Lodge 87. Lodge 88. Lodge 89. Lodge	27 Ceres rd 21 ó 6 th Ave Skyline Road 34 / 35 MasotshaNdlovu Near shopping centres
Westgate / Bluffhill / Greencroft / Melbereign / Malborough / Avondale	90. Tynwald Gardens 91. Lodge Fairmile 92. Small world 93. Heritage Hills 94. Lodge 95. Lodge 96. Lodge 97. Lodge	1 Tynwald Ave 36A Fairmail road, Bluffhill 25 Ridge road In Suffox road Near Greencroft shops Near Avondale / Belgravia shops
Southerton	98. Southerton guest 99. Octopalm 100. Color Purple	McNaughton Road Behind Spar shop Behind Color Purple bar
Other areas of interest – Highfields, Budiro, Glen View, Newlands, and Houghton Park		

Table 3.1: 99 Lodges Chosen as the Population for the Research Study.

3.3 Sampling method and Procedure

3.3.0 Sample

According to Babble (1989), Best and Kaln (1993), a sample is a portion large enough to serve as an adequate representation of the population that the researcher wishes to generalize the results on. Walter (1953:4) adds, that is if the population consists of the elements A1, A2, ..., An, then the sample would consist of some of these elements for instance A1, A2, A3. The sample selected for this study are 99 lodges in Harare, be it registered and not registered with the Zimbabwe Tourism Authority (ZTA) and 2 Tourism and Hospitality stakeholders (ZTA and HAZ). The questionnaires and interviews were distributed as follows:

Principles	Sampled in Harare	Population in Harare
Registered lodges with ZTA	45	45
Unregistered lodges with ZTA	54	More than 60
Tourism and Hospitality stakeholders (ZTA and HAZ)	2	More than 2
Total	101	At least 107

Table 3.2: Shows how questionnaires and interviews were distributed.

45 registered lodges sampled out of 45 lodges according to the July 2014 Zimbabwe Tourism Authority (ZTA) accommodation database, this is 100% of the population. 54 unregistered lodges out of about 60 lodges, that is about 90% of the population. The sample covered a wider area geographically and for the purposes of the research. The research study covered at least the whole of Harare since lodges sampled are found in the southern, northern, western, eastern and central parts of Harare. Bong and Gall (1993) argue that the general rule to determine the size of the sample is to use the largest sample possible. The researcher is satisfied that the sample selected is representative of lodges in Harare be it operating legally or illegally.

3.3.1 Sampling Procedures

Simple random sampling procedure was employed in selecting the sample. It is probability in nature. Cohen and Marion (1985) stated that simple random sampling is the one in which each individual has an equal and independent chance of being selected for the sample. A simple random sample is an unbiased surveying technique (www.wikipedia.org/wiki/simple-random.: 03.04.2014). For instance, given a sample of 99 lodges, the researcher unsystematically selected the respondents. The process was random because even if there are to be 20 lodges in the same street the researcher would target them.

3.4 Data collection instrument

The data gathering instrument used was the questionnaire. Oppenheim (1992) views a questionnaire in a broad sense as a data collecting instrument, encompassing checklists, attitude scales, projective techniques, rating scales and so on.

- a) Questionnaire puts less pressure for an immediate response on the respondent;
- b) Low cost in time and money involved in its administration;
- c) Easy and quick access to information from a lot of people;
- d) The fact that respondents can complete it when it suits them; and
- e) The security in respondent anonymity.

The questionnaire administered to lodges was comprised of closed-ended questions. The questionnaire administered to stakeholders that are Zimbabwe Tourism Authority (ZTA) and Hospitality Association of Zimbabwe (HAZ) was comprised of open-ended questions. Open-ended questions allowed for deeper information and discussion pertaining to what causes lodges not to adhere to set quality standards. Recommendations and strategies were brought out through the discussion. Questionnaires had advantages over some other types of surveys in that they are cheap, do not require as much effort from the researcher as mail or telephone surveys, and often have standardized answers that make it simple to compile data (www.wikipedia.org/wiki/questionnaire: 03.11.2014).

The researcher went into the field with a rough idea of what he intended to do and as he interacted with the participants more information was revealed. The questionnaire administered to lodges was in 2 parts: Section A for demographic data and Section B to find out causes of non-adherence to set quality standards in lodges. The questionnaire administered to stakeholders comprised of only section A with open-ended questions. The questions were to find out causes, recommendations and strategies to improve lodges' quality standards. The disadvantage cited by Kothari (1985) was that closed-ended questionnaires are considered in-appropriate tool where the aim happens to be probing for attitudes and reasons for certain actions or feelings.

3.5 Closed and Open-ended questions

Admans and Schanveltdt (1985) highlighted that closed ended questions are fixed alternative questions; they ask the respondent to choose from a list of answers. The closed-ended questions are amenable to statistical analysis. For instance, the questionnaire administered to

lodge required for SPSS statistical analysis. Interviewer and code bias was removed as the interviewer would be simply check an encircled or ticked answer. Coding and data entry process was simplified. The provision of alternative replies would help to make the meaning of questions clear.

The challenge with closed-ended questions was that they limit and restrict respondents to specific answers. There was no room for respondents to add more information.

The researcher also employed 5 open ended questions for stakeholders, so to provide the research with a rich amount of information. Open ended questions offer a high degree of flexibility in expression of opinion. Enable respondents to give their general reactions to questions. Respondents express their own idea, views and opinions. However, according to Kothari (1985) open-ended questions are more difficult to handle, raise problems of interpretation, comparability and analysis. It is time consuming on coding and editing.

3.6 Survey Method

The research under study used personal interview aided with a questionnaire. According to Kent (1993) Personal interview refers to a survey that gathers information through face-to-face interviews with respondents. The researcher favoured personal interviews because they allowed checking and ensuring respondents eligibility, for instance, when interviewing respondents the researcher would make sure that the respondent identifies him or herself as Lodge owner, General Manager or Operations manager. It had a higher response rate than that of other methods. For instance, the researcher observed that respondents would respond to questions time consciously. Than if it was mail survey, respondents would tend to respond to the questionnaire at a low rate. The researcher also observed that personal interviews were the only alternative in a given situation where the researcher contained lengthy questions.

3.7 Challenges associated with Personal Interview

In this study characteristics of the interviewer and total interview situation, could introduce biases in the data collection. For example, over-rater or under-rater bias tendency for some respondents to give consistently high or low ratings on the data collection instruments. Personal interviews result in some respondents not being completely anonymous hence resulting in refusal to answer questions that are sensitive. This survey type of research would

be suitable for this study in the sense that the questionnaire would be used, and because the research study would like to assume that the respondents are relatively literate enough to read and understand the questionnaire.

3.8 Minimizing the challenges

In this study, the weaknesses of personal interview were minimized through the following procedures: Simple randomly selecting the respondents in the selected population. For instance, for lodges in Harare the researcher intends to randomly or unsystematically interview respondents so to limit the probability of bias which affect validity. As for the stakeholder (ZTA and HAZ) questionnaire the research study would want to interview those respondents employed in the grading, quality and standards department. The study assumes that they have full knowledge about quality standards in lodges.

3.9 Pilot Study

A pilot study was carried out after the questionnaire was constructed. This was for the purpose of measuring its effectiveness, strengths and weaknesses, giving room for corrections. Sharing these views, Beashel and Taylor (1996) state that conducting a pilot study involves one or more preliminary exercises in order to overcome any problems which may arise subsequently. So it was for the purpose of checking problems and correcting them before drafting the final questionnaire.

10 lodges in Harare (Avenues area and Southerton) were randomly selected for the purpose of pre-testing the questionnaire before the actual interviews. The researcher's intention was to check on time and speed on answering questions. The intention was also to check on quality and rightful quantity of questions before the actual interviews. It was this trial run that gave the researcher the green light to produce the final draft of the questionnaire after all necessary corrections were made.

3.10 Data collection Process

Through the use of a quantitative and qualitative approach, together with the data collection instrument; questionnaire, respondents were visited at their workstations as per appointment time, where necessary. Simple random sampling of respondents commenced in the Avenues area (Table 3.0). The Avenues area, according to Table 3.0 and Pilot study (3.9) the research

found out that it was highly concentrated with registered and non-registered lodges. After having surveyed the Avenues area of which the study assumed to be comprising of more than 20 lodges (registered and not registered). The researcher went on to the Eastlea / Hillside area, Msasa Park, Hatfield, Belvedere, Milton Park, Borrowdale, Glen Lorne, Highlands, Chisipiti / Greendale, Waterfalls / Westgate / Bluffhill / Greencroft / Melboreign / Marlborough / Avondale and Southerton. The whole process took at least 2 months.

As for stakeholders such as ZTA and HAZ, the research study aimed to interview Managers in the department of Grading, Quality and Standards. Hence, at the Zimbabwe Tourism Authority offices an appointment was set so to interview the Manager responsible for Grading, Quality and Standards. The researcher explained the purpose of the study to the respondent. The Manager was more knowledgeable about Grading, Standards and Quality in the lodges industry. The respondent was given enough time to fill in the questionnaire.

Both principles (registered lodges, unregistered lodges and Tourism and Hospitality stakeholders) the purpose of the study was explained in English, Shona and Ndebele language where clarity would be needed. The principles were guaranteed high confidentiality and to remain anonymous. The research study highly values and implements research ethics.

3.11 Data presentation and analysis plan

The study employed both quantitative and qualitative approach. To start with quantitative data was presented in the form of percentages. This was after critically analyzing the responses from the respondents. The quantitative statistical analysis that was used in the study is Statistical Package for the Social Sciences (SPSS). According to the SPSS Base 10.0 Application guide (1999:1) SPSS is a comprehensive statistical software system that aids the data analysis process at any level, with procedures ranging from data listings, tabulations and descriptive statistics to complex statistical analyses. Integrated with the statistical procedures are graphics for screening data, understanding and interpreting analysis and communicating results. Tables, graphs, charts, frequency polygon, line graphs, measures of correlation or relationships would be used.

Ary et al (1985) and Best and Kahn (1993) say quantitative or descriptive statistical procedures have the advantage that they enable researchers to organize, summarize and describe data gathered. The researcher preferred to use the descriptive method because it was relatively simple and convenient. Descriptive survey involves gathering data that describes events and then organizes, tabulates, depicts, and describes the data collection (Glass and Hopkins, 1984). It often uses visual aids such as graphs and charts to aid the researcher in understanding the data distribution (www.learnngen.org/.../41-01.html: 6.11.2014).

After collecting data, the researcher cleaned it first. Data cleaning means getting rid of errors in the data before analyzing it. It is very unusual for real data to arrive without problems (SPSS Application guide, 1999). The data was organized and presented in tables to read meaning from it, and then graphs, pie charts and measures of relationships are worked out. These assisted the researcher to draw conclusions. Especially in large studies (99 lodges and 2 Tourism and Hospitality Stakeholders, ZTA and HAZ), the process of data screening consumes considerably more time and effort than the primary analysis of interest. The first step is to identify recording or data entry errors and to examine how appropriately the data meet the assumptions of the intended analysis (SPSS Application guide, 1999).

3.12 Ethical Consideration

Since the research dealt with Lodges personnel it was necessary to highlight the ethical and legal responsibilities to be considered. Access and entry into lodges was sought at the start of the research. To gain entry into the lodges the researcher had to seek for authority from the Zimbabwe Tourism Authority and Hospitality Association of Zimbabwe. Permission was sought from lodge owners / General Managers / Operations Managers to conduct the research at their premises.

The main reason for seeking consent with lodge personnel is that dealing with human beings is a sensitive issue. The subjects should not be harmed physically or mentally. There is need to respect and show concern for the subjects' dignity and welfare. High level of confidentiality should be maintained throughout the research. The individual opinion should not be reported to other people who have nothing to do with the research and their

contributions may not be made public. The researcher must establish and maintain trust, rapport and authentic communication.

There was need to secure informed consent from the subjects before they participate in the research. McMillan and Schumacher (1993) highlighted that informed consent is achieved by providing subjects with an explanation of the research, an opportunity to terminate their participation at any time with no penalty and full disclosure of any risks associated with the study. There should be no coercion and invasion of their privacy during the conduct of the research. Lastly the researcher should be as open as possible and honest with the subjects in order to win their trust.

3.13 Validity

Gay (1980) suggested that validity must be given special attention so that the instrument used measures what it is supposed to measure. Validity refers to how sound or effective the measuring instrument is. The question is: Will the questionnaire measure what the researcher intends to find out? The questionnaire adequately assesses issues under investigation and what it intends to measure. Reliability is concerned with accuracy. During the development of the research, instrument effects were made to establish reliability. Caution would be taken for the establishment of reliable results. As pointed out by Chivore (1994) reliability of research results depends on these factors: purpose of the research instrument, data collection, techniques, respondents, sample size and environment. Results can be affected by ignorance of the respondents, misunderstanding and bias.

To minimize the problems of reliability the researcher had to pay special attention to the construction of a questionnaire. To avoid misunderstanding and ambiguity: simple words which are familiar to all respondents were used. The questions should be simple and straight forward. They were processed in a logical sequence from simple demographic questions to the main research questions. For example, the questionnaire started with simple demographic questions in section A and reserve section B to issues more related to causes of non-adherence to quality standards by lodge operators specifically in Harare.

Content validity was fundamental. Borg and Gall (1993) say content validity shows the degree to which the research instrument represent the purpose that the research is pursuing. The authors describe criterion validity in research as related to the ability of research to measure in some other variables. Criterion validity is sub-divided into predictive and concurrent validity. Concurrent validity shows how well research results correlate with other well-validated measures of the same footing administered at the same-time.

3.14 Reliability

Ary et al (1985) and Sax (1980) contend that reliability is the extent to which a measuring device is consistent in measuring whatever complex. The research study would try by all means possible to select respondents who are literate. Who are able to comprehend questions on their own. To minimize bias the researcher employed simple random sampling.

3.15 Conclusion

This chapter focused on the research methodology of the study. The study employed quantitative and qualitative approaches. The sample was drawn from 100 lodges be it registered or not registered and 2 Tourism and Hospitality Stakeholders namely Zimbabwe Tourism Authority (ZTA) and Zimbabwe Hospitality Association (HAZ) in the Harare Province of Zimbabwe. In the same chapter issues concerning the sample, sample procedures, data collection, reliability and validity were also discussed. Chapter 4 follows with data analysis.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Introduction

Having collected the data as laid out in the previous chapter, it is the purpose of this chapter to present the results of the findings. Quantitative analyses was done for qualitative data by means of the NVivo package, while quantitative analysis will be aided by the SPSS Statistics software. The results here in will be presented thematically, addressing the major research objectives outlined earlier in Chapter One.

4.1 Reliability Analysis

Reliability analysis helps in determining the extent to which the research instrument that was used was reliable, and to achieve this end, the researcher used the Cronbach's Alpha, which is generally regarded as the standard statistic for the determination of instrument reliability (McIver and Carmines, 1981; Spector, 1992). The results are presented in the Table 4.1 below.

Table 4.1 Reliability Analysis

Chronbach's Alpha	N of Items
.814	32

The minimum acceptable statistic for instrument reliability, according to Cronbach (1951), is 0.70. From the research results, a higher Chronbach's Alpha statistic of 0.814 was established from the analysis of 32 variables in the instrument. Being higher than the prescribed 0.7, we therefore conclude that the instrument used for this research was reliable.

4.2 Response Rate

A total of 101 questionnaires were self-administered to the respondents. All the questionnaires were successfully completed and returned, and this translates to an effective response rate of 100%. The response rate of 100% is, too high a statistic which according to Kulik (2009) and Babbie, (1990) who prescribed a normative minimum of 70% is an excellent response rate that will aid in the reliability and credibility of the study. A further breakdown of the response rate is shown in the Table 4.2 below:

Table 4.2: Response Rate

Questionnaires	Frequency
Administered	101
Returned	101
Invalid	0
Valid	101
Response Rate	100%

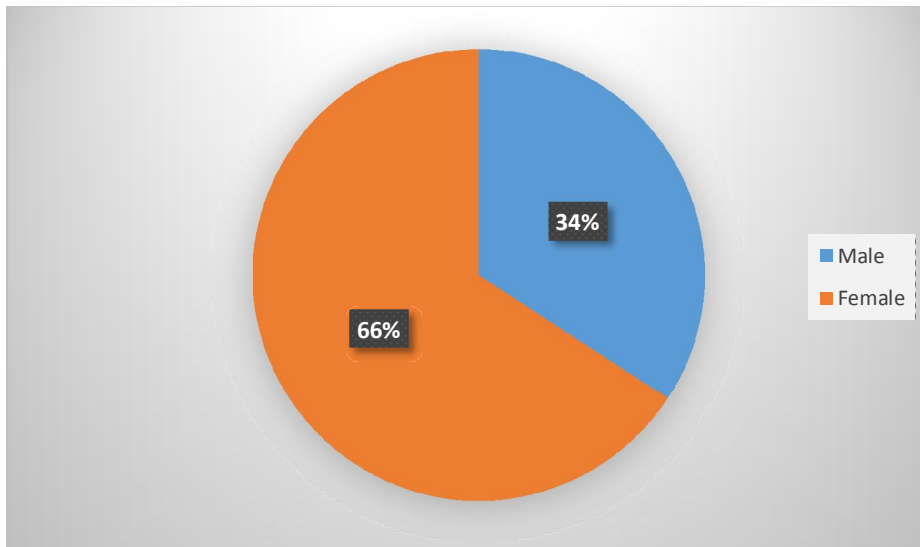
4.3 Demographic Analysis

The demographic data used for this study comprised of respondents' gender, age, level of education, profession and experience and are analysed below.

4.3.1 Respondent's Gender

From the analysis of the gender of the respondents' gender, it was established that generally, females were more dominant over males with the former having a percentage frequency of 66 over the latter's 34% as shown in the Figure 4.1 below.

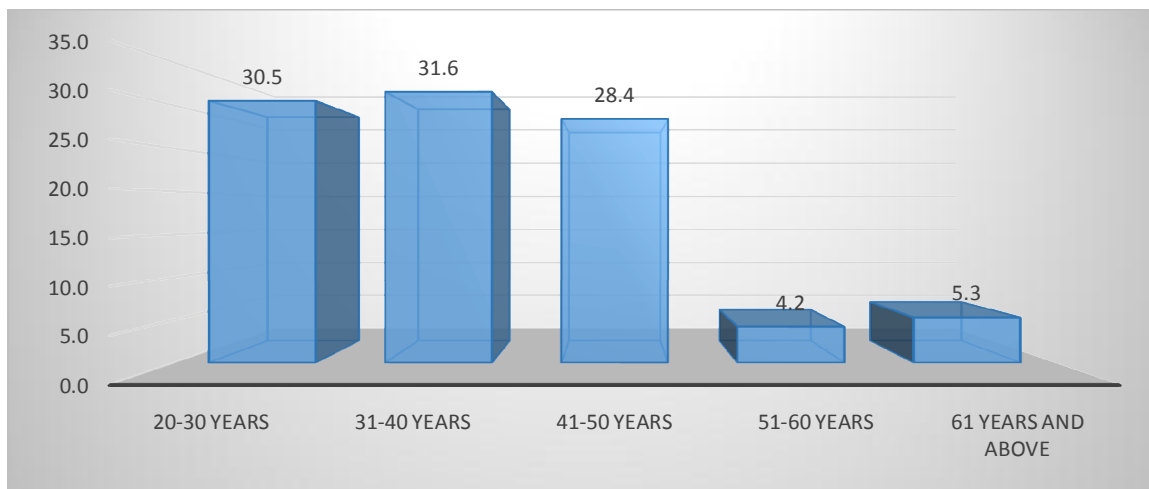
Figure 4.1: Gender Distribution



4.3.2 Age Range

The figure below presents the distribution of the age ranges of the respondents.

Figure 4.2: Age Distributions

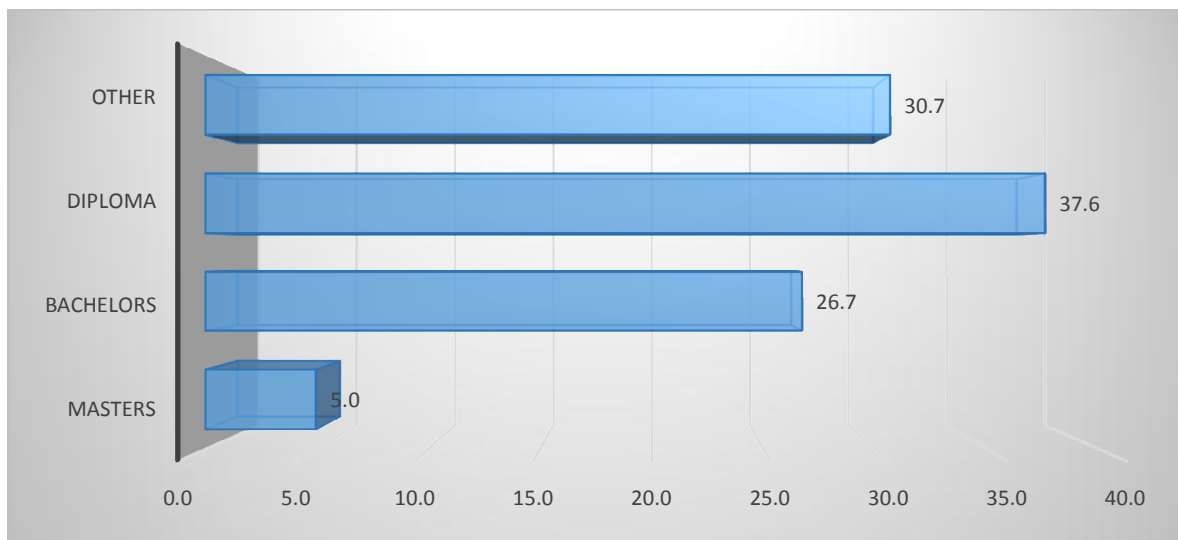


With regards to the respondents' age range, it can be seen from the Figure below that the profile of the respondents was rather characterized by respondents between 20 years and 50 years, with the greatest distribution being observed for the 31-40 year age group which had the highest frequency of 31.6%. This was followed by the 20-30 year age group, whose frequency was 30.5%, and the other dominant age group was the 41-50 Years, whose frequency was 28.4%. The least observed age groups were those above 50 years with the 51-60 years being the least with 4.2% and the 61 years and above trailing with a rather meagre frequency of 5.3% as shown in the Figure 4.4 above.

4.3.3 Highest Level of Education

With respect to the highest level of education, the majority of the respondents, 37.6%, had a diploma as their highest level of education. A significant number of respondents, 30.7%, had qualifications other than the diploma, degree or masters, that is to say, they had qualifications less than a diploma. A significant proportion of 26.7% of the respondents had a bachelor's degree as their highest level of qualification, while those with masters qualifications were the least frequent, comprising of 5.0% of the entire respondents

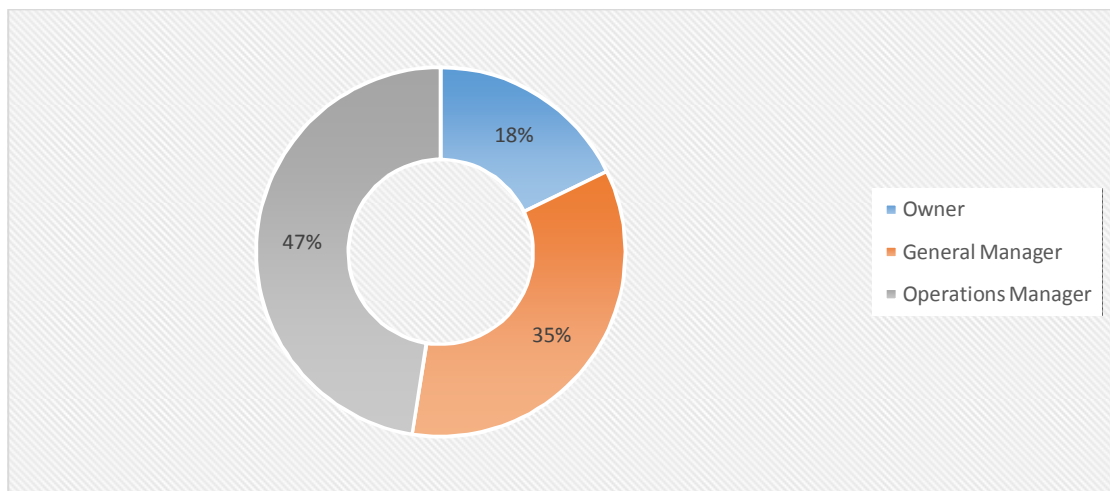
Figure 4.3: Education Distribution



4.3.4 Position in the Organisation

The figure below presents the results of the study which sought to establish the general position of each of the respondents in the organization. For this study, three possible categories, that is, either the owner, the general manager or the operations manager. As presented below.

Figure 4.4: Position in Organisation

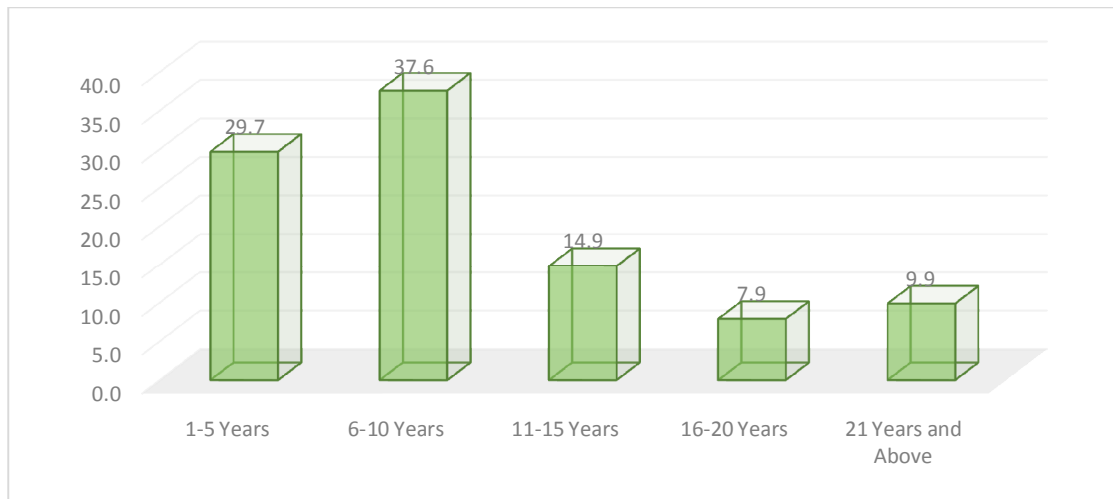


From the above analysis, 47% of the respondents were operations managers, followed by 35% of the respondents who were general managers. The least, however, comprised of the owners, with a frequency of 18%.

4.3.5 Years of Experience

The figure below presents the results of the respective years of experience of the respondents. From the figure, the greatest majority of the respondents (37.6%) had an average of 6-10 years of experience in the organization, and this was followed by 29.7% of the respondents who had between 1 and 5 years of experience. Those between 11 and 15 years in experience constituted 14.9% of the total respondents, while those between 16 and 20 years were only 7.9% and 9.9% being 21 years or above. What the above results show us is that the organisations were generally characterized by a greater number who were not as experienced in the organization.

Figure 4.5: Years in Organisation



4.4 Adherence to Quality standards

The first objective of the study sought to determine the reasons behind lodges not adhering to the set quality standards in their day-to-day operations. It is the purpose of this section to address all the questions that respondents were asked along the lines of this objective. The summary statistics for these variables are presented in the Table 4.3 below.

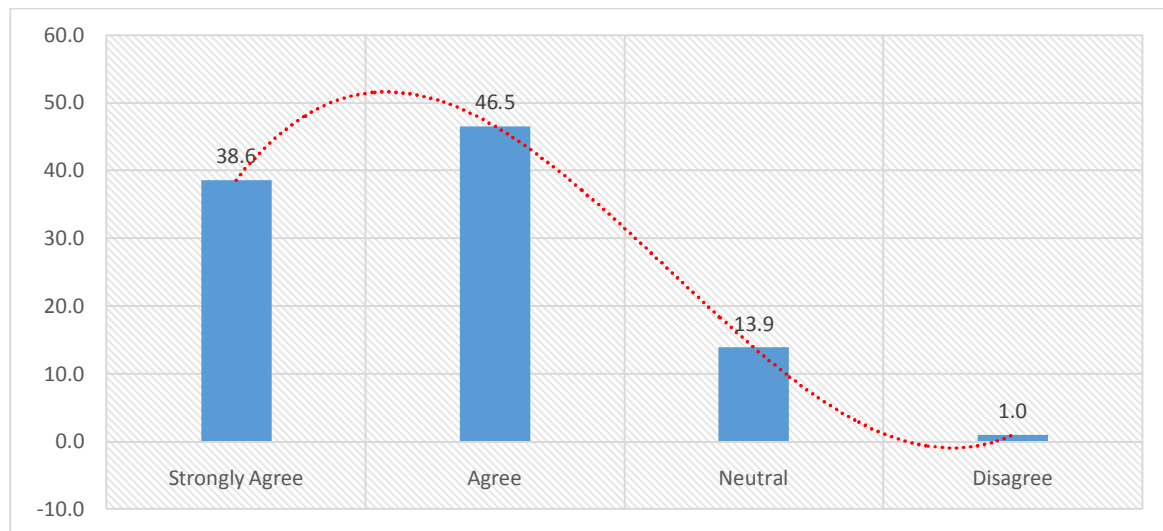
Table 4.3: Statistics - Adherence to Quality Standards

	N	Mean		Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Std. Err	Statistic	Statistic	Std. Err	Statistic	Std. Err
The organisation adheres to quality standards set by the ZTA grading system	101	4.23	.072	.719	.536	.240	-.301	.476
My organisation does not have to maintain expected standards	101	3.36	.123	1.238	.325	.240	-.966	.476
Lack of resources hinders my organisation from keeping up with prescribed standards	101	3.40	.107	1.078	.410	.240	-.512	.476
Organisational staff requires capacity development in quality management	101	3.82	.094	.942	.585	.240	-.118	.476
Valid N (listwise)	101							

4.4.1 Adherence to ZTA Standards

The research sought among other things, to establish the extent to which the sampled organisations adhered to the quality standards set by the ZTA grading system. The results are presented below.

Figure 4.6: Agreement to adhere to Quality Standards



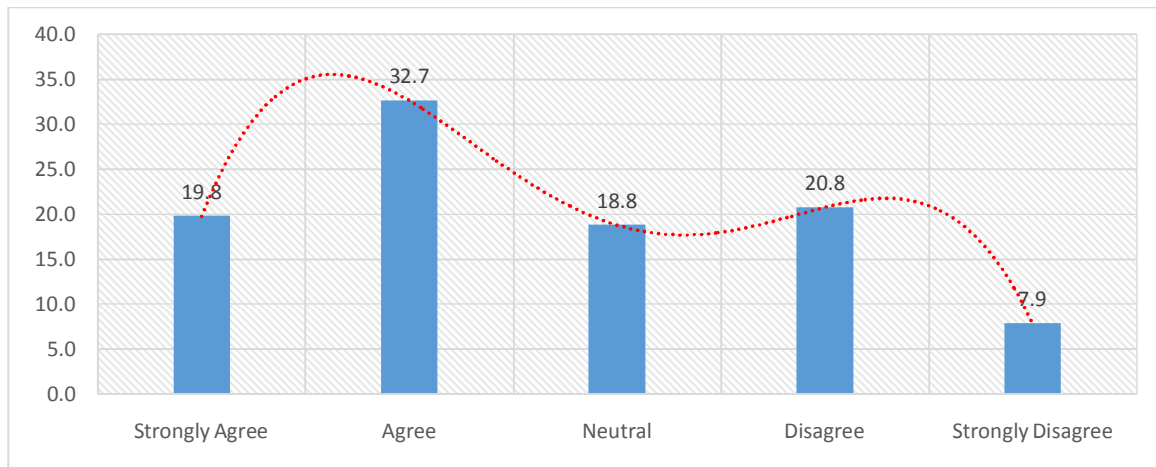
From the above analysis, it can be seen that 38.6% of the respondents strongly agreed to complying with the standards set by ZTA. Again, 46.5% of the respondents also agreed, thus making the cumulative total of the agreeing respondents to 86.1%. The descriptive statistics in Table 4.3 show that the mean rating of the organisation's compliance with ZTA was 4.23 off a maximum of 5, while the median was noted to be 4. The standard deviation for this

distribution was 0.719, suggesting that there was less variation of the responses about the mean. The distribution was characteristically skewed as seen in the above table, from which the skewness statistic was found to be 0.536. In summary, the organisations generally leaned towards adhering with the ZTA grading system.

4.4.2 Capacity for Maintaining Expected Standards

Having established that the organisationsø strive towards adhering with the standards set by ZTA it was imperative to establish whether these organisations had the capacity to maintain the expected standards. The results of the analysis are presented in the Figure 4.4 below.

Figure 4.7: Capacity for Maintaining Expected Standards

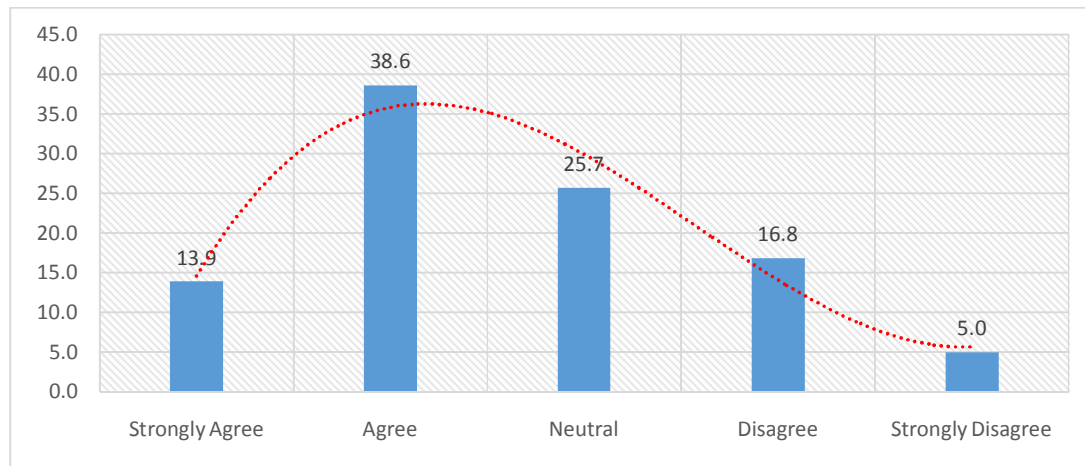


From the above analysis, the greatest proportion of the respondents (32.7%) generally agreed that they had the capacity, while 19.8% strongly agreed. A relatively large proportion of 18.8% were rather neutral, with 20.8% and 7.9% disagreeing and strongly disagreeing respectively. The respective descriptive statistics are presented in the Table 4.3. From the table, the mean rating was found to be 3.36 off the maximum of 5. The standard deviation was relatively high, being 1.238, tending to suggest that there was no general consensus between the respondentsø organization having the capacity to maintain the expected standards. This observation can further be supported by the kurtosis statistic of -0.966, which is characteristically a platykurtic distribution, and thus indicating a wider spread of the responses about the mean.

4.4.3 Lack of Resources as Hindrance

To further validate the above objective, the respondents were asked whether the lack of resources hindered the respondents' respective organisations from keeping up with prescribed standards.

Figure 4.8: Lack of Resources as Hindrance



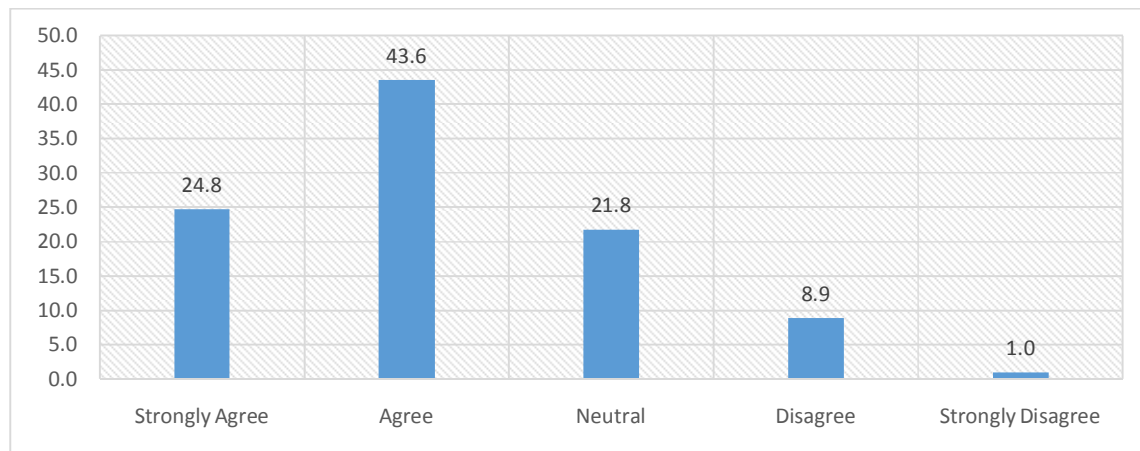
From the analysis above, with 13.9% strongly agreed with 38.6% of the respondents agreeing. Thus, an effective 52.5% of the respondents were agreeing that the lack of resources hinders their organization from keeping up with prescribed standards. The skewness statistic for this distribution was, from Table 4.3, 0.410 a high statistic to suggest that generally, the respondents were agreeing than disagreeing.

4.4.4 Need for Capacity Development

The respondents were asked whether the organizational staff required capacity development in quality management. From the analysis presented below, it came out that organizational staff in these organizations definitely needed capacity development as evidenced by the 43.6% of the respondents who agreed, and 24.8% who strongly agreed, and hence a total of 68.3% of respondents who agreed to this need, whereas 21.8% of the other respondents were rather indifferent. Only 8.9% and 1.0% of the respondents disagreed and strongly disagreed respectively. Overall, the mean rating was from Table 4.3 found to be 3.82, with a low standard deviation of 0.942, and a relatively high skewness of 0.585. All these statistics

indicate that there was a significant coherence in the responses that were being given by the respondents as illustrated by the Figure 4.4 below.

Figure 4.9: Need for Capacity Development



4.5 Quality Management Training

The second research objective sought to determine whether the lodge owners needed constant training and exchange programs focusing on quality management. The summary statistics for the variables that addressed this objectives are shown in the Table 4.4 below

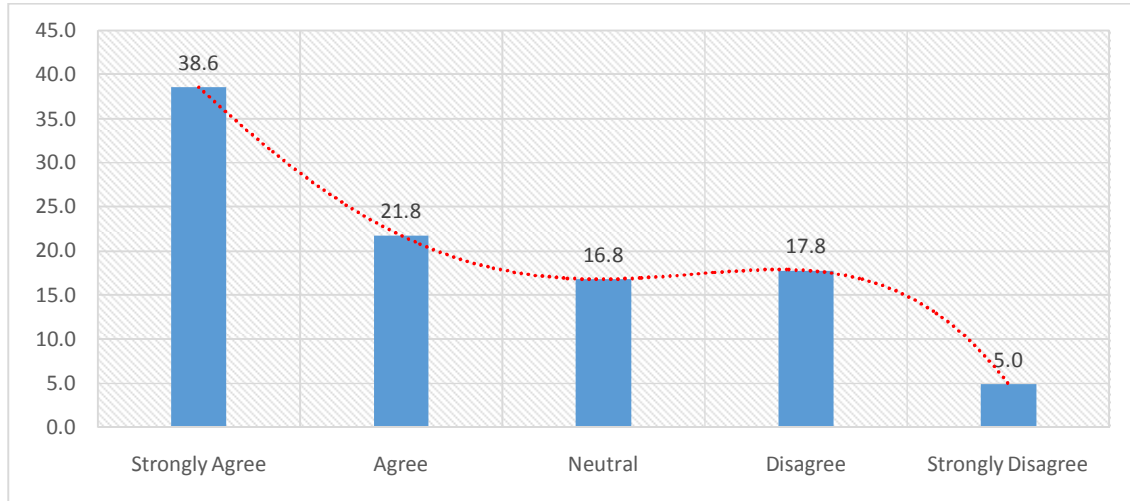
Table 4.4: Statistics - Quality Management Training

	N	Mean		Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Std. Err	Statistic	Statistic	Std. Err	Statistic	Std. Err
Lodge owners require constant training focusing on quality management	101	3.71	.128	1.283	.544	.240	-.988	.476
Necessity of quality management in the organisation	101	4.11	.096	.969	1.165	.240	1.126	.476
Lodge grading systems sets realistic standards	101	3.27	.106	1.067	.153	.240	-.376	.476
Standards set by the grading system are not achievable	101	3.50	.118	1.188	.267	.240	-.872	.476
Valid N (listwise)	101							

4.5.1 Constant Training for Lodge Owners

Having established the need for organizational staff to undergo capacity development in quality management, it was also imperative to ascertain of this need for the lodge owners. The data was analyzed and from the results, a significant 38.6% of the respondents strongly agreed while 21.8% of them agreed. Only 16.8% were neutral while 17.8% and 5.0% of the respondents strongly disagreed as shown in the figure below.

Figure 4.10: Constant Training for Lodge Owners

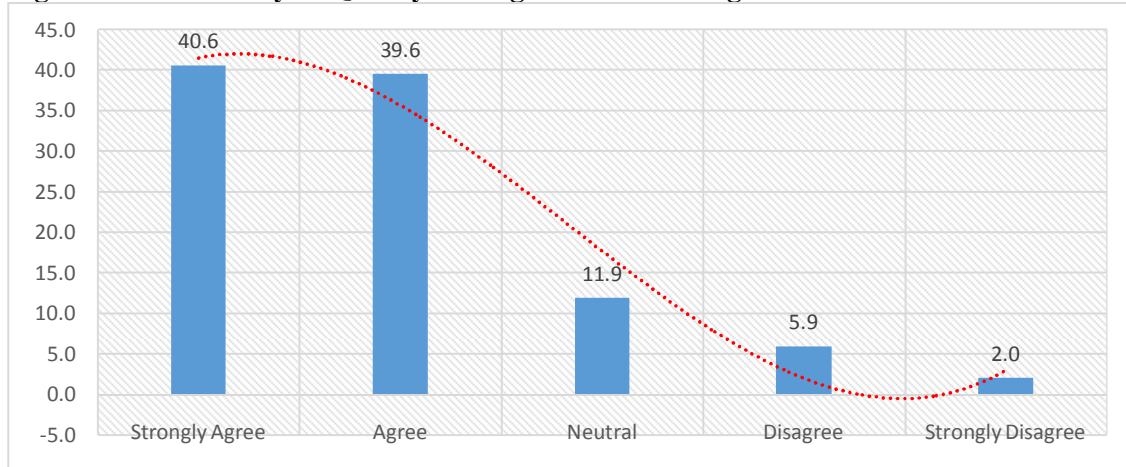


From the assessment of the descriptive statistics in Table 4.4 above, it can be seen that the mean rating was 3.71, and by virtue of approximating to 4, with a significantly positive skewness statistic of 0.544, it follows that the need for training was there.

4.5.2 Necessity of Quality Management in the Organization

As a triangulation to the above two variables, the respondents were asked whether quality management was necessary in their organization. The results are presented below. It should be mentioned that the magnitude of agreeing was very high, with 40.6% of the respondents strongly agreeing and 39.6% agreeing. That is, an overall of 40.2% of the respondents agreed that quality management was necessary in the organization. Very marginal negative responses were seen as 5.9% and 2.0% of the respondents disagreed and strongly disagreed respectively.

Figure 4.11: Necessity of Quality Management in the Organization

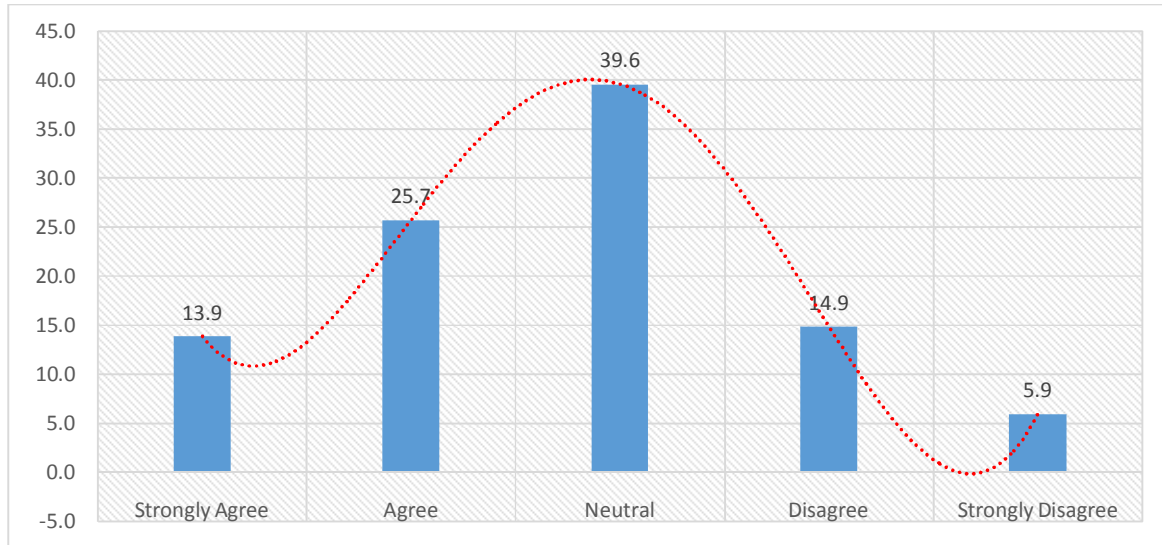


With reference to the Table 4.4 above, the mean statistic was 4.11, a very high statistic along with the skewness and kurtosis statistics of 1.165 and 1.126 respectively. The latter kurtosis statistic indicates the presence of a very high positive kurtosis, that is, a leptokurtic distribution, which in other words suggests that there was a very high concentration of the responses about the mean. Thus, in summary, there was a very great consensus in the responses that suggested that quality management was very necessary in the organisation.

4.5.3 Realistic Standards

The respondents were asked to rate whether the lodge grading standards in Zimbabwe set realistic standards. From the analysis of the findings, the majority of the respondents were neutral, or rather indifferent, the frequency being 39.6%. This significantly high figure of respondents may tend to suggest that the majority of the respondents may not have been familiar with the standards. However, there was an almost normal distribution of respondents with 13.9% strongly agreeing respondents, and 25.7% agreeing respondents, while 14.9% and 5.9% of the respondents disagreed and strongly disagreed respectively. From the Table 4.4 above, the mean rating was 3.27 (close to the median coding of 3, for neutral) and had a standard deviation of 1.067, along with a skewness statistic of 0.153. These statistics suggests that the respondents were rather inconclusive with regards to whether the lodge grading systems set realistic standards.

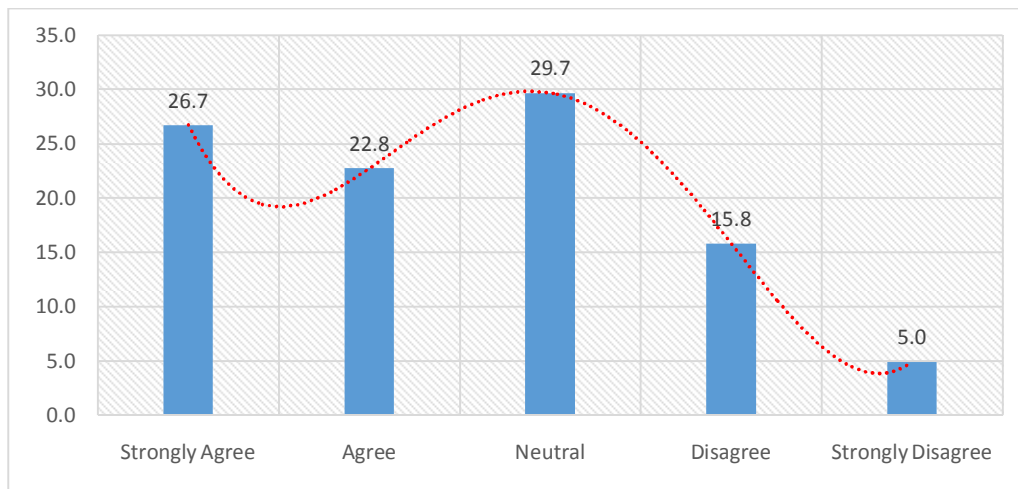
Figure 4.12: Lodge Grading Systems set Realistic Standards



4.5.4 Achievability of the Standards

As a follow-up question, the researcher asked the respondents whether the standards set by the grading system were or were not achievable. The results are presented in the figure below.

Figure 4.13: Achievability of the Standards



From the above illustration, it should be noted again that as in the earlier question above, the majority of the respondents, (29.7%) were neutral. However, in this case, there were even more respondents who were agreeing than in the earlier case above, with 26.7% strongly

agreeing and 22.8% agreeing. Merely 5.0% were strongly disagreeing, and 15.8% of the respondents were disagreeing respectively.

Despite the relative dominance of those agreeing, the very negative kurtosis statistic of -0.872 from Table 4.4 suggests that the distribution was platykurtic, meaning that the spread about the mean was very wide and concluding based on descriptive findings could be rather misleading. Again, the most reasonable explanation as to why there was a very wide standard deviation could lie with the hypothesized argument that the respondents may not have been in knowledge of the standards set by the grading system.

4.6 Quality of Standards vis-à-vis the Economic Environment

The third objective of the research sought to establish whether or not the economic environment in the country would require flexibility in the grading of quality standards. The table 4.5 below summarises the descriptive measures of central tendency and dispersion of the variables that helped address this research objective.

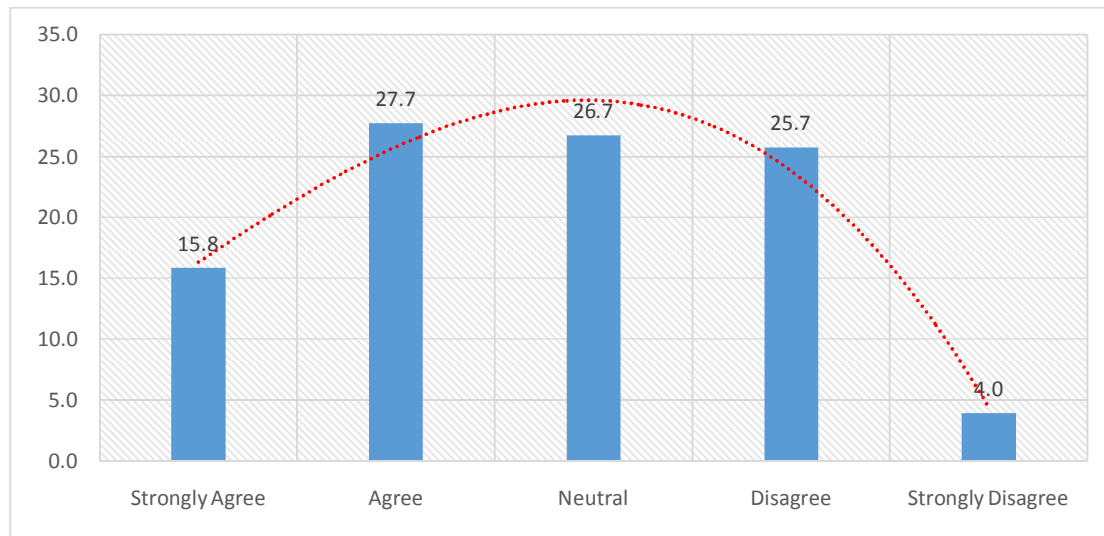
Table 4.5: Quality of Standards vis-à-vis the Economic Environment

	N	Mean		Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Std. Err	Statistic	Statistic	Std. Err	Statistic	Std. Err
The economic environment required flexibility in grading quality standards	101	3.26	.112	1.128	.014	.240	-.963	.476
The national grading system needs to be developed in a participatory manner	101	3.86	.089	.895	.576	.240	-.271	.476
Stakeholders support the establishment of quality management systems in lodges	101	3.44	.102	1.024	.108	.240	-.456	.476
Lodges do not need any form of support in their efforts to establish quality standards	101	2.96	.122	1.224	.157	.240	-1.105	.476
Valid N (listwise)	101							

4.6.1 Flexibility of Standards

Assuming that the standards set by ZTA would not be achievable, it would categorically entail the flexibility in the setting of grading quality standards. However, such as not to assume this notion, the respondents were asked whether the economic environment in the country required flexibility in the grading standards. The results are presented below.

Figure 4.14: Flexibility of Standards

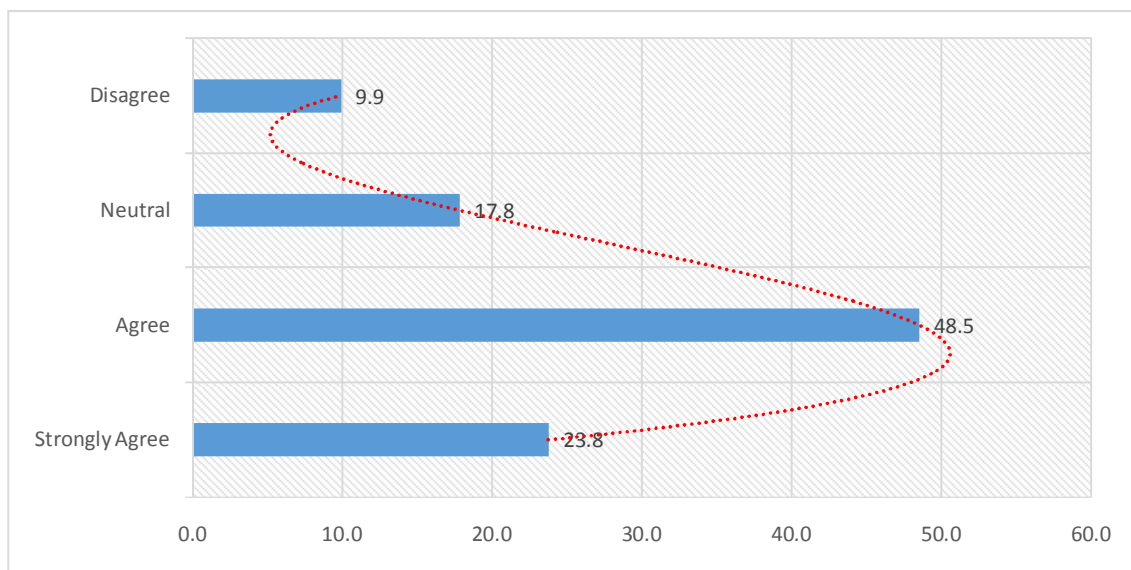


The above results present a rather varied perspective of the respondents, as also seen with the substantially high standard deviation of. There was an almost equal proportion of respondents who agreed, who were neutral and who disagreed, and these came out as proportions of 27.7%, 26.7% and 25.7% respectively. Despite this almost equal spread of the responses, the leaning was rather stronger for those agreeing as 15.8% were seen to be strongly agreeing, while merely 4.0% strongly disagreed. However, with reference to the Table 4.5, the mean rating was seen to be 3.26, and had a very high standard deviation of 1.128 with a kurtosis statistic of -0.963, suggesting a fat-tailed distribution spread widely about the central tendency. The mean rating approximates 3, the median coding between agreeing and disagreeing. Thus, with the nature of the results, there cannot be a conclusive perspective as to whether the current economic environment can entail flexibility in the grading of quality standards.

4.6.2 Collective Engagement in Standards Development

From previous findings which generally showed that the respondents were keener to vouch for the flexibility of the grading standards, one chief consideration would be the development of the national grading system in a participatory manner. To achieve this end, the respondents were asked to rate their perceptions on the need for a participatory development of the standards.

Figure 4.15: Collective Engagement in Standards Development



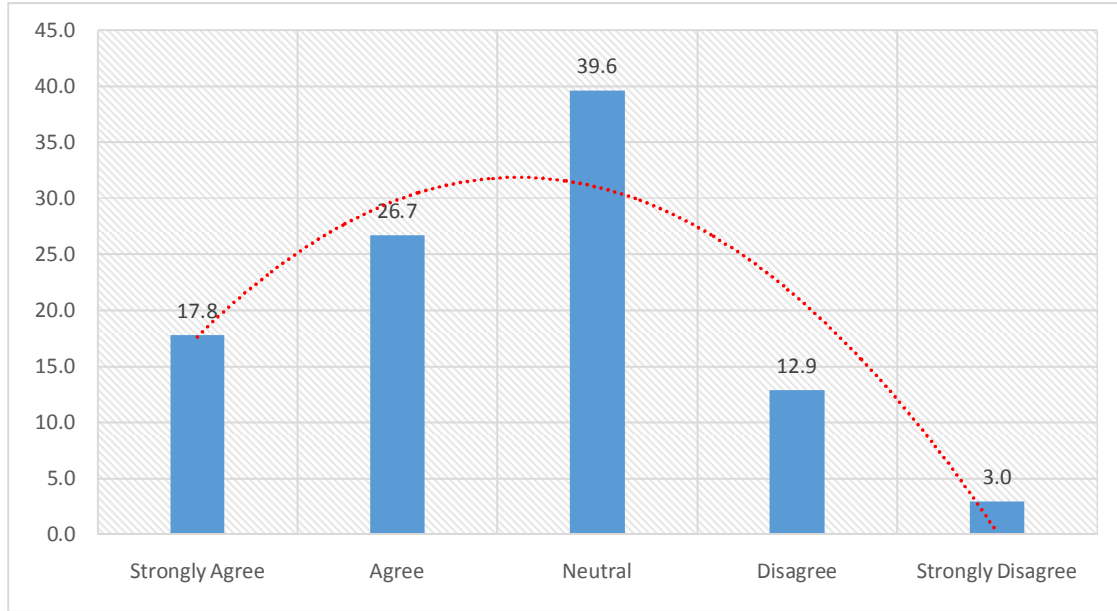
The figure above presents the results of the analysis from which 23.8% of the respondents were seen to be strongly agreeing and 48.5% agreeing. Thus, a total of 72.3% of the respondents were agreeing. The mean rating was computed to be 3.86 and had a relatively low standard deviation of 0.895 along with a high positive skewness statistic of 0.576. These results validate that the national grading system definitely would need to be developed in a participatory manner involving the stakeholders

4.6.3 Support of Quality Management Systems

The sampled respondents were also asked to rate whether they supported the establishment of quality management systems, in the first place. It came out from the analysis that the greater majority of them, 39.6% were rather indifferent, that is, were neutral. A significantly

distinctive skewness could be seen in the distribution with 17.8% of the respondents strongly agreed, as compared with the rather insignificant 3.0% of strongly disagreeing respondents. On the other hand, 26.7% of the respondents were agreeing, while only 12.9% were disagreeing as shown in the figure 4.4 below. Therefore, despite the significantly high proportion of respondents who were indifferent, there was a significant leaning towards agreeing than towards disagreeing.

Figure 4.16: Stakeholders Support the Establishment of Quality Management Systems

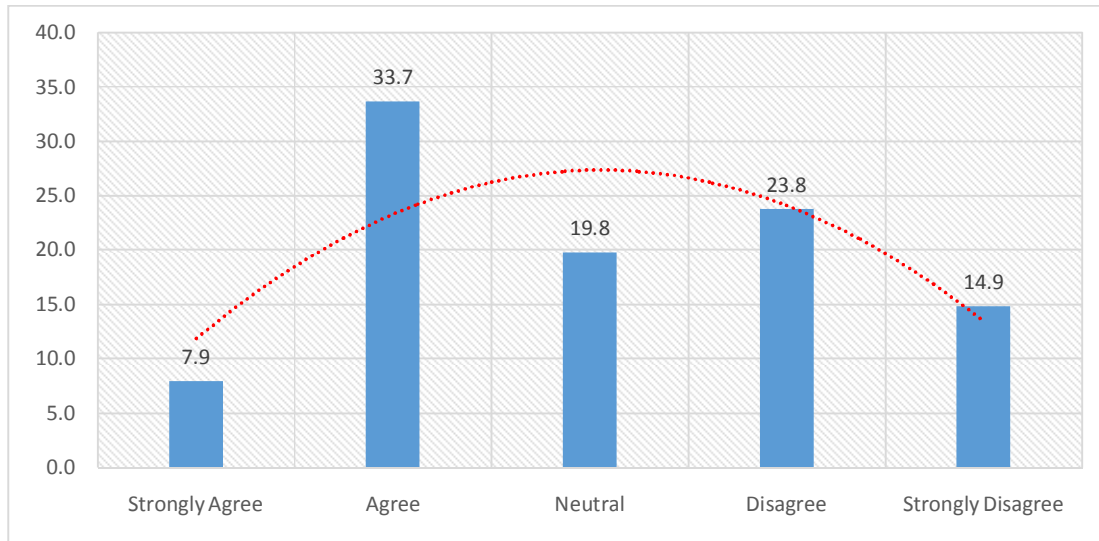


From the Table 4.5, the mean rating was found to be 3.44, with a standard deviation of 1.024 and a very low skewness statistic of 0.108. The latter, 0.108 is highly suggestive of a normal distribution, and the mean rating of 3.44 had a leaning towards the median of 3, again justifying that the leaning towards agreeing was not so strong enough as it was towards neutral.

4.6.4 Support in Establishing Quality Standards

The next question respondents were asked was whether lodges needed any form of support on their efforts to establishing quality standards. The results are presented in the figure below.

Figure 4.17: Support in Establishing Quality Standards



From the results above, it turned out that a significant proportion of 33.7% of the respondents agreed that they did not need support, and with 7.9% of strongly agreeing respondents included, the total observed would be 41.6% of respondents who were agreeing. On the other hand, 23.8% of the respondents disagreed, with an additional 14.8% strongly disagreeing. A total of 39.7% of the respondents were effectively disagreeing, as compared to the established 41.6% agreeing respondents, and these latter statistics were rather marginal. From the Table 4.5, this variable was identified with a mean rating of 2.96, and a very high standard deviation of 1.224 and very high negative kurtosis of -1.105, a significantly platykurtic distribution, which seems to suggest that this question was rather met with mixed feelings. It follows then that in view of these findings, we cannot conclude whether lodges need any form of support in their efforts to establish quality standards.

4.7 Supportive Measures in Place

The fourth objective sought to determine the measures that relevant stakeholders put in place to establish quality management systems in lodges. The summary statistics for the variables under this objective are presented in the Table 4.6 below.

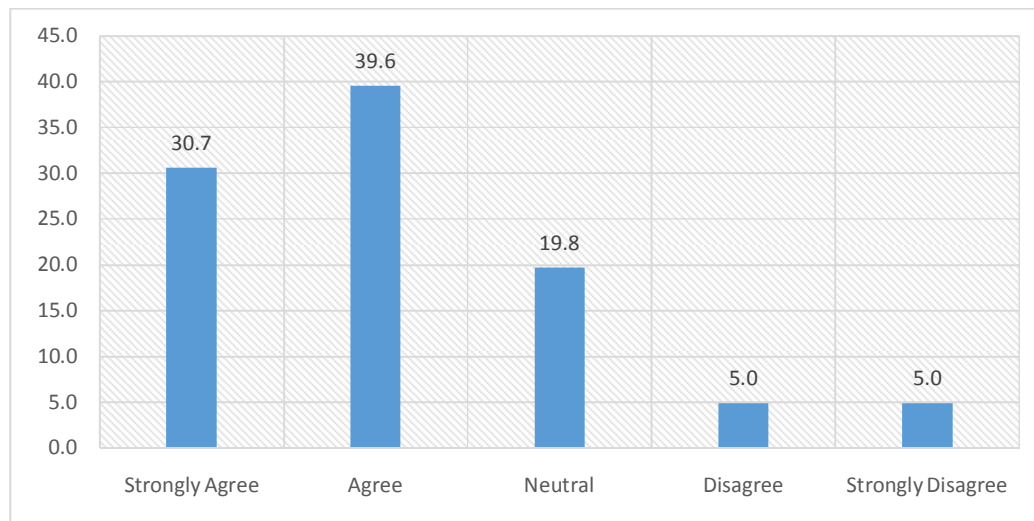
Table 4.6: Statistics - Supportive Measures in Place

	N	Mean		Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Std. Err	Statistic	Statistic	Std. Err	Statistic	Std. Err
Government needs to establish capacity building programs to empower lodge owners	101	3.86	.106	1.068	.974	.240	.649	.476
The monitoring of quality standards in lodges by responsible authorities is not constant	101	3.35	.111	1.117	.110	.240	-.842	.476
The support offered by ZTA and other stakeholders helps enhance quality management	101	3.40	.107	1.078	.214	.240	-.622	.476
Stakeholders have established quality management support systems for lodges	101	3.35	.092	.921	.358	.240	-.432	.476
Valid N (listwise)	101							

4.7.1 Capacity Development by Government

Respondents were asked whether the government needs to establish capacity building programs to empower the lodge owners with quality management skills. The results are presented below.

Figure 4.18: Government needs to Establish Capacity Building Programs



From the analysis of this variable, it turned out that the respondents generally agreed that the government was supposed to establish capacity building programs for lodge owners. This can be justified by the 30.7% of respondents who strongly agreed, while a significant 39.6% of

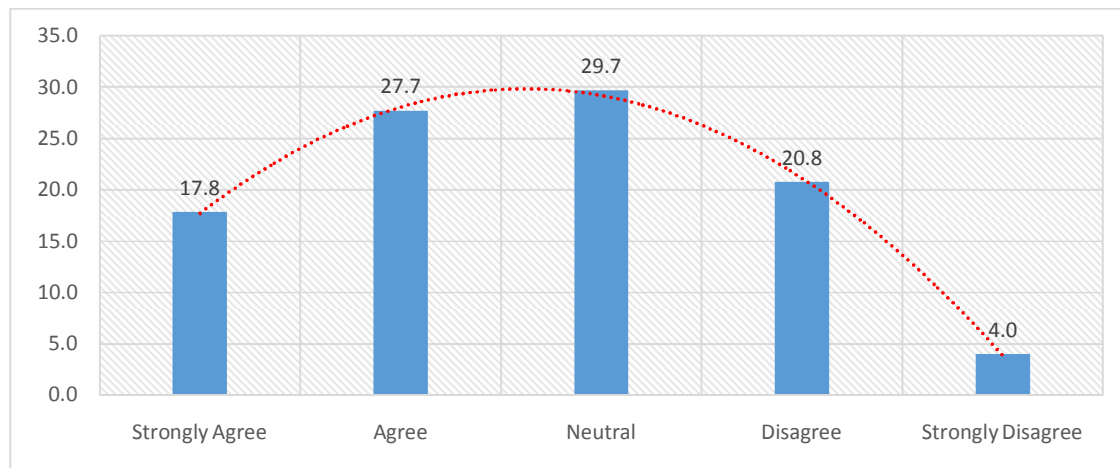
the respondents agreed, implying a cumulative total of 70.3% of respondents who generally agreed. Despite the significantly high proportion of indifferent respondents, 19.8%, merely 5.0% disagreed and strongly disagreed respectively.

With regards to the summary statistics in Table 4.6, the mean rating was established to be 3.86, along with a positive kurtosis of 0.649, too high a statistic that suggests a leptokurtic distribution, that is, a very high concentration of responses about the mean. In summary, the overall outlook was characterized by respondents who were agreeing that the government was supposed to establish capacity building programmes for lodge owners.

4.7.2 Consistency of Standards Monitoring

The other aim of this objective was to ascertain whether or not the monitoring of standards in lodges by responsible authorities was consistent or not. The results from the analysis are presented in the figure 4.4 below. The monitoring of quality standards in lodges by responsible authorities is not constant.

Figure 4.19: Consistency of Standards Monitoring



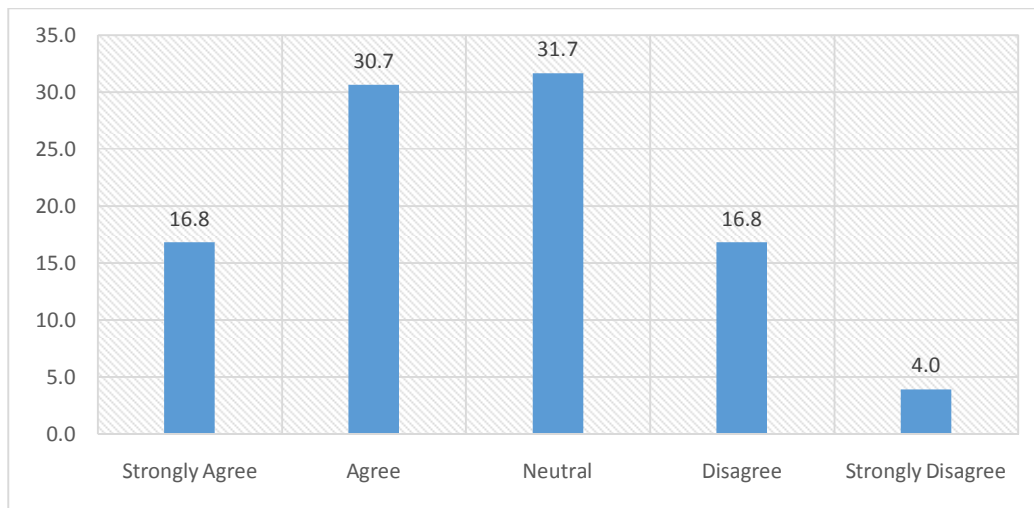
From the results above, it can be seen that there was no consistency in the responses, with 29.7% being neutral. However, 17.8% strongly agreed as compared to 4.0% who strongly disagreed. On the other hand, 27.7% of the respondents agreed, as compared to 20.8% who disagreed. In aggregate, the respondents who agreed were in the excess of 45.5% as compared to 24.8% of those disagreeing.

With regards to the measures of central tendency and dispersion presented in Table 4.6, it can be seen that the mean rating was 3.35 along with a very high standard deviation of 1.117, and a very high negative kurtosis of -0.842. These statistics tend to indicate that despite the agreeing polar was rather higher than the disagreeing polar, we cannot make decisive conclusions.

4.7.3 Support by ZTA

The respondents were also asked whether the support offered by ZTA and other stakeholders helped enhance quality management capacity in lodges. The results are presented below.

Figure 4.20: The Support Offered by ZTA helps Enhance Quality Management

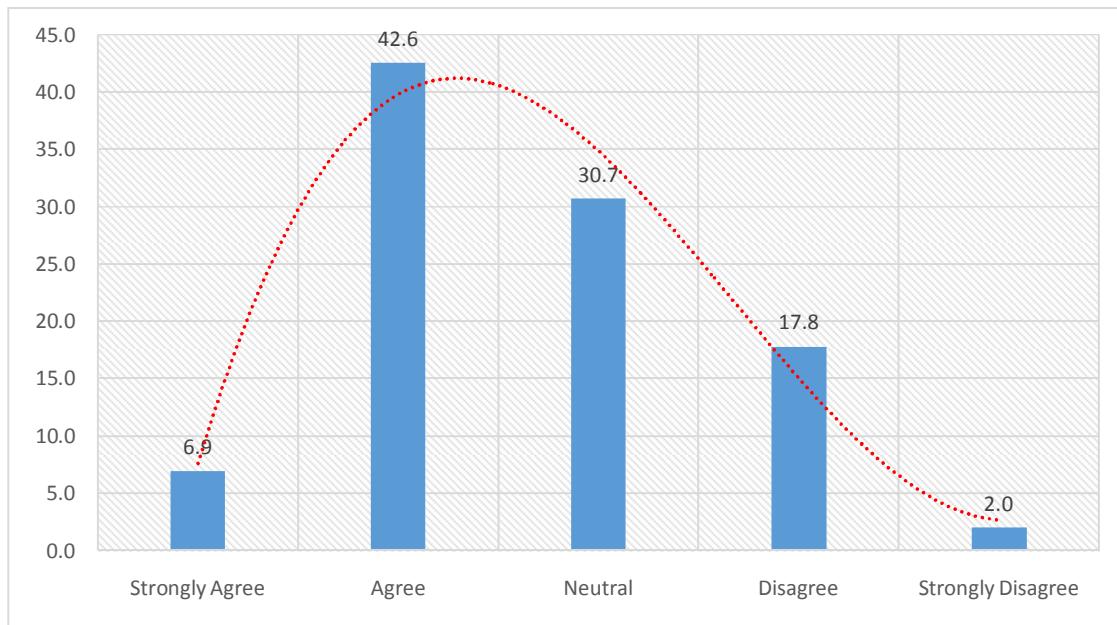


The relative proportion of the neutral respondents was relatively higher than any other response category, being 31.7%. However, with regards to the consolidated agreeing categories, 16.8% strongly agreed, and 30.7% agreed, suggesting that the proportion of agreeing respondents was 47.5%, as compared to the 16.8% and 4.0% of the respondents who were disagreeing and strongly disagreeing respectively. Thus, in summary, the general trend in the responses tended to hint that the support offered by ZTA and other stakeholders helped enhancing quality management capacity in lodges.

4.7.4 Quality Management Support Systems

With a view to establishing whether stakeholders had established quality management support systems, the respondents were asked to rate this on a 5-point likert scale, from strongly agree to strongly disagree. Results from the analysis are presented in the figure 4.4 below.

Figure 4.21: Quality Management Support Systems



The greatest frequency of respondents (42.6%) agreed that stakeholders had established quality management support systems, and when including those who strongly agreed (6.9%), the cumulative total of the frequency of consenting respondents was 49.5%. A significant proportion of respondents, 30.7%, were neutral, while 17.8% of the respondents disagreed, and 2.0% strongly disagreed. Thus in aggregate there was a relatively high proportion of respondents who agreed that they had established quality management system for lodges.

4.8 Redressing Strategies

The fifth research objective was to help unearth the strategies that stakeholders could adopt to help address the challenges of quality management in lodges. The summary statistics for the variables used to address this objective are presented in the table below

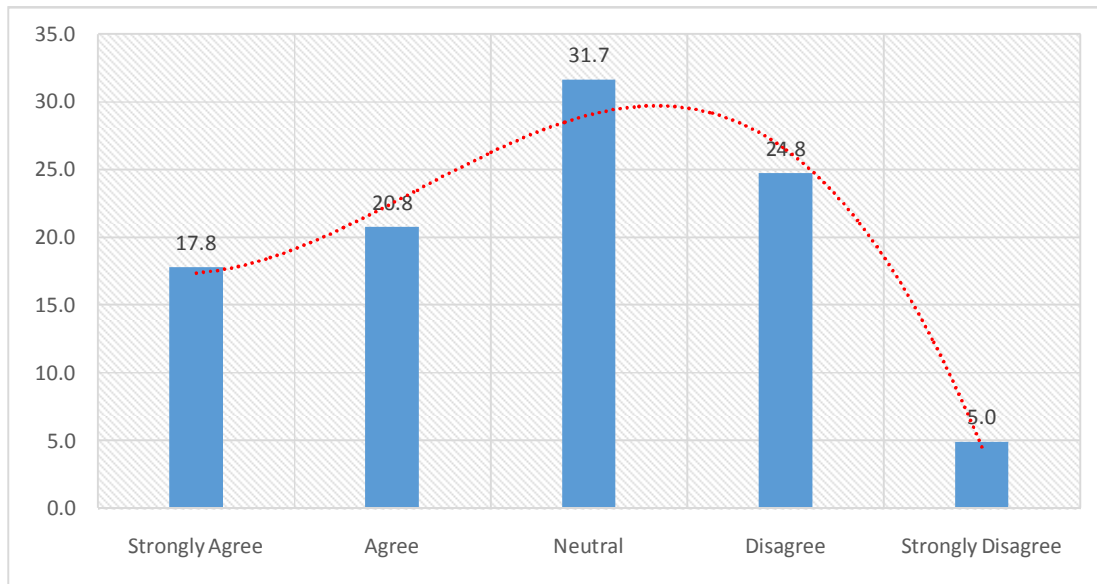
Table 4.7: Redressing Strategies

	N	Mean		Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Std. Err	Statistic	Statistic	Std. Err	Statistic	Std. Err
Stakeholders efforts towards improved quality management in lodges are effective	101	3.22	.115	1.154	-.079	.240	-.905	.476
Stakeholder support interventions do not focus on the needs of lodges	101	3.24	.114	1.141	.070	.240	-.657	.476
ZTA and other stakeholders conduct researches to establish the gaps that exist in quality management programs	101	3.16	.119	1.198	.027	.240	-.950	.476
ZTA and other stakeholders need to establish a strategic information exchange platform	101	4.12	.092	.920	.712	.240	-.470	.476
Valid N (listwise)	101							

4.8.1 Effectiveness of Quality Management Efforts

The figure below presents the findings from the analysis of the respondents' responses to the effectiveness of quality management efforts by stakeholders in lodges. There was a significantly high proportion of respondents who were neutral (31.7%). This significantly high proportion of indifferent respondents can be attributed to the deficiency in specificity by the respondents, they were generally agreeing that the efforts by the stakeholders towards improving quality management in lodges were effective. This is evidenced by 17.8% of respondents who strongly agreed and 20.8% who agreed, and hence a cumulative total of 38.6%, as compared to 24.8% who disagreed.

Figure 4.22: Effectiveness of Quality Management Efforts

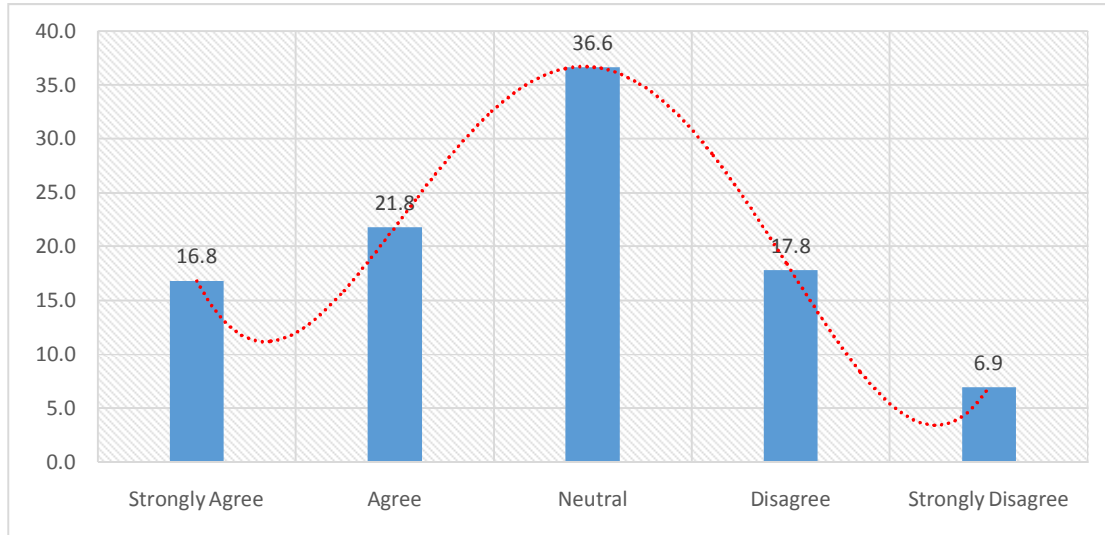


With relation to the Table 4.7, the mean rating for this variable was 3.22, along with a very high standard deviation of 1.154, and a negative kurtosis of -0.905. These statistics suggest that there was a wider spread of responses about the mean, and taking into account the skewness statistic of -0.079, by virtue of this approximating 0.000, it follows that the distribution was rather normally distributed about the mean. In summary, it cannot be concluded whether the stakeholders; efforts towards improved quality management in lodges are effective or not effective.

4.8.2 Needs of Lodges

From the interviews, the researcher had premised that stakeholder support interventions do not focus on the needs of lodges. To cross validate this, the respondents were asked to rate the extent to which they agreed or disagreed. The results from the analysis illustrated in Figure 4.4 below show that 36.6% of the respondents were rather neutral to this question. However, with respect to the other polars of the responses, 16.8% of the respondents strongly agreed, as compared to 6.9% who strongly disagreed. On the other hand, 21.8% of the respondents agreed as compared to 17.8% of respondents who disagreed. Thus, overall, there were more respondents who were agreeing that stakeholder support interventions do not focus on the needs of lodges, with a cumulative total of 38.6% as compared to 24.7% of those who disagreed as illustrated in the Figure 4.23 below.

Figure 4.23: Do Stakeholder Support Interventions Focus on the Needs of Lodges

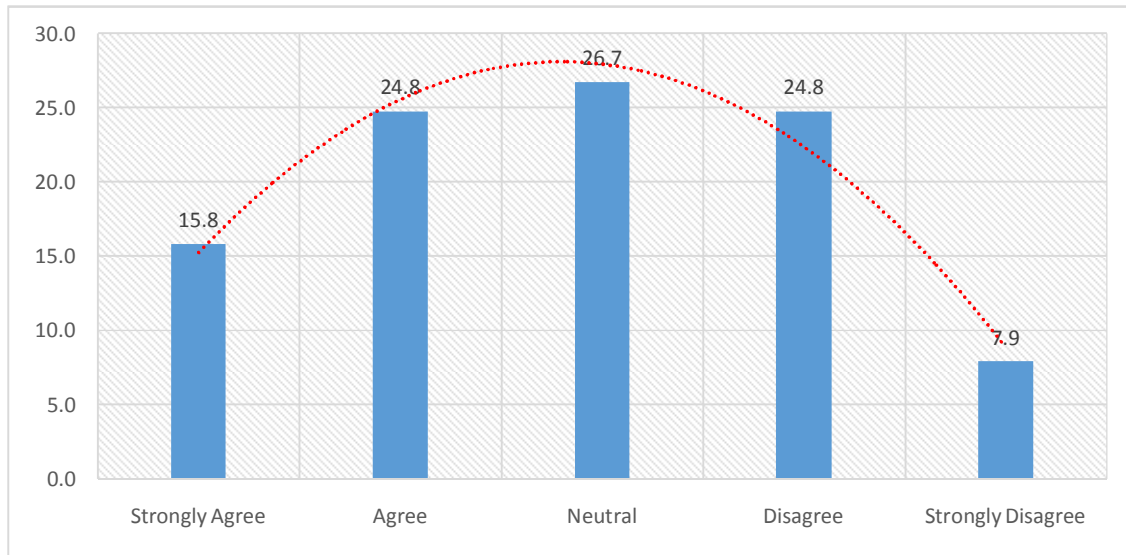


With respect to the summary statistics in Table 4.7, the mean rating was seen to be 3.24, and the standard deviation was 1.141, along with a relatively high negative kurtosis statistic of -0.657. The skewness statistic was 0.070. In this regard, the mean rating approximating the median rating of 3, again it follows that the findings were not conclusive enough.

4.8.3 Gap Analysis Research

In light of the challenges that were being faced in relation to quality management, it was also the purpose of the study to determine whether ZTA and other stakeholders were conducting researches to establish the gaps that exist in quality management programs. From the figure below, it can be seen that the distribution of the responses was rather normally distributed, but however with a marginal skewness towards the disagreeing. The greatest frequency comprised of the respondents who were neutral and this constituted 26.7%. There was an equal distribution of respondents who agreed and disagreed, having a common frequency of 24.8% respectively. However, with regards to the far-end polars of the distribution, 15.8% of the respondents strongly agreed, as compared to the 7.9% who strongly disagreed.

Figure 4.24: Gap Analysis Research

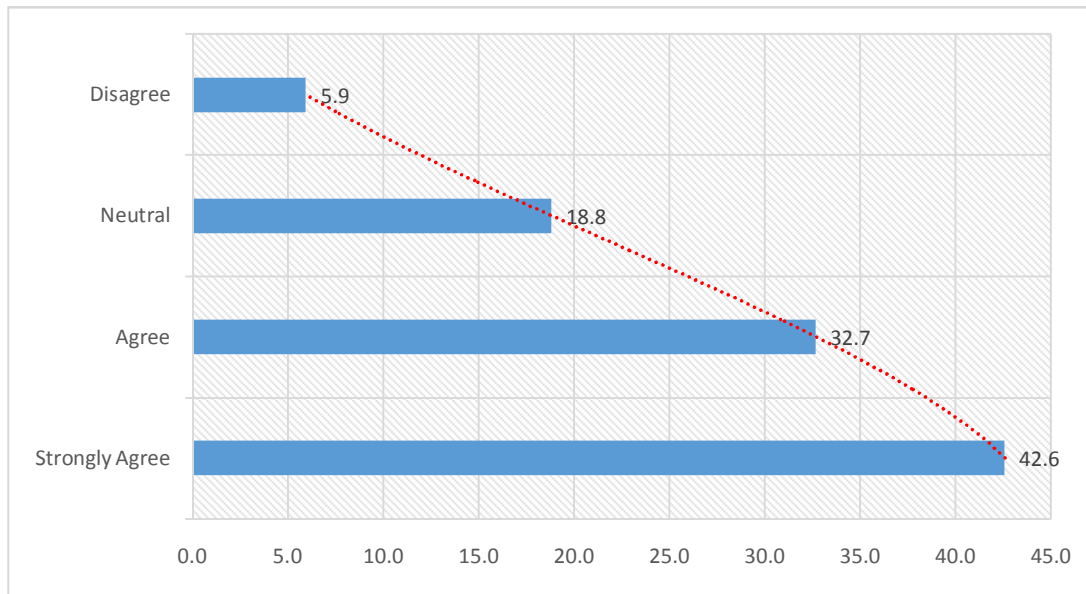


From Table 4.7, the mean rating was 3.16 and this was characterized by a skewness statistic of 0.027. The latter signals the presence of a normal distribution about the median value, which is also validated by the 3.16 which approximates the median statistic of 3 on a 5-point Likert scale. In summary thus, although we can be seen that overall, the respondents were affirming than not affirming to the conductance of researches aimed at establishing gaps that exist in quality management programs, the difference is marginal to be conclusive.

4.8.4 Strategic Information Exchange Platform

The ultimate question this research ought to answer was whether ZTA and other stakeholders would need to establish a strategic information exchange platform for the enhancement of quality in lodges. The results are presented in the figure below.

Figure 4.25: Need to Establish a Strategic Information Exchange Platform



From the above findings, 42.6% of the respondents strongly agreed, with 32.7% agreeing. Effectively, 75.3% of the respondents strongly affirmed the need to establish a strategic information exchange platform, and hence the high mean rating of 4.12 (Table 4.7). Only 18.8% of the respondents were neutral, with merely 5.9% disagreeing. It can be worthwhile mentioning that none of the respondents strongly disagreed suggesting the very significant skewness of 0.712.

4.9 Summary

This chapter was mainly centered on the presentation and analysis of the gathered data from both secondary and primary sources. The response rate of questionnaires and interview were looked into and the data therefore was presented in the form of tables, charts and graphs. The next chapter will give the summary of the whole research study, conclusion also will be drawn, recommendations will be stated and lastly the suggestions for the future research will be made.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the researcher makes inferences and conclusions of the research using the information obtained from the findings as discussed in Chapter Four. Appropriate reference will be made to sections of this document in support of the conclusions drawn. The researcher will also make recommendations based on the findings and areas of further study will also be given in this chapter.

5.2 Discussion

The major research objective that shaped this study was to establish the causes of non-adherence to set quality standards by lodges in Zimbabwe, and was mainly addressed by the following research questions:

- ❖ What causes lodges not to adhere to set quality standards in their day to day operations?
- ❖ To what extent do Zimbabwean lodges adhere to ZTA's prescribed quality standards?
- ❖ Do the current quality management practices in lodges have deficiencies that may entail the necessity of supplementary capacity building?
- ❖ Are quality management practices in Zimbabwean lodges being influenced by the economic environment?
- ❖ Are the supportive measures to enhance quality governance by the key Tourism and Hospitality stakeholders sufficient, or there is a need for intervention? and
- ❖ What strategies can be recommended to stakeholders to help address the challenges of quality management in lodges?

5.2.1 Causes of non-adherence to Quality standards

The first objective and research question of the research study sought to find out if there were any possible causes that made lodges not to adhere to set quality standards in their day to day

operations. This research objective was responded to by mixed feelings and views. Findings tabled in Chapter 4 revealed that majority of lodges said that they adhere to set quality standards. However deeper into the research it turned out that causes of non-adherence to set quality standards are:

- a) Lack of capacity to maintain the expected standards;
- b) Lack of resources such as modern equipment;
- c) Lack of well trained support staff;
- d) Lack of training and capacity building of lodges owners;
- e) Most lodge owners lack passion for the industry;
- f) Standards are realistic but the nature of the economy is somewhat a hindrance to maintaining set quality standards;
- g) No specific department set by ZTA and HAZ focusing only on the quality standards and development of Lodges;
- h) No Tourism and Hospitality stakeholder support systems;
- i) Lack of research by Tourism and Hospitality stakeholders focusing on lodges quality standards and development; and
- j) Lack of strategic information exchange platform for the enhancement of quality in lodges.

5.2.2 Extent to adherence to Quality standards

The second research question of the study sought to establish the extent to which Zimbabwean lodges adhered to the quality standards set by the ZTA grading system. From the descriptive analysis, it turned out that the lodges generally consented to adhering to the set standards. However, to inferentially establish whether the observed frequency distributions were reflective of the real situation, the following hypotheses would best be addressed by means of the Binomial test.

Test: Binomial Analysis

Hypothesis: H_0 : Zimbabwean lodges do not adhere to quality standards

H_1 : Zimbabwean lodges do adhere to quality standards

Significance Level: 95% (2-tailed)

Test Value: 3 (Being the median on a 5-point Likert scale)

Test Proportion: 50% (0.5)

Rejection Criteria: Reject H_0 if $p \leq 0.05$; Accept H_0 if $p > 0.05$

The results of the analysis are presented below.

Table 5.1: Binomial Test –Adherence to Quality Standards

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
The organization adheres to quality standards set by the ZTA grading system	Group 1	>3	86	.85	.000
	Group 2	<=3	15	.15	
	Total		101	1.00	

From the above results, the proportion of respondents agreeing was 86% whereas that of those neutral or disagreeing was 15%. The p-value (0.000) being less than 0.05, we therefore reject the null hypothesis and conclude with the alternative hypothesis that there seemed to exist significant evidence at the 95% confidence level to suggest that Zimbabwean lodges did adhere to set standards. In other words, from the perspective of the respondents, there were rather minor compliance issues between the lodges and the benchmarked standard.

However, regarding the capacity to meet the expected standards is concerned, despite that a significant number of the respondents were agreeing that they had enough resources to meet the expected standards, the other residual were either not sure or disagreed that they did not have enough resources. Furthermore, the majority consented that the lack of resources hinders their organization from keeping up with prescribed standards. The other challenge that was identified was the dearth of capacity building programs, which from the research came out as one of the most important matters to be addressed.

5.2.3 Quality Management Training

The third research question was aimed at determining whether the lodge owners and the personnel needed constant training and exchange programs focusing on quality management. From the analysis, it came out that there was a very high consensus in the responses that suggested that quality management training was very necessary in the organisation. It was also established that not only was there the need for organizational staff to undergo capacity development in quality management, but that it was even more imperative for the lodge owners. Thus, to inferentially validate or disapprove the hypothesis, the following Binomial test was done.

Test: Binomial Analysis

Hypothesis: *H₀: There is no need for organizational staff to be trained*
H₁: There is a need for organizational staff to be trained

H₀: There is no need for lodge owners to be trained
H₁: There is a need for lodge owners to be trained

Significance Level: 95% (2-tailed)

Test Value: 3 (Being the median on a 5-point Likert scale)

Test Proportion: 50% (0.5)

Rejection Criteria: Reject H₀ if $\alpha \leq 0.05$; Accept H₀ if $\alpha > 0.05$

The results of the analysis are presented below.

Table 5.2: Binomial Test – Capacity Development

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Organizational staff requires capacity development in quality management	Group 1	>3	69	.68	.50	.000
	Group 2	<=3	32	.32		
	Total		101	1.00		
Lodge owners require constant training focusing on quality management	Group 1	>3	61	.60	.50	.046
	Group 2	<=3	40	.40		
	Total		101	1.00		

From the results, the proportion of respondents saying organisational staff needed training was 69%, while that of lodge owners was 60%. The resulting p-values were 0.000 and 0.046 respectively. Both being less than the critical significant p-value of 0.05, we therefore reject the null hypothesis and conclude that there is a great need for lodge owners and organisational staff to be trained on quality management. The respondents were also asked to rate whether the lodge grading standards in Zimbabwe set realistic standards. From the obtained statistics were rather inconclusive with regards to whether the lodge grading systems set realistic standards. Again, the achievability of the set standards was evaluated, and again, the responses were rather inconclusive with the greater majority being indifferent, and the distribution being characterised by a very wide standard deviation as a result of possibly, that the respondents may not have been in knowledge of the standards set by the grading system.

5.2.4 Quality of Standards vis-à-vis the Economic Environment

The fourth research question of the research sought to establish whether or not the economic environment in the country would require flexibility in the grading of quality standards. It was established from the descriptive analysis that this objective was met with mixed feelings, with almost equal distributions in the responses. Thus, with the nature of the results in Chapter 4, there cannot be a conclusive perspective as to whether the current economic environment can entail flexibility in the grading of quality standards. However, to inferentially approve or disapprove the hypothesis, the following Binomial test was conducted.

Test: Binomial Analysis

Hypothesis: H_0 : The economic environment does not require flexibility in the grading of quality standards for lodges

H_1 : The economic environment does require flexibility in the grading of quality standards for lodges

Significance Level: 95% (2-tailed)

Test Value: 3 (Being the median on a 5-point Likert scale)

Test Proportion: 50% (0.5)

Rejection Criteria: Reject H_0 if $\alpha \leq 0.05$; Accept H_0 if $\alpha > 0.05$

Table 5.3: Binomial Test – Economic Environment

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
The economic environment required flexibility in grading quality standards	Group 1	>3	44	.44	.50	.232
	Group 2	<=3	57	.56		
	Total		101	1.00		

From the analysis above, the relative proportion of the respondents suggesting that the economic environment required flexibility in grading quality standards was 44%, whereas that which suggested otherwise were 56%. The corresponding p-value was 0.232. The latter being greater than the critical 0.05, we therefore accept the null hypothesis and conclude that the economic environment does not require flexibility in the grading of quality standards for lodges in Zimbabwe.

Otherwise, with respect to the other follow-up variables under this objective, these results validate that the national grading system definitely would need to be developed in a participatory manner involving the stakeholders. The sampled respondents were also asked to rate whether they supported the establishment of quality management systems, in the first place. It came out from the analysis that despite the significantly high proportion of respondents who were indifferent, there was a significant leaning towards those who supported the establishment of quality management systems. However, in view of these

findings, we cannot conclude whether lodges need any form of support in their efforts to establish quality standards.

5.2.5 Supportive Measures

The fifth research question sought to determine the degree of efficacy of the measures that relevant stakeholders put in place, if any, to establish quality management systems in lodges. From the analysis in Chapter 4, there were rather mixed perceptions with respect to the extent to which stakeholders supported the establishment of quality management systems in lodges. To aid in the inferential assessment of this objectives, as in the other case above, the Binomial analysis was deemed the best test to use. The following parameters were employed.

Test: Binomial Analysis

Hypothesis: *H₀: Relevant stakeholders have not assisted in the establishment of quality management systems in lodges*

H₁: Relevant stakeholders have indeed assisted in the establishment of quality management systems in lodges

Significance Level: 95% (2-tailed)

Test Value: 3 (Being the median on a 5-point Likert scale)

Test Proportion: 50% (0.5)

Rejection Criteria: Reject H₀ if $\hat{p} \leq 0.05$; Accept H₀ if $\hat{p} > 0.05$

The results of the analysis are presented in the table below.

Table 5.4: Binomial Test – Support for the Establishment of Quality Management Systems

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Stakeholders support the establishment of quality management systems in lodges	Group 1	> 3	45	.45	.50	.320
	Group 2	<= 3	56	.55		
	Total		101	1.00		

From the above test, the relative proportion of respondents suggesting that the relevant stakeholders have not been supportive was 55%, with those who have been supportive being 45%. The observed p-value was 0.320, as compared to the hypothetical 0.05 for statistical significance. The former being greater than the latter, from the rejection criteria, we therefore accept the null hypothesis and conclude that the research failed to provide sufficient evidence at the 95% confidence level to vindicate the supportive measures currently in place.

To further help address this objective, respondents were asked whether the government needed to establish capacity building programs to empower the lodge owners with quality management skills. Overall, the respondents were more receptive and agreed that the government was supposed to establish capacity building programmes for lodge owners. Another hindrance that could present insuperable barricades seems to have been a result of the inconsistency in the monitoring of standards in lodges by responsible authorities. The findings tend to indicate that despite the agreeing polar was rather higher than the disagreeing polar, we cannot make decisive conclusions. Overall, when asked whether the support offered by ZTA and other stakeholders helped enhance quality management capacity in lodges, the general trend in the responses tended to hint that the support offered by ZTA and other stakeholders did help enhance quality management capacity.

5.2.6 Redressing Strategies

The sixth research question was to help unearth the strategies that stakeholders could adopt to help address the challenges of quality management in lodges. To best arrive at these strategies, the researcher dwelled on the qualitative responses from the face-to-face interviews with the lodge management and the key stakeholders. From the evaluation of the suggested strategies, below are the most significant ones:

- a) Checking on quality constantly;
- b) Duty exemptions if lodges want to import capital goods;
- c) Free consultations on how to improve quality services;
- d) Establish a revolving fund where lodges can borrow and repay with a favourable interest rate; and
- e) Offer training programs to personnel already employed and not qualified.

5.3 Conclusions

The main conclusions drawn from the current study are presented thematically below.

Objective 1: The first objective, which essentially formed the crux of the research, research findings in Chapter 4 concluded that causes of non-adherence to set quality standards were a result of, amongst other factors: lack of capacity to maintain the expected standards, lack of resources, lack of well trained support staff, lack of training of owners, lack of research by ZTA, no strategic information exchange platform, no support system and no Government intervention.

- **Lack of capacity and resources to maintain quality standards:** Findings from question 1 of the questionnaire revealed a significant number of lodges saying that they do adhere to ZTA grading and quality systems. However, it is by this research study that most of the lodges in Harare do not adhere to quality set standards by ZTA or to the Statutory Instrument 128 of 2005. Most lodges do not have the capacity to maintain the expected standards (Question 2) and resources (Question 3) such as possessing modern equipment like vacuum cleaners and washing machines. Evidence drawn also from chapter 1 is that most lodges do not timeously change or send for dry cleaning linen and blankets;
- **Lack of trained Lodge owners and support staff:** Question 3 and 4 concluded that there is need for training and capacity building specifically for lodges owners and employees manning the lodges. The study found out that most lodge owners start this business because they want to make extra income or they just want to invest in lodges whereas they lack passion for the industry. Most lodge owners and employees lack knowledge and education of the Statutory Instrument 128 of 2005 and Tourism Act 14:20;
- **Lack of quality management:** After listening to the testimonies of mostly Operations Managers on quality management, the researcher deduced that this was one of the major impediments to adhering to quality set standards. In the majority of cases in the interviews Operations Managers sighted that majority of lodge owners

lacked passion for the industry, poor leadership styles, lacked industry research and knowledge, lacked transparency, accountability and formal guidelines and lacked research pertaining to improving quality standards;

- **Failure to communicate and link up with Tourism and Hospitality stakeholders:** The study that found out that lodges were not in touch with the various initiatives that had been put in place in their favour by stakeholders such as ZTA, ZCT and HAZ, including the Government. The tendency to operate independently without linking up with developments in the hospitality industry, made lodges fail to adhere or improve on their quality standards;
- **No strategic information exchange platform:** The analysis of both quantitative and qualitative findings of the research study revealed that ZTA and other Tourism and Hospitality stakeholders had no strategic information exchange platform that would continuously enhance quality in lodges. An example would be for instance most lodge owners sighted that ZTA has no department established specifically for the enhancement of lodges quality, research and developments, needs and database;
- **Lacking a more coordinated monitoring and evaluating system:** Lodge personnel described Tourism and Hospitality authorities as not being strict on them in enforcing quality standards. Upon listening to their testimonies they even sighted that most of their lodges would not been operating also as brothels or hubs for drug dealing. Tourism and Hospitality authorities need to urgently engage in a more professional and strict approach; and
- **Lodges need support in their efforts to establish quality standards:** The research found out that lodges need support in their efforts to establish quality standards (Question 12). They revealed the need for financial and non financial assistance of course with strict auditing. They sighted the need for support although the standards are achievable (question 7 and 8) but because of the current state of the economy (Question 9) support is really needed. Currently, lodges have found not been financially and non financially supported in their efforts to establish quality standards.

Lodges sighted the need for Tourism and Hospitality authorities to introduce free importation of capital goods and Tax rebates.

Objective 2: The second objective addressed the reasons why lodges in Harare do not adhere to set quality standards. From evidence drawn in the findings in Chapter 4, it can be concluded that amongst other reasons: Lack of adequate Tourism and Hospitality industry knowledge and education by some lodge owners and support staff, lack of focus and vision and the nature of the economy. There is need to continue training lodge owners / Operations Managers / General Managers. Zimbabwe Tourism Authority (ZTA) quality and grading team erred the same view through a qualitative questionnaire that lodge Owners / Operations Managers / General Managers need constant training and even exchange programs with international hospitality leaders.

- **Lack of adequate Tourism and Hospitality industry knowledge and education:** Research findings as revealed by objective 2 and Question 4 and 5 concluded that majority of lodge owners and support staff lacked adequate Tourism and Hospitality industry knowledge and training. An example would be for instance most lodge personnel are not aware of contents of the Tourism Act 14:20 and Statutory Instrument 128 of 2005. Their lack of passion and industry knowledge and education has made it difficult for them to adhere to quality set standards. However some lodge personnel have urged that there in the -knowøabout the quality standards required but they do not have the capacity to incorporate it in their businesses (Question 9);
- **Lack of focus and vision:** Owing to the fact that some Lodges lacked a clear vision and mission to guide them towards specific objectives and goals, it was difficult for them to appreciate the value of adhering to quality set standards by Tourism and Hospitality authorities. Findings were that some lodges had the tendency to -short cutø their operations and that their planning was not futuristic; and
- **Standards are realistic but the nature of the economy is a hindrance:** Standards set by the ZTA and documented through the Statutory Instrument 128 of 2005 majority of lodges said there realistic and achievable (Question 7 and 8), but the nature of the economy is a hindrance (Question 9) and there no support systems offered by ZTA

and other stakeholders that enhance quality management capacity in lodges (Question 15 and 16). Lodges erred that the nature of the economy at 0.00% inflation rate, GDP growth rate at 3.2% and 2015 national budget cuts spending by 18.8% compared to 2014 (Old Mutual November 2014 Economic brief) made it difficult for them to purchase high quality capital goods.

The second objective formed the climax of the research study. It brought out interesting findings with some respondents sighting that there is no significant relationship between the economy and quality standards. Other respondents highlighted that there is a relationship. However from the findings reflected in chapter 4, it can be concluded that there is no significant relationship between the current Zimbabwean economy and quality standards. The research study, even in Chapter 1 reviewed that most lodges in Harare are net profiting about US\$300.00 (R3 000) per day, which is more than enough to continuously fund quality management.

Objective 3: The third objective focused on what measures stakeholders have put in place to support the establishment of quality management system in lodges. Results from Chapter 4 concluded that there some strategies put in place but for them to effectively produce positive results there is need for Government intervention. Intervention from the Government through the Ministry of Tourism and Hospitality and International Hospitality Organisations is vital.

- **Government need to intervene:** Research findings were that Government need to establish capacity building programmes to empower lodge owners with quality management skills. Lodge owners also highlighted the need for Government and Tourism and Hospitality authorities to intervene and to establish quality management support systems for lodges.

Objective 4: The last objective concluded and cemented the research study by highlighting the need for more strategies to be implemented so that lodges service and product quality improve.

- **Lack of research:** When asked why it was difficult for lodge owners to adhere to quality set standards, some lodge owners explained that ZTA and other stakeholders lack research to establish the gaps that exist in quality management empowerment

programs. Research allows for recommendations and implementation of new ideas and to develop on the existing. Research allows for new ideas on how to improve quality; and

- **No strategic information exchange platform / department:** The research study found out that ZTA and other stakeholders need to establish strategic information exchange platform / department for the enhancement of quality in lodges. The study found out that there is no strategic information exchange platform where lodge owners and ZTA and other stakeholders can directly exchange information. A platform which solely focuses on lodge quality standards issues.

5.4 Recommendations

From the foregoing, in light of the afore-mentioned conclusions, the researcher hereby proposes the following recommendations.

5.4.1 Quality Management Recommendations

From the research, it came out that there were problems with the manner in which quality standards are enforced and monitored. It also came out that there were no defined strict measures for offending lodges, something which potentially led to laxity on the part of the lodges. It is therefore recommended that:

- Lodges need to be constantly, strictly and unexpectedly visited by the ZTA and HAZ grading and quality team. It stimulates lodges to be ever prepared and ready to offer quality services. It avoids temporal make-ups if there warned about the ZTA and HAZ visit;
- ZTA and HAZ must document and open files for each and every lodge. Strictly monitoring progress on quality improvements;
- As follow-ups to documentation and opening files ZTA, HAZ and Ministry of Tourism and Hospitality must establish a strategic information exchange platform for the enhancement of quality in lodges; and
- A Quality Circle and Six Sigma approach can aid in disseminating quality information in lodges.

5.4.2 Capacity Building Recommendations

The second objective concluded that lodge owners / General Managers and Operational Managers need constant supplementary training and exchange programs. Therefore it can be

recommended that lodge owners / General Managers and Operational Managers including their personnel be constantly offered training from front office operations, housekeeping, public areas, maintenance, administration and accounting, customer service, food and beverages and information technology. training and capacity building can be addressed on a short and long term basis.

- **On a short term basis:** ZTA and HAZ need to constantly and intensively train and educate lodge personnel pertaining to issues related to the Statutory Instrument 128 of 2005 and Tourism Act 14:20. There is need also to train lodge personnel strictly focusing on standards acceptable internally and externally on all lodges;
- ZTA and HAZ need to arrange for lodge personnel to go on short-term exchange programs (one ó six months) to countries that have excellent reputation for service delivery and management in the Hospitality industry. Also arrangements can be made with institutions such as the University of Zimbabwe (UZ), whose Tourism, Leisure and Hospitality department can conduct training on all lodge personnel the whole of Zimbabwe;
- **Long term recommendations:** The ZTA and HAZ need to strictly undertake a range of feasibility studies on potential new products and services and market them to all lodges in Zimbabwe. At least the service must be standardized not what it is reflecting now. There is a big difference in quality service offering in lodges in the Avenues and those operating in areas such as Greendale and Chisipiti;
- ZTA and HAZ need to aid equip training institutions such as University of Zimbabwe (UZ) and Chinhoyi University (CUT) with resources, and in order to facilitate them to produce graduates that meet the needs of the industry; and
- Key tourism and hospitality stakeholders need to come up with quality management committees, in the form of Quality Circles and therefore introduce a Six Sigma approach in all lodges in Zimbabwe.

5.4.3 Recommendations for the Key Stakeholders

The second objective sought to find out whether the non-adherence to quality management practices in Zimbabwean lodges is being influenced by the economic environment. Results from Chapter 4 concluded that there is no significant relationship between the current Zimbabwean economy and quality standards. Therefore it can be recommended that:

- **In the short term:** ZTA and HAZ authorities need to educate and train lodge personnel towards a mind set change and focus more on continuous quality improvement;
- Encourage lodges to motivate employees intrinsically and extrinsically; and
- **Long term recommendations:** Lodge owners in collaboration with the banking sector must come up with a revolving fund (focusing on improving quality) where lodges can borrow and repay with a lower interest rate. The borrowed funds must be strictly audited;

The third objective reviewed that there is need for government intervention through the Ministry of Tourism and Hospitality in enforcing quality management practises in lodges. Ministry of Tourism and Hospitality together with ZTA and HAZ must intervene with strict measures that make lodges to constantly adhere to quality standards.

- The Ministry of Tourism and Hospitality must intervene and aid ZTA and HAZ, through introduction of stiffer penalties, de-registration, and closing down operations of all lodges not adhering to quality standards. The Ministry of Tourism and Hospitality must seriously monitor day to day operations of lodges. Come up with a database of all lodges in Zimbabwe and make sure that all unregistered lodges are registered and are strictly adhering to quality set standards;
- The Ministry of Tourism, ZTA and HAZ must engage in surprise visits to all lodges. Those who are practicing illegal acts or unregistered lodges must face stiff penalties must be introduced, and on more serious offences a jail sentence must be served.; and
- Tourism and Hospitality authorities must strictly monitor and audit regularly financial and non-financial activities in all lodges, all with the aim of improving quality.

The fourth objective, which essentially was the last objective, concluded that there is need to continuously come up with strategies to improve quality in lodges. It can therefore be recommended that:

- Government needs to introduce duty exemptions when lodges want to import capital goods necessary to enhance achievement of quality standards;
- Consultations on ways and means to improve quality: Quality circles and Six Sigma approach;
- Introduce a revolving fund with low interest rates, without affecting day to day operations;
- Introduce compulsory registration and stiffer penalties;
- Come up with a more documented and presentable database for all lodges in Zimbabwe;
- Research and implement what other countries such as South Africa and Malaysia are doing;
- Offer training to all personnel; and
- Sponsor or donate goods such as paints, sheets, cutlery, services, computers, desks, chairs and beds.

The use of both quantitative and qualitative approaches helps researchers to establish a richer picture of the situations on the ground. Hence, the study would like to provide for; other recommendations to Lodges, Government and Tourism and Hospitality authorities.

5.4.4 Other Recommendations to lodges

It is the researcher's view that Lodge Owners / General Managers and Operations Managers have a role to play in implementing quality standards and they need to address the following issues:

- **Motivate Staff financially and non-financially:** Motivational theorists such as Maslow, McClelland and Herzberg have always advocated for employee motivation so that business operations are done accordingly. Motivating staff financially and non financially is very important. It is the researcher's view that if

staff are motivated they would be able to adhere to set quality standards. They avoid short cuts and temporal "make ups". The current situation as brought out from Chapter 1 right through Chapter 4 is that most support staff are earning below US\$300.00 whilst General Managers are pocketing nearly US\$1 800.00, such a wide salary gap is de-motivating and allows for quality compromising;

- **Establish Human capital systems:** The subject of poor or ineffective human resources management systems in lodges came up a lot in interviews with all the two clusters of respondents. In the majority of cases, employees are engaged without fixed contracts, while some are not clear about their roles within the business. This lack of well-coordinated human resources management systems leads to demotivation of staff, causing lack of commitment and dedication to duty. It is a fact that where there is no job security and good quality of work life, employees' commitment to the organization is compromised. The establishment of visible human resources management systems in Lodges would help ensure the success of adherence to set quality standards by Tourism and Hospitality authorities;
- **Establish formal and standardized operational systems:** Lodges owners / General Managers and Operational Managers need to establish formal and standardized operational systems. The organizations need to be structured in a logical manner, which ensures clarity of roles and synergy across department. Only a few of the lodges are departmentalized but a lot of them just operate following the whims of the owner without structures and hierarchical frameworks being visible. Adhering to set quality standards is difficult to introduce in an unstructured lodge, with no strict operational guidelines. An example, would be the current situation in most lodges; one employee is doing multiple tasks from front office operations, to housekeeping and to carrying the bacteria to the food and beverage department;
- **Lodges need to adhere to the Statutory instruments:** This study recommends that Lodge Owners / General Managers and Operational Managers to strictly adhere to quality set standards by Tourism and Hospitality authorities. Legal documents in support are the Statutory Instrument 128 of 2005, Tourism Act Chapter 14:20, Labor Act Chapter 28:01 and lands act amongst other acts. Lodge owners need to be aware

that operating a business without respecting the laws of the country is counterproductive and constitutes a serious risk;

- **Need for lodge owners to separate business from personal life:** The research study found out that quality standards are being compromised because the same business bank account is also funding personal activities. Lodge owners are advised to allow their businesses to develop professionally outside their personal lives for them to become entities with their own strengths and opportunities. Running the organization from one's pocket or as if it is a personal affair makes the business somewhat compromise quality standards. An example would be for instance, most lodges fail to send blankets for dry cleaning, not because the business is not making any profits, but because the owner has irresponsibly misused funds financing personal activities using the business bank account;
- **Need for Lodge owners to focus solely on the Lodge Hospitality business:** Lodge owners are advised to take seriously the lodge hospitality business and not to shift goal posts by engaging into other illegal activities such as brothels or hubs for drug dealing. Lodge owners must be warned that it is a serious offence or jail sentence to engage into such illegal activities;
- **Adoption of Quality Circles and Six Sigma:** Regular briefings or a meeting with experts in the Tourism and Hospitality industry is important. The lodge owners and support personnel would always be up to date with the set quality standards. Regular briefings with say ZTA, ZCT and HAZ authorities would help lodges to adhere to quality set standards. The quality circles handbook (2006) and The Economist (2008:153) highlighted that there are 2 main tasks assigned to quality circles: The identification of problems and the suggesting of solutions. A further aim is to boost the morale of the group through management attendance at the meetings and the formal opportunity to discuss work related issues. The hospitality authorities further informed that meetings are held in an organized way. A chairman is appointed on a rotating basis and an agenda is prepared. Minutes are also taken. They serve as a useful means of following up proposals and their implementation. According to

Hellriegel (2008: 734) Six sigma eliminates defects to the level of 1 per 3.4 per million opportunities, or a process that is 99.99966 percent defect free. To achieve a 99.99966 percent defect free service process training in quality management is crucial. Hellriegel et al (2008: 734) added that amongst those trained they either earn a title, "Green belt", "Black belt" or "Master Black Belt". "Green belt" is one trained in quality management and standards to be adhered to, and to lead the team of co-workers. Further training in quality management and standards earns one a "Black belt".

For a lodge to possess a quality service process that is 99.99966 percent defect free with "Master Black Belts" The research study recommends the implementation of Gaps analysis technique. It is a technique that businesses use to determine what steps need to be taken in order to move from its current state to its desired, future state (www.businessdictionary.com/.../gap_analysis 09.12.2014). Figure 5.1 below shows the competencies and performance levels of the present situation (Where are you now? And What are the gaps?), listing factors needed to achieve future objectives (Plan to address the gaps and Where do you want to be?), and then highlighting the gaps that exist and need to be filled. Gap analysis forces a company to reflect on who it is and ask who they want to be in the future (www.businessdictionary.com/.../gap_analysis 09.12.2014). Gap analysis provides a foundation for measuring investment of time, money and human resources required to achieve a particular outcome (en.m.wikipedia.org/wiki/gap_analysis 09.12.2014). Figure 5.1 below illustrates the Gap analysis model according to Kotler et al (2007)



Figure 5.1: Gap analysis model.

Source: Philip Kotler et al(2007) Marketing Management: Analysis, Planning and Control.

5.4.5 Other Recommendations for Government, Tourism and Hospitality authorities

Lodge Owners / General Managers and Operational Managers interviewed during this research had a lot to say about what Government, Tourism and Hospitality authorities were not doing or needed to do in support of Lodges quality set standards.

- **Training in the Nature and Application of set quality standards:** The study observed that most of the lodges are not aware of the legal requirements by the Statutory Instrument 128 of 2005 and Tourism Act chapter 14:20 amongst other statutes. This ignorance of legal instruments has led to quality being compromised by most lodges. Government together with Tourism and Hospitality authorities need to train lodge owners and support staff pertaining to issues related to the statutory instruments and quality set standards;
- **Training focused on triggering Passion for the industry:** The study found out that most lodge owners do not really have the passion for the Tourism and Hospitality industry all they want is a business where they can invest their monies and at the same

time less concerned about quality. It is however through this research study that Lodge owners must be motivated and trained to develop passion for the industry. The Tourism and Hospitality industry is a very sensitive service industry whereby the customer is directly involved in the process. Passion allows for innovation, interest, zeal, strictness in implementing quality standards and desire to learn and research more about the Tourism and Hospitality industry;

- **Human capital training:** From the findings of the research, Lodges lack the application of human capital management techniques and the ability to empower and motivate staff. This results in leadership styles and management systems that are counterproductive and incompatible with quality set standards. Stakeholders supporting lodges such as ZTA, ZCT and HAZ and Ministry of Tourism, Leisure and Hospitality need to revisit their capacity building programmes and consider developing training toolkits that are user-friendly and follow the specific needs for lodges. Toolkits also need to mainstream the participatory or bottom-up approach to training, as opposed to a teacher-student approach. The more participatory and involving the programmes are, the more interesting and empowering they will be to the participants. Training workshops need to be more practical, interesting and participatory, for them to be well-received by the participants;
- **More coordinated monitoring and evaluation system:** Government, ZTA, ZCT and HAZ need to gear up in a stricter and professional approach towards the implementation of quality set standards in lodges. The research study found out that some lodges are operating as brothels and hubs for drug dealing. Quality is severely compromised. Stiffer Penalties and jail sentence have to be introduced. There has to be improved respect for legal and policy guidelines, leading to enhanced professionalism and service quality from lodges to the general populace;
- **Set-up a strategic information exchange platform / department:** There is need for the Government, ZTA, HAZ and other Tourism and Hospitality stakeholders to set-up a strategic information exchange platform or department specifically focusing on the quality set standards in lodges. Lodges quality standards need to be constantly

evaluated and monitored. A strategic information exchange platform / department would provide for the sharing of vital information, constant check of lodges quality standards, research and development, enquires and grievance handling issues;

In light of this fact the network of partners proposed in figure 5.2 needs to work together towards the development and improvement of quality standards of Lodges. Through the exchange of information and strategic cooperation, the stakeholders can combine their efforts and offer well-coordinated quality standards in lodges. Such a network would enhance information sharing and the accumulation of intelligence and memory that would form a data base of information for use by all stakeholders. ZTA, through a Quality Management and Standards department would coordinate the network and mobilize resources for the establishment of a computer based information sharing platform for all stakeholders. This could also be coordinated through the Ministry of Tourism, Leisure and Hospitality website with the full involvement of all stakeholders as illustrated below.

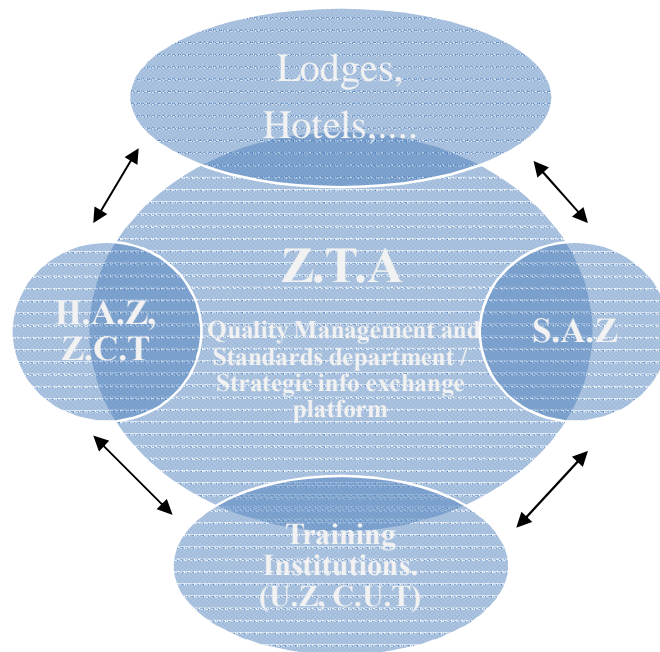


Figure 5.2: Strategic information exchange platform focused on improving quality standards in lodges.

- **Consistency of Legal and Policy Provisions with the Needs of Lodges:** The research study recommends that there is need to ensure that legal and policy provisions are consistent with the needs of lodges, through a participatory policy

development process. The more lodges get involved in the formulation and evaluation of policies that affect them, the more they will be willing to adhere and respect them. A bottom-up policy development, monitoring and review strategy is therefore recommended in which lodges and their representative boards play a pivotal role;

- **Set-up an Association and a revolving fund:** Respondents interviewed highlighted the need for Government and Tourism and Hospitality stakeholders to help them set-up an Association and a revolving fund. The Lodges association as legalized by Government would be working hand in glove with the financial institutions so as to establish a revolving fund. Lodges would be able to borrow money on a favourable interest rate for the purposes of improving quality standards. There must be strict auditing on how these finances are being used for;
- **Removal of import duty on capital goods:** Lodge owners pleaded with the Government and ZTA for the removal of import duty on capital goods. Lodge owners highlighted that there finding it difficult to introduce modern technology and business vehicles because it's expensive to import and also to buy locally. Again if such a facility were to be introduced, Government and Tourism and Hospitality authorities need to gear up for strict and professional auditing to avoid abuse; and
- **Financial management training:** The research study found out that the majority of Lodges have financial management systems that are inconsistent with business management best practices. In some cases finances are managed by the owner of the lodge in an irresponsible manner, with no transparency and proper planning. It is recommended that stakeholders develop user-friendly financial management training packages. The financial management training packages would help in mind set change. There is need to separate business bank account and personal bank account because this has helped catalyze the non-adherence to quality set standards in lodges businesses.

5.5 Recommendations for further research

Finally the researcher suggests that: a further and deeper research on lodges quality standards with respondents drawn from all over Zimbabwe / SADC ought to be done. Such kind of research would scrutinise the causes and extent to which lodges are adhering to set quality standards. Recommendations sought to be done basing with findings drawn from a much larger sample.

5.6 Summary

The chapter highlighted an overview of the findings of the study; the conclusions drawn from the findings based on the research objectives were made. The chapter also discussed the recommendations to the beneficiaries of the study.

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APPENDIX A

LODGE OWNERS / GENERAL MANAGERS / OPERATIONS

MANAGER QUESTIONNAIRE

APPENDIX B

INTERVIEW GUIDE FOR ZTA AND HAZ

APPENDIX C

LIST OF LODGES IN ZIMBABWE: ACCORDING TO THE ZTA 2011 ACCOMODATION DATA BASE

APPENDIX D

NATIONAL ARCHIVES OF ZIMBABWE: ENQUIRY SHEET

APPENDIX E

STATUTORY INSTRUMENT 128 OF 2005