CHAPTER 6: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

This chapter summarises the whole research process. It first provides a brief summary of the whole study with particular reference to the research problem, research methodology, results, the main contributions of the research and recommendations for future work. It provides a summary of the main findings of the study, conclusions and recommendations. This chapter should be reasonably short.

The readers would want to know whether the objectives of the study were achieved, and whether the work has contributed to knowledge. Therefore, when compiling this chapter, a researcher should focus on answering these questions. Any conclusions drawn should be those resulting from the study. A researcher should make relevant references to chapters that support the listed findings and may also refer to the work of others for comparison. However, one should not discuss the study's results here.

SUMMARY OF THE MAIN FINDINGS

In summarising, a researcher should identify the findings of the study and discuss them briefly. In addition, the methodological problems encountered should be outlined so that future/ other researchers may take the relevant precautions. The researcher should clearly pinpoint if the study objectives were achieved or not. An effective summary has the following qualities:

a) It bases on results from the study.
b) It is brief; all statements are concise, and pinpoint to the contributions that the researcher has made.
c) All statements are factual.

One way to present the summary is to use one paragraph for each idea. Alternatively, the researcher can use a point-by-point format.

CONCLUSION

The conclusion section should be very brief, about half a page. It should indicate what the study results reaffirm. It should also briefly discuss some of the strategies highlighted by the respondents. In this section, the researcher should clearly state how the study has contributed to knowledge. The best way to start a conclusion is simply by restating the thesis statement. That does not mean just copying and pasting it from the introduction but putting it into different words. You will need to change the structure and wording of it to avoid sounding repetitive. Also, be firm in your conclusion just as you were in the introduction. Try to avoid sounding apologetic by using phrases like "This thesis has tried to show..."

The conclusion should address all the same parts as the thesis while making it clear that the reader has reached the end. You are telling the reader that your research is finished and what your findings are. A well-written conclusion provides you with several important opportunities to demonstrate your overall understanding of the research problem to the reader. These include:

a)   **Presenting the last word on the issues you raised in your thesis**. Just as the introduction gives a first impression to your reader, the conclusion offers a chance to leave a lasting impression. Do this, for example, by highlighting key points in your analysis or findings.

b)   **Summarising your thoughts and conveying the larger implications of your study**. The conclusion is an opportunity to succinctly answer the "so what?" question by placing the study within the context of past research about the topic you've investigated.

c)   **Demonstrating the importance of your ideas**. Don't be shy. The conclusion offers you a chance to elaborate on the significance of your findings.

d) **Introducing possible new or expanded ways of thinking about the research problem**. This does not refer to introducing new information [which should be avoided], but to offer new insight and

creative approaches for framing/contextualising the research problem based on the results of your study.

RECOMMENDATIONS

The recommendations section is important in research. This section often exposes further problems and introduces more questions. As a researcher, there is a time limit to the research project, so it is unlikely that the study would have solved all the problems associated with the area of study. The researcher is therefore expected to make suggestions about how his/her work can be improved, and also based on the study findings, point out whether there are areas that deserve further investigation. This section will indicate whether a researcher has a firm appreciation of his/her work, and whether he/ she has given sufficient thought to its implications, not only within the narrow confines of the research topic but to related fields. This section reflects the researcher's foresightedness and creativity.

This chapter should be written using a punchy style and should not be too long. Conclusions and contributions should be presented concisely and factually.

EXAMPLES OF SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Example 1: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

6.1 Introduction
The conclusions of the study were discussed in line with research objectives. This chapter will include summary of findings before presenting the implications of the study. This study sought to address the following research objectives:
6.2 The specific objectives of the study were to:
6.2.1 Assess the current situation with regards to destination image and performance of the Tourism sector in Zimbabwe.
6.2.2 Examine the determinants of destination image and performance of the tourism sector in Zimbabwe.
6.2.3 Investigate the extent to which destination image affects performance of the tourism sector in Zimbabwe.
6.2.4 Develop a destination image recovery model for enhancing performance of the tourism sector in Zimbabwe.

6.3 Current situation with regards to destination image and performance of the tourism sector in Zimbabwe

- Zimbabwe was mainly visited by tourists traveling for purposes of visiting friends and relatives (VFR).
- Most of the tourists to Zimbabwe travelled alone and some in groups followed by those who travelled as couples.
- Africa and Europe contributed most of the tourists who visited Zimbabwe, and these were mostly educated males, highly educated with an annual income of at least US$50 000 per annum. However, they spent very little in the destination (around us$1000).
- The national airline lacked capacity to adequately fly tourists into the country and to various tourist destination in Zimbabwe.

There were mixed reactions in terms of the viability of tourism and hospitality firms.

6.4 Determinants of destination image and performance of the tourism sector in Zimbabwe

- The most important factor which was influencing image and performance of the tourism sector were lodging prices followed by overall quality of the destination and the value tourists attached to Zimbabwe as a vacation destination. Immigration infrastructure and facilities for young children were rated highly.
- The ZTA and the TBCZ, representing the government and the private organisations in tourism and hospitality, were well positioned to influence destination image recovery and tourism performance in Zimbabwe. However, both lacked adequate.

6.5 The extent to which destination image affected performance of the tourism sector in Zimbabwe.

- Most of the service providers and key informants indicated that they had been affected by Zimbabwe's unfavourable image to a large extent. Most of them were considering relocating their businesses to neighbouring countries. Tourists spent more on food and beverages than on accommodation supporting the prevalence of the VFR market or transit business.
- The small amounts of money spent by tourists in the destination also indicated the huge effect that destination image had on performance of the tourism sector.

6.6 The proposed destination image recovery model for enhancing performance of the tourism sector

- According to the proposed model, price, amenities and ancillary services had a significant influence on affective image. Ancillary services had a significant effect on tourism performance. Accessibility of Zimbabwe as a destination was found not to be significantly affecting destination performance. It can be derived from this that accessing the destination on its own is not the panacea for tourism firms to grow sales and profitability. This is because the tourist could still be constrained by prices when they are in the destination.
- From the study, the strongest relationship was found to exist between ancillary services and affective image. This suggests that a destination's support services could influence a tourist's feelings towards a place. In literature, many attention tends to be put on tourist attractions-both natural and man-made and

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their capacity to draw tourists to the destination. Also, it appears that the role of tourist attractions in turning around a tourist

☐ In view of the high prices of goods and services in Zimbabwe, accessibility becomes more of a hygiene factor than a key mover of destination image and tourism performance. This finding suggested that accessibility would only be relevant in Zimbabwe's tourism matrix only if the more important drivers of image and performance such as prices, amenities and ancillary services were right.

☐ The situation cited above, relating to high prices of goods and services, was compounded by the other finding that pricing was one of the key factors which influenced tourists' destination choice and expenditure patterns in the destination. The findings however, did not suggest that accessibility was not important, but that there were other more significant factors.

☐ Amenities and ancillary services were not to be taken lightly as determinants of destination image recovery and tourism performance. This study indicated that these could influence a tourist's perception of a destination. So, this study provided the evidence to show that while it is important to put attention on tourist attractions, support services in the form of ancillary services and amenities are also central in changing a person's beliefs, impressions and attitudes towards a destination.

☐ The study showed that in terms of improving the affective image and value of Zimbabwe as a destination, the first thing which needed to be reviewed were the ancillary services then the price.

6.7 Implications on theory
The model developed in this study relates the concept of image recovery to tourism performance. The other destination image recovery models assume that image recovery is synonymous with tourism performance. There was no attempt to isolate factors which influence image and the extent to which they do so and to identify factors which influence performance of the tourism sector and establish the extent to which they influence performance. This study has contributed to knowledge in that it identified specific components which form the cognitive image, measured them and established the extent to which they influence destination image. It therefore a tool which destination marketers can depend on in influencing the perceptions of the markets towards Zimbabwe as a destination.

Past destination image recovery models have tended to focus on influencing the market to visit the destination especially using the media to broadcast positive news about the destination in question. Avraham's (2013) image repair model has two sets of approaches, one comprises the cosmetic approaches and the other consists of the strategic approach. This approach uses the approach of ignoring the cause of the image decline, acknowledging that there is a problem in terms of the decline in image and using fire-fighting methods of resolving the problem, ridiculing the decline in image and tourism performance so that customers do not take the problem seriously, using spinning to ensure that the market will not know all the facts with regard to the image decline and hosting and spinning events and counter-branding. The challenge with using spinning is that there is an assumption that the tourists and potential tourists are not quite informed about the source of the problem at hand. The proliferation of modern technology makes it very difficult for destination marketers to depend on spinning. Law, Chan and Wang (2018) noted that mobile technologies which include smartphones, mobile applications and tablets have become the main devices for users to access the Internet. The penetration of the

various mobile devices has made social networking very attractive to users (Matikiti, 2017). Models which assume that the customer lacks information may have serious challenges in this day and era. The model developed in this study acknowledges the proliferation of information on both demand and supply sides. The image repair model by Avraham and Ketter (2016) was developed in Asia and hence destination marketers in African destinations face the challenge of having to adapt it to turnaround destination image and improve performance of the tourism sector. Also, Avraham and Ketter's (2016) model focuses on the role of the media in turning around destination image. It uses three sets of media strategies, namely media strategies to influence the source of the message, media strategies focusing on the message and media strategies focusing on the target audience. To the extent that information is part of ancillary services, the model somewhat resembles the one generated in this study. However, the model generated in this study, unlike that by Avraham and Ketter's (2016) established that there was a significant relationship between ancillary services and affective image and ancillary services and tourism performance.

The model generated in this study supports that by Haneef (2017) in that Haneef looked at the impact of tourism infrastructure on destination image for effective tourism marketing. However, Haneef (2017) did not cover destination image recovery, let alone linking image recovery and destination performance. Haneef (2017) highlighted the importance of attractions, accessibility, activities, amenities and attractions in creating destination image and the tourist experience. Hannef (2017) assumed that these destination factors are of equal importance in image recovery and tourism performance. This study showed that while accessibility is an important attribute in image recovery, it was not at par with amenities and accessibility with regards to image rejuvenation and enhancing performance of the tourism sector. Furthermore, Haneef's study focused on England and not on a developing country such as Zimbabwe.

The model generated in this study somewhat resembles the tourism performance model by Assaf and Josiassen (2012) which identifies and ranks destination attributes from one to ten according to their importance in contributing to tourism performance. However, the model generated in this research does not quite rank the attributes. The model which was produced in this tends to resemble that by Lubbe's (2004) in that both models depend on the stakeholder theory. Lubbe (2004) perceives a tourist destination as a system, an open system on which the systems theory can be applied. The systems theory provides a framework for harmonizing an organisation's goal with the expectations of the society and its publics. In terms of DI, the reconciliation of the tourist destination's goal-to achieve a favourable and sound tourism relationship-with the expectations of the publics in a tourist-generating country, is what is desired. Lubbe (2004) argued that this harmonization requires a continuous exchange of information between the tourist destination and the public's so that the destination and the tourist generating country can understand each other. There is also need for both the tourist destination and the publics to adapt to the ever-changing environment and to maintain a balance in the relationship. In doing so, a favourable DI can be developed and maintained. According to Lubbe's (2004) model, public relations are essentially a communications function concerned with relationships, image and image development.

Given that the provision of ancillary services and amenities in a destination is achieved by various stakeholders, the model developed in this study depends on the stakeholder theory. Both the public and private sectors play essential roles in

providing amenities and ancillary services at the destination and destination accessibility. Immigration infrastructure, airport infrastructure, road infrastructure, shopping facilities, facilities for the physically challenged and children, the provision of tourist information kiosks and others require a stakeholder approach.

6.8 Implications on policy and practice

The model has several implications to policy. It was established that price is a key factor in terms of the formation of the affective image. This implies that for tourists to have a favourable view of Zimbabwe as a tourist destination, more attention should be given to pricing. The stakeholder approach which informed this study as indicated in the theoretical framework, needs to be adopted and utilized. Affective image influences potential tourists to consider the destination among many and influences destination choice (Clouse & Dixit, 2018). Also, it was established that the friendliness of local people played a critical role in the performance of the tourism sector in Zimbabwe. ZTA (2017) highlighted this although it may not have been based on empirical evidence. Evidence is there to show the importance of the host community in tourism performance. The implication is that there was a serious need to educate the local people on the importance of tourism and their importance in the tourism system. ZTA with other tourism stakeholders, needs to conduct workshops across the country educating people on what is expected of them as key resources in tourism. The local people also needed to be trained on what tourism is and their role and how they should conduct themselves to be good destination ambassadors.

This model stands to benefit many tourism and hospitality stakeholders who include tourists, destination marketers, tourism planners, the government and the society at large. There is need to place amenities and ancillary services at the centre of tourism operations and not to confine it to the periphery of the tourism and hospitality sector as has been the case in the past. Policy could thus be developed to highlight the centrality of the so-called support functions to destination image recovery and tourism performance. The World Economic Forum (2017) advocated for financing public infrastructure development through public-private sector partnerships. UNWTO (2016) noted that such partnerships are still associated with construction of public utilities such as dams, roads and airports. Public-private sector partnerships seem to be still in their infancy in the tourism and hospitality sector.

The enjoyment of maximum revenues from the tourism industry by tourist destinations often entails the adoption of the stakeholder approach. This may include the use of public-private sector partnerships. Public-private partnerships have been used in travel and tourism for building the facilities needed which, unfortunately, most governments do not have sufficient expertise and capital to construct (Haddadi & Khodadadpoor, 2015). Indeed, research on PPPs in the travel and tourism industry have been biased towards the provision of infrastructure and services (Viet, 2019). Such investment is associated, not only with establishing hotels, restaurants, shopping and entertainment centres, but also transportation related projects, including the construction and reconstruction of airports, railways, ports and communication lines (Raunio, 2016). However, research which focuses on the service providers' assessment of the performance of the national tourist organisation (NTO) (the government agent) and the representative of the private tourism organisations as key parties in the destination image recovery process, seems to be uncommon. There is need for policy to guide this.

The image recovery model developed in this study will benefit society in various ways. As a strategy for reviving tourism, the communities will benefit from the revived tourism through inclusive growth and development (UNWTO, 2018), employment creation and hence a reduction in poverty levels in Zimbabwe and other parts of the developing world. Poverty reduction will naturally lead to an improvement in the happiness index of the people concerned (World Travel & Tourism Council, 2016). Tourism development will result in a higher multiplication of tourism benefits.

The resuscitation of Zimbabwe's tourism sector will lead to a rise in the numbers of international tourists (ZTA, 2017). This will in turn result in the destination generating more foreign currency which the country badly needs to buy drugs, import equipment and machinery. These will facilitate the general improvement in the quality of life in Zimbabwe. It is also argued though that tourism growth will mean more of cultural pollution especially among the youths and other vices associated with tourism (Holloway, 2008).

The model developed in this study has managerial implications. ZTA is advised to adopt it for destination image recovery and enhancing performance of the tourism. This study offers strategic solutions to destination marketers in terms of destination image recovery and the enhancement of tourism performance instead of resorting to guess work, the use of ad hoc solutions and speculation which could be costly. This was a contribution to knowledge.

The tests which were done tested the extent of effect of price, amenities, ancillary services and accessibility on value and affective image. This was a contribution to knowledge notwithstanding the findings of the tests. Because accessibility was found not to be significantly related to both affective image and destination performance, the destination marketers are guided in terms of prioritization of determinants of cognitive image in so far as they impact destination image and tourism performance. Such a finding helps to put aside certain claims which possibly have been repeated several times without any empirical study.

Developing countries, especially those in Africa, lack destination image recovery models. These have been associated with the Western world and yet it is often the developing destinations which tend to be more affected by prolonged political and economic challenges, poverty, disease, natural calamities, corruption and others. These negatively affect destination image and tourism performance giving rise to the need for image recovery and the enhancement of performance of the tourism sector. The destination image recovery model developed in this study is thus a ready tool which the developing world and Africa particularly, can adopt for image recovery and tourism performance.

The model presented several implications to practice. Destination managers should ensure that amenities and ancillary services are world class. This was because tourism is international business. Tourists are always comparing the facilities and services when they visit. A tourist destination which is not competitive may fail to attract tourists (Seraphin *et al.*, 2016). This therefore suggests that there is a close relation between destination image and destination competitiveness. It was crucial therefore for tourism marketers and destination marketers to ensure that the

competitiveness and image of Zimbabwe as a tourist destination were well managed.

It was also important that the ZTA and TBCZ as representatives of government and the private businesses in tourism respectively, spearhead the process of reviewing prices in tourism and hospitality as a sector but also to team up with those in other sectors and relook at prices. Prices have been found by the World Economic Forum (2017) as an important factor in destination selection. This study found out that prices were a key factor in destination image recovery and performance of the tourism sector. The implication was that a stakeholder approach was required to achieve sustainable destination image recovery in Zimbabwe.

There was need to evaluate destination accessibility. Although accessibility was found in the study not to be as critical as amenities and ancillary services, nevertheless it is an important dimension in terms of destination development in general and destination image recovery and tourism performance. ZTA (2017) indicated that accessibility both form outside Zimbabwe and internally, was important for sustainable tourism development in Zimbabwe. The ZimStat (2016) research on Zimbabwe indicated this. It was necessary that tourism planners constantly review the issue of destination accessibility from time to time. Furthermore, accessibility did not only refer to physical access, that is, the use of aircrafts, airports and roads, it included access through electronic means. This implied that the country's information communication technology was expected to be in a sound and competitive condition.

There was also need to conduct research in the tourism and hospitality sector now and again. Research on the state of the destination and its attributes could show areas needing improvement. Research is an area which has been neglected in the tourism and hospitality industry for a long time, but it is actually one of the key components to image recovery and tourism performance and inclusive tourism growth.

6.9 Implications on further research

Limitations of the study cited in Chapter One were used to suggest areas which require future research. The respondents were selected from several areas in Zimbabwe including key tourist resorts. The areas include Harare, Victoria Falls, Kariba, Bulawayo, Masvingo, Zvishavane, Gweru and Kwekwe. Possibly, if data could have been collected from more areas, the research quality could have been better. However, the impact on the study arising from this was mitigated by ensuring that data was also collected from the areas which are mostly visited by tourists, namely Harare, Bulawayo and Victoria Falls (ZTA, 2018). The impact was further mitigated by the fact that the respondents and participants were derived from mainly ZTA-tourism designated zones. The ZTA tourism zones comprised sixty seven percent of these areas. They were also spatially dispersed to reduce bias to a bare minimum.

The other limitation was that some service providers, especially big hotels, were reluctant to allow the researcher access to their guests fearing that the researcher could possibly disrupt the guest's experience. This was mitigated by approaching those who could be accessed but still without compromising systematic random sampling.

The researcher had challenges balancing work and research. To overcome this, he had to go on leave to concentrate on research. The high cost of living was an obstacle since financial resources were often inadequate. To deal with this, the researcher had to stick to tight budgets and avoid unnecessary expenses.

Given the above limitations of the study, future research could be more encompassing and include the host community in destination image recovery and tourism performance. This study focused on tourists and those employed in the tourism and hospitality industry. It did not include the ordinary person.

Further research could be required on strategic public-private partnerships and destination image recovery in tourism. Also, future research could explore the value attached by the tourism and hospitality industry on research. There seems to be a strong perception that the tourism and hospitality industry does not attach much importance on research, preferring to focus on customer service.

6. 10 Chapter Summary
This chapter presented a summary of research findings, conclusions and implications of the study on theory, policy and practice and further study. Conclusions were derived from research findings and both findings and conclusions informed the implications of the study. Further research was premised on limitations of the study which were highlighted in Chapter One.

Example 2: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

7.1 Introduction
The preceding chapter, Chapter six, presented the results, and discussed the study's significant findings in line with literature on QMS related to the hotel industry in Zimbabwe. This chapter presents the summary, conclusion and recommendations of the study. Areas for further study will also be suggested in this chapter.

7.2 Restating the research objectives and questions
The main aim of the study was to investigate the factors which contribute to late adoption of quality management systems by hotels in Zimbabwe for their sustainable competitiveness. Through understanding of the factors affecting the adoption of quality management systems in hotels, holistic measures will be employed to improve the adoption of quality management systems in hotels and improve their operations.

7.2.1 Research objectives
The study focused on the following objectives as outlined in Section (1.6):
☐ To investigate the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry;
☐ To determine the internal factors which contribute to the late adoption of QMS

within Zimbabwe's hotel industry;
- ☐ To determine the external factors which contribute to the late adoption of QMS within Zimbabwe's hotel industry;
- ☐ To investigate the benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe's hotel industry;
- ☐ To identify external stakeholders and their role in influencing the late adoption of QMS within Zimbabwe's hotel industry; and
- ☐ To propose a model of QMS adoption within the hotel industry.

7.2.2 Research question
The study sought to answer the following questions:
- ☐ What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?
- ☐ What are the internal factors contributing to the late adoption of QMS within Zimbabwe's hotel industry?
- ☐ What are external factors contributing to the late adoption of QMS within Zimbabwe's hotel industry?
- ☐ What are the benefits of embracing BE as a tool for improving quality in Zimbabwe's hotel industry?
- ☐ What are the external stakeholders and their role in influencing the late adoption of QMS within Zimbabwe's hotel industry?
- ☐ How can a model of QMS adoption within the hotel industry be constructed?

7.3 Summary of the study's findings
The subsequent section presents a summary of the study's findings.

7.3.1 Stakeholders' awareness of QMS in the hotel industry
The study revealed that key stakeholders in Zimbabwe's hotel industry were aware of QMS, although three out of the four key stakeholders (75%) were only aware of it in abstract terms. Managers and staff elucidated quality according to their own understanding and did not define it according to the definitions proffered by quality gurus or scholars. Among the hotels, 78% had written quality policy documents. Of the 78% hotels that that had quality policy documents, most of their managers and staff did not refer to the documents in their definitions of quality. Only one key stakeholder that is the SAZ had a clear definition of quality and is offering various QMS certification to the hotels including ISO 9001:2015. The study also showed that hotel managers train their employees on quality and customer service. The employees wear uniforms to improve service quality. Managers obtained feedback from customers through different ways which include using questionnaires, feedback forms and online platforms like WhatsApp, Facebook, blogs, and websites. Hotels learnt about quality and QMS from each other and at fora, workshops and exhibitions organised by key stakeholders.

Apart from the above, the study also established that hotels in Zimbabwe use QMS that are adapt and fit to their own facilities and they do not follow any previously documented quality philosophy. The hotels that are certified with SAZ had their own QMS that pass SAZ certification. Managers and staff admitted to the benefits brought about by the adoption of QMS in hotels indicating improved customer

satisfaction as integral among continuous improvement, improved reputation, competitiveness, organisational efficiency and employee satisfaction. Finally, the study revealed that, the level of QMS awareness was found to be high among chain hotels than in independent hotels.

7.3.2 Internal factors contributing to the late adoption of QMS by the hotels
The study revealed that in Zimbabwe's hotel industry, managers and employees in the hotels are well qualified which cannot be a cause for concern in the adoption of QMS. All of the managers are holders of honours degrees and 22% are holders of master's degrees. However, the study's results showed a high management turnover with 89% managers not lasting their organisation's strategic plan life span of five years. Most of the staff members were engaged on contract basis and several students employed on internship constituted a big part of junior staff. Finances affected the adoption of QMS as the hotels financed their initiatives from profits and shareholders contributions which proved difficult. Chain hotels were abreast with trend technology as all of them were using the latest technology in their operations.

Quality communication in the hotels was done using various media and more organised in big hotels than in smaller hotels. Embracing of change in the hotels seemed to be high in chain hotels products offering, operations and management, the hotels are offering beyond food and accommodation to include spars, tour operations in meetings, events, conferences and exhibitions. From the study's findings, it was also clear that independent hotels did not have specialised quality departments in their structures. The chain hotels have broad structures and the independent hotels have lean structures that affected quality implementation in the hotels. In 60% of independent hotels the personnel interchange roles serving in more than one department. The study showed internal factors affecting the adoption of QMS in the hotel industry as:
- ✓ High management and staff turnover;
- ✓ The hotels have no specialised quality function within their establishment;
- ✓ Poor remuneration of hotel employees;
- ✓ Shortage of financial resources;
- ✓ Lack of product development; and
- ✓ Hotel size and structure.

7.3.3 External factors contributing to the late adoption of QMS by hotels
The study showed that external factors contributing to the late adoption of QMS in the hotel industry include several government regulations that stipulate high fees when registering hotels and industry specific taxes. Competition among hotels was increasing the rate at which hotels were adopting QMS. The need by local hotels to get international recognition was also influencing the adoption of QMS. The technology that takes the hotels global was very expensive and independent hotels were failing to access the global reservation systems which compromises the quality of their service delivery.

Apart from the above, inflation also affected the adoption of QMS as the hotels were failing to do renovations and acquire the right technology as the local currency failed to store value for capital investments. The lack of supporting infrastructure in Zimbabwe's hotel industry also affected the adoption of QMS as lack of safe and clean water and electricity outages demand expensive alternative investment. The Internet is very expensive in the country, yet its use is as at the core of quality enhancement in the hotel industry. Corruption by licensing authorities is also

affecting adoption of QMS. Benchmarking by hotels also influenced the adoption of QMS among hotels. The hotel association also influenced its members to adopt best business practices through workshops, seminars and conferences. The factors contributing to the late adoption QMS in the hotel industry can be summarised as:
- ✓ High taxes and licensing fees;
- ✓ Industry over regulation;
- ✓ High levels of competition and low levels of coopetition;
- ✓ Economic challenges of hyperinflation;
- ✓ Poor industry supporting infrastructure;
- ✓ Corruption by authorities; and
- ✓ Lack of hotel customers associations.

7.3.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry

The study showed that hotels in Zimbabwe do not use any of the internationally recognised Business Excellence (BE) models. 45% of hotels have won awards at some point from local BE models that include the Zimbabwe National Chamber of Commerce Awards (ZNCCA) and the Megafest Awards. The awards are not well documented, and the awarding criteria are left known to very few and literature on the awards is scarce. The results revealed the benefits of adopting BE as a tool for improving quality in the hotel industry as customer satisfaction, continuous improvement, training of employees, effective communication, community satisfaction, employee's satisfaction and good management. BE tools improved management or leadership style as employees are involved in the business' decision-making process. Customers become part of the product development process using BE tools. Therefore, BE tools lead to improved operations by use of computerised systems and guided information analysis.

7.3.5 External stakeholders and their role in influencing the late adoption of QMS in the hotel industry

The study showed that the government is one of the major external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe through the economic policies and statutes it adopts. Banks are not advancing loans to hotels to finance the adoption of QMS. Although the RBZ had a revolving loan facility set aside for hotels, from the study's findings, it seems none of the hotels had accessed the facility. The main reason why hotels implement QMS is to satisfy their critical stakeholder- the customers and it was also noted that customer associations are still unavailable in the hotel industry. Finally, the ZTA, TBCZ, HAZ and SAZ are also critical external stakeholders that influence the adoption of QMS by hotels in Zimbabwe.

7.4 Conclusions of the study

The study investigated the factors contributing to late adoption of quality management systems in the Zimbabwe hotel industry for their sustainable competitiveness. Through understanding of the factors affecting the adoption of quality management systems in hotels, holistic measures will be employed to improve the adoption of quality management systems in hotels and improve the hotel industry's competitiveness. The study used a multiple case study research design underpinned in the interpretivist paradigm. Contingency theory and resource-based view theory were used to comprehend the adoption of QMS by hotels in Zimbabwe. Four key stakeholders and nine hotel managers, forty-eight junior staff from nine hotels in Harare were selected purposively to be the study sample

representative of Zimbabwe hotel industry. Focus group interviews and qualitative interviews were used to collect data for the study. Thematic analysis was used to analyse the data for content. The study's conclusions are presented below.

7.4.1 Stakeholders' awareness of QMS in the hotel industry
It can be concluded that stakeholders in Zimbabwe's hotel industry were aware of QMS. However, they did not normally follow their written down standard operating procedures when referring to quality and they do not practice quality issues according to the tenets of the quality gurus or models (Deming, 1986; Juran, 1988; Oakland, 2003; Kanji, 2012; EFQM, 2017). Quality awareness in the hotels was positively reflected in chain hotels that had prepared quality policy documents However, independent hotels reflected quality awareness, but it was in an abstract sense. Hotels in Zimbabwe used QMS that fit and adapt to the organisation's sizes. It can be concluded that the SAZ is the major stakeholder in the hotel industry empowering hotels with quality training and offering certification to hotels including ISO 9001:2015. To empower employees on quality issues, hotels were training their employees on customer service and dressed them accordingly. Feedback from customers was used by the hotels to improve their products and services. However, independent hotels used limited feedback mechanisms. The hotels acknowledged the benefits brought about by the use of QMS and integral to the benefits was customer satisfaction.

7.4.2 Internal factors contributing to the late adoption of QMS within the hotel industry
The study showed high management and staff turnover, absence of a specialised quality function within the hotels, poor remuneration of hotel employee, shortage of financial resources, lack of product development and hotel size as major internal factors contributing to the late adoption of QMS in Zimbabwe's hotel industry. It can be concluded that high turnover of management and staff is likely attributed to poor remuneration and welfare levels for employees in the hotels. It can be concluded that hotels that have stable employees' turnover, better finances, quality functions and that are innovative are well positioned to adopt QMS.

7.4.3 External factors contributing to the late adoption of QMS within the hotel industry
The study revealed high taxes and licensing fees, industry over-regulation, high levels of competition and low levels of competition, economic challenges, poor industry supporting infrastructure, corruption by authorities and lack of hotel customers' representation as factors contributing to the late adoption of QMS in the hotel industry. It can be concluded that hotels that are capable of strategically responding to the external business environment are competitive taking advantage of established quality systems include several government regulations that stipulates high fees when registering hotels and industry specific taxes. It can also be concluded that hotels are adopting QMS to get international recognition as the hotels also serve international customers.

7.4.4 Benefits of adopting Business Excellence as a tool for improving quality in the hotel industry
The study revealed that 44% of the hotels in Zimbabwe follow local business excellence and all of the hotels do not follow any of the international business excellence models. Local awards that have been won by the hotels include the ZNCC and the Megafest awards and to date, no hotel has won the SAZ National

Quality Awards. By following BE models, hotels have improved their leadership style, employee involvement, business results, community satisfaction and management reporting among a host of benefits. It can be concluded from the findings that there is a positive relation between BE and the adoption of QMS in Zimbabwe's hotel industry.

7.4.5 External stakeholders and their role in influencing the late adoption of QMS within the hotel industry
The study showed that the government, the ZTA, TBCZ, HAZ and SAZ as the major external stakeholders influencing the adoption of QMS within the hotel industry in Zimbabwe. Local authorities and banks were also identified as critical stakeholders in the hospitality industry. It can be concluded from the findings that the adoption of QMS is inevitable when there is a positive relationship between the hotels and the external stakeholders.

7.5 Recommendations
The results of the study mirrored that there are several internal and external factors affecting the adoption of QMS in the hotel industry in Zimbabwe and there is need for an industry multi stakeholder strategy to better position the tourism and hospitality sector for business. The findings reflected that the adoption of QMS in the hotel industry will bring several benefits that will enable the hotels to be competitive locally and internationally. However, the study having been carried out based on a multi case study in Harare as a representative of Zimbabwe's hotel industry, provided an understanding of the internal and external factors delaying the adoption of QMS in the hotel industry. The proposed model for quality management systems adoption in the hotel industry enlightens stakeholders on how hotels can adopt quality management systems in an updated manner. The model outlines the planned procedures and actions that could be used to improve adoption of QMS in hotels for their sustainable competitiveness.

From the findings, the researcher suggests the following recommendations that could improve the adoption of QMS in Zimbabwe's hotel industry:
- ☐ Hotels in Zimbabwe should strategically prepare for adoption QMS using informed models accommodating the internal and external factors influences in a systematic and integrated way;
- ☐ Independent hotels need to come up with standard operating procedures and quality policy documents to be referenced by their employees when performing duty. The standard operating procedures will assist the employees as quality handbooks, and it will be easy to adhere to outlined quality management systems;
- ☐ Small hotels should comprehend physical aspects of service quality, they need to dress their employees uniformly, spruce up outlook of their facilities to improve their image as it will create competitive advantage;
- ☐ Hotels need to train their employees frequently so that quality concepts stick, they trained employees but sometimes they go for years without being retrained and customer service is very dynamic;
- ☐ Hotels need come up with quality measurement tools that are tailor-made modified accredited quality measurement since they are collect feedback from customers it seems they do not eventually measure their quality satisfaction

they just use it to improve service delivery. The quality measurement tools will assist the hotels in quantifying the benefits of QMS;

- The ZTA as the authority that licenses, grades and standardised hotels should develop minimum quality standards to be confirmed to by all hotel and license hotels after the adoption of clearly recognised QMS. The ZTA needs to relook at its role because from the study's findings, the ZTA claimed it had nothing to do with QMS in the hotel industry;

- The study's results also revealed that hotels which are adopting QMS are expanding, renovating, more innovative and are receiving international customers. As noted by Cheng and Rashid (2013), the adoption of QMS intensifies an organisation's capability to find new markets and to maintain and increase the market share. This is also confirmed by Chen and Chen (2014) who posit that organisation with certified products get international recognition and competes on global market.

- Hotels in Zimbabwe need to review management and staff salaries and their general welfare to become competitive so that they can reduce the high rate of turnover to fulfill strategic management decisions in pursuant of the adoption of QMS;

- The government of Zimbabwe should offer loans to support the hotel industry. Such loans should be accessible to all hotels with easy terms and conditions to enable the hotels to finance their quality initiatives. The adoption of QMS by hotels has proved to have positive multiplier effects on the country's economy;

- Before registering or renewing licenses, the ZTA should include a clause which stipulates minimum technology required at a hotel facility in terms of reservations, equipment, conferencing and management systems. This will encourage the hotels to acquire better technologies which will influence the adoption of QMS;

- Within their organisation's structure, hotels should have a specialised department dealing with quality issues within a hotel regardless of its size. If resources are limited at least a cross functional committee can serve the purpose; There is need for the government to realign laws that govern the hotel industry, several authorities' demand fees from the hotels which end up reducing the hotels returns leaving less to use towards improving quality;

- Hotels in Zimbabwe should practice coopetition as an alternative of competition. Coopetition pulls resources together, brings economies of scale while competition leads to waste of resources during market fights. Coopetition can lead to the acquisition of global technologies and sharing of supporting infrastructure;

- Registration of hotels and renewal of hotel licenses should be done using electronic platforms to minimise corruption tendencies. Inspection of facilities should be done regularly not only registering facility;

- A hotel customers' association is supposed to be formed in the country with the help of the hotels associations so that it can act as an advocate group for enhanced quality service delivery in hotels. It should be mandatory for all hotels to affiliate to HAZ so that they benefit from HAZ programmes done in conjunction with other key stakeholders; and

- The ZTA should establish quality awards that are specific to hotels to encourage the use of business excellence tools in hotels.

Apart from the above recommendations, the study further proposed a model for adopting QMS in the hotel industry which is presented and discussed below. The

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development of the proposed model fulfills the sixth research objective: *To propose a model of QMS adoption within the hotel industry*. The supposition is that the model will possibly help hotels in Zimbabwe's hotel industry to strategically adopt QMS to improve their sustainable competitiveness

Figure 7.7: The proposed model for adopting quality management systems in the hotel industry


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-------------------- Internal Hotel Environment

_____ Hotel Industry Environment
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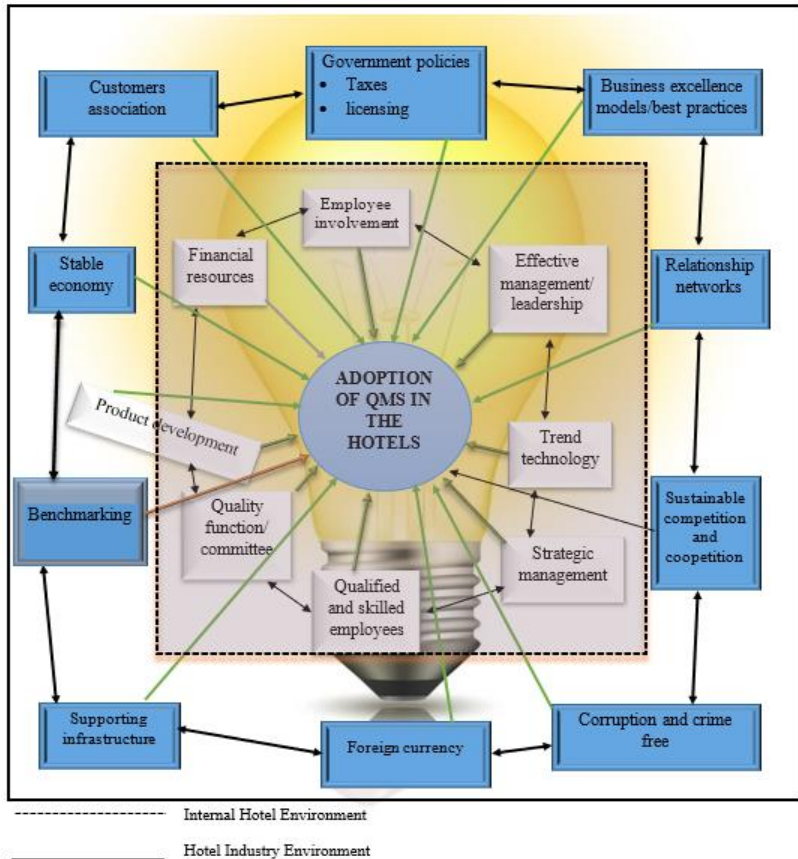
- **Strategic management**

Management of hotels will need to develop a vision that embraces quality and strategies for the adoption of QMS in the hotels that will control allocation of resources, products offerings, and systems to manage ambiguities prevailing in the business environment. Staff at all levels should be involved in crafting the vision and strategies so that they support it, bringing in what they tap from the customers.

- **Qualified and skilled employees**

Hotels should hire qualified and skilled employees so that they add value to their quality strategies. The employees are useful in QMS formulation. Their skills and qualifications also matter in the implementation of QMS including in the formulation of quality vision and strategies. Qualifies and skilled staff will also be able use systems and technologies appropriately.

- **Effective management/ leadership**

Management or leadership of hotels should be responsible and accountable for forming and communicating a quality vision and strategies for the adoption of QMS to ensure organisational continuous improvement. Effective leadership or management styles that involve employees in decision making should be adopted to achieve positive business results.

- **Trend technology**

It is essential for the hotels to implement the latest technology in their operations; communication in and outside their organisation and storing information as this reduces operating costs and affords the adoption of QMS. Organisations that are advancing in technology will enjoy maximum benefits through its utilisation.

- **Employee involvement**

Employees' involvement in decision making is one of the sustainable ways of adopting QMS in the hotels. Employees should at all times know and understand customer needs better and they should be part of QMS. Employees can repair dented service quality.

- **Financial resources**

The hotels need to set aside budgets for the implementation of QMS, to train staff, hire or pay quality consultants, procurement of necessary equipment and associated costs. Mechanisms to secure the finances by the hotels need to be in place before starting the process of adopting QMS to prevent wastage of resources if the process is half done.

- **Quality function**

The management of hotels should establish a specialised quality management department responsible for quality issues. Should they fail to have a quality function, at least a cross functional quality committee will spearhead the adoption of QMS adoption as positive work culture is established when quality turns to be the duty of everyone to improve the ways work is done.

- **Product development**

Hotels need to involve employees and customers when developing new products, service delivery systems and any new ways of conducting business. Internal and external stakeholders' inputs in product development will enable quality improvement to be realised.

- **Sustainable competition and coopetition**

Hotel managers need to consider sustainable competition and coopetition as

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fundamental pillars in the adoption of QMS. Only if a hotel is well resourced can it pursue competition and the small independent hotels can consider coopetition to enjoy economies of scale. Coopetition can bring in standardised systems among members which improves the quality of their products.

- **Stable economy**

Hotels can easily adopt QMS when operating in a normal economy with consistent economic policies for them to plan and invest towards it. Management of hotels should develop mechanisms of dealing with economic shocks so that the quality strategies are not disturbed. When the economy is performing well, hotels are in a better position to adopt QMS.

- **Foreign currency**

Availability of foreign currency is very critical for quality improvement in the hospitality industry. Hotels need foreign currency to buy the latest equipment and hotel management software that is in most cases imported. Hotels need to focus on budgeting for quality using foreign currency which does not lose value due to inflation.

- **Corruption and crime free**

Hotels are not supposed to tolerate corruption in the licensing process and remittance of statutory fees if they are to embrace genuine quality in their organisations. The process of licensing and grading of hotels should be done in a manner which is auditable. Hotels need to implement computerised systems to curb theft of their small property from their premises like the use of CCTV and monitored check in and check out points.

- **Supporting infrastructure**

Managers need to make sure that there is an adequate and reliable supply of water, electricity and Internet as they are the basics of quality in the hotels.

- **Benchmarking**

Hotels need to learn from each other, copying quality strategies from those performing well and generating new ideas on how to improve. They should make sure that they match or surpass what their partners and colleagues in the industry offer.

- **Relationship networking**

Hotels need to affiliate or relate to key industry stakeholders, to cooperate and exchange resources, ideas, knowledge and information in the industry. Interface with customers, other hotels, suppliers, researchers and universities is critical for information sharing as hotels work towards the adoption of QMS.

- **Customers association**

It is important to listen to customers' voices to improve quality in the hotels. Customers' associations lobby for the missing quality dimensions in the industry's products and it is important to consider them in quality improvement.

- **Government policy**

The taxes and license fees should be gazette in a way that encourages the adoption of QMS in the hotel industry. Access to cheap funds and rebates encourages hotels to improve the quality of their products.

7.6 Recommendations for further research

The study was conducted in one industry and is subject to disparagement for being too narrow and problematic to generalise the results and theory creation. Nevertheless, the study gives better control over differences in characteristics of industry and challenges that are explicit to the industry. Single industry study can be replicated in other industries and relating the results cross sectional and longitudinal over time. Hence, it is recommended that similar study to be conducted in other industries and again in the similar industry at a later time and compare the findings.

It is recommended for further research to consider taking the views of customers and hospitality trainers, the study only considered managers, staff and key stakeholders views on the factors affecting adoption of QMS in the hotel industry in Zimbabwe. While this study adopted a qualitative methodology, it is recommended that further research could adopt a quantitative methodology to validate the results. The study used case hotels in Harare only especially the independent hotels. Future research can use other independent hotels outside Harare to evaluate if the results are valid.