

PRODQUAL: AN INTEGRATED QUALITY APPROACH TO FOOD PRODUCTION PROCESS AND GUEST SATISFACTION IN HOTELS

P. P. Mohanty

Faculty of Hospitality & Tourism Management, Siksha O Anusandhan, Odisha, India

Corresponding Author's Email: richhmohanty@gmail.com

ABSTRACT

Quality and customer satisfaction are one of the most pivotal pillars in the food service operation. Customer satisfaction is the ultimate objective of the hotels for its future survival and can be achieved from various departments of the hotel. Food production department is one of the most sensitive and integral part where quality food and authentic culinary practices leads to the customer satisfaction and enhance the brand image of the hotel. Quality and customer satisfaction are the essential ingredients of competitive advantage in today's promising hospitality business. Though SERVQUAL method has been used since long time ago to measure the degree of customer satisfaction and quality of service rendered to the hotel patronage, but no such instrument or tool has been designed so far to measure the quality of food and its preparation in production department of the hotel. Hence the author has devised a PRODQUAL (Production Quality) instrument to monitor, to achieve the quality food production and fulfilling the customer satisfaction through it.

Keywords: *Production Quality, Customer Satisfaction, Food Service*

INTRODUCTION

The central stage of the hospitality industry revolves around the customer and customer satisfaction. Customer satisfaction is not only achieved by the personalised service, but also through quality and consistent food product prepared by the food production staff. Quality of the food and its preparation was earlier not regarded as one of the prominent criteria of the service satisfaction. The customers are rendered various other tangible and intangible hotel services as the parameters of achieving the satisfaction level. But now the scenario has been changed, and even the perception and expectations of the customer has been evolving to a greater extent, demanding the consistent and quality product and services that fulfils the customers' desire and wants. Quality and customer satisfaction are two inseparable parts of the hospitality business in this cut-throat competition. Hence employees strive their best in all areas to deliver highest degree of service as well as product quality to their customer to meet the challenges and look for the profit maximization. Hotels always try to sustain customer satisfaction to gain competitive advantage over its competitors through delivering quality oriented product and services.

Keeping in view the two most significant buzzword of the hospitality industry, quality and customer satisfaction, the author has mentioned the nature of the food production areas of the hotel. Food production

department lies in the back of the house operation of a hotel, but it produces the most delicious and mouth-watering product for the customer that satisfies their taste buds. Food production area is one the most complex and labour-intensive area where lot of activities are performed to produce a finished product. The quality of the food and the customer satisfaction is not an easy and singular task for the food preparing staff as the process undergoes a series of application like input-process-output to produce the finished product. Hence the consistency of maintaining the food quality in all the times, as well as keeping the customer happy is one of the most complex tasks. Therefore, an integrative and holistic approach is needed for the food production department to measure the production quality of the food to achieve customer satisfaction.

Research Gap

The extensive literature survey envisages that there has been a plethora of research conducted in the form of empirical and theoretical in the field of service quality, SERVQUAL and hospitality industry as well as customer satisfaction in many developing countries. SERVQUAL model has been used in most of the hospitality and other service sectors, for a long time and has been found very beneficial to measure the customer's perception and expectation about various services rendered to them. But as such, it has been revealed that not so much research conducted on PRODQUAL (Production quality) in food production

department of a hotel along with customer satisfaction in order to produce a consistent quality food for customer satisfaction. Hence, the author has taken a holistic step to formulate a PRODQUAL MODEL for the hospitality industry that will be beneficial both for employees and customer in the long run.

According to Fernandez & Bedia (2004) and Ladhari (2008), in the context of quality in hospitality industry, SERVQUAL is the best suitable instrument to identify and fill the gap of quality and quality related issues. By considering the SERVQUAL instrument, the present author has devised and conceptualized a new set of instruments termed as PRODQUAL to measure the quality food and various culinary practices associated with it.

Objective of the study

The objective of this research study is to devise and conceptualize a quality framework and management system to measure the quality and consistency of food production process for achieving the customer satisfaction in hotels. Hence to fulfil the above quality framework and its various parameters, following objectives have been identified:

- To undertake a critical study about the service quality versus production quality to establish its theoretical model in food production department of the hotels.
- To devise and to formulate the PRODQUAL model in order to achieve the quality in food production process leading to the better customer satisfaction.
- To identify and to evaluate the management and staff practices and approaches towards this model for achieving the consistency level of food quality and customer satisfaction.

LITERATURE REVIEW

Service Quality (SERVQUAL) VS Production Quality (PRODQUAL)

From time to time, various researchers and authors have cited the definition of service quality in different ways. According to Bitner, Booms & Mohr (1994), service quality can be defined as customer's overall impression of the organisation's products and services and their relative inferiority or superiority. Similarly, according to Cronin & Taylor (1994) service quality is an attitude derived from the long run overall evaluation, and furthermore Parasuraman, Zeithaml & Berry (1985) defined service quality as a statement of difference between expectation and performance

involving quality dimensions. The impact of service quality influences the customer satisfaction leading to the customer revisit intention and helps in the successful repeat patronage. Service quality has the potential to create an image in the minds of the customer that helps in achieving the competitive advantage over its competitors. Nilsson, Johnson & Gustafsson (2001) stated that in hospitality industry service is always been interacting with the customers, hence service quality is the fundamental tool for acquiring the customer satisfaction and financial gains.

The product and service offering on behalf of hotel are the prime focussed area in order to satisfy the customer. So, customer satisfaction can be secured through high-quality products and services (Getty & Getty, 2003); (Gupta & Chen, 1995); (Tsang & Qu, 2000). Gilbert & Veloutsou (2006) mentioned that the organisational success and failure are the outcome of service quality and its influence on customer satisfaction. Hotel industry's overall achievement and success entirely depends on service quality as quoted by Min, Min & Chung (2002). Wilkins, Meerilees & Herington (2007) quoted that service quality directly focus on the customer satisfaction, buying behaviour and profitability for a longer period. For the service quality to be successful, it is significant to constantly keep in touch with the employees and their service intention and service encounter (Prayuhda & Harsanto, 2014).

SERVQUAL is a tool which has been used for assessing the service quality and has been used in various business platforms. SERVQUAL is the most suitable instrument for measuring service quality (Robinson, 1999). This instrument is very versatile and multi dimensional as it has been adopted in varied industry like hospitals (Babakus & Mangold, 1992), hotels (Saleh & Rylan, 1992), travel and tourism (Fick & Ritchie, 1991), a telephone company, two insurance companies and two banks (Parasuram, Berry & Zeithaml 1991).

Considering the conceptualization of service quality and its ability measure and assess the degree of quality, there are 22 quality attributes which are used and divided into five dimensions:

Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

Compare to the SERVQUAL, Production Quality (PRODQUAL) is one of the innovative theories conceptualized by the present author related to the food production process, quality food and achieving the

production process, quality food and achieving the customer satisfaction through quality food. Similar to the SERVQUAL concept, PRODQUAL has been designed to measure the production quality and customer satisfaction in hotels. SERVQUAL concept has been widely applied in the front of the house (FOH) operation, but PRODQUAL has been developed to be applied in the food preparation or kitchens of the hotel. There is a major difference lies in between these two models like SERVQUAL considers the service quality as its main criteria, but PRODQUAL considers the production process, its technique and the finished quality food and its effect on achieving the customer satisfaction. PRODQUAL seems to be more sensitive model and concept as it has been purposefully designed to measure the various aspects about the quality food and food production process. The background for developing the PRODQUAL model has manifold reasons as because of increased competition among the hotels, the complex nature of food production process and to implement a holistic approach for management fair practices towards food and beverage operation.

In the context of service quality, every hotel manager identifies their unique and key product and services that contributes in the process of customer satisfaction (Min & Min, 1997). Furthermore, Clark, Hartline & Jones, (2009) asserted that on behalf of hotel organisation, it is a huge task to deliver the consistent level of quality products and services constantly. Similarly, Riley (2005) emphasized the department of food and beverage as the most revenue generating department and contributes a major chunk in customer satisfaction. Kotas & Jayawardena (1994) also has mentioned that food produced in hotel is particularly significant as it is the only thing which gives an unforgettable experience and remaining last long in the guest mind after their visit and half of the total revenue of hotel comes from the food (Australian Bureau of Statistics, 2004; Rodgers, 2005). Hence, food and beverage department are the most challenging and complex task in hotel day to operation compare to the room division department (Riley, 2005; Bosselman, 2007).

PRODQUAL concept has been developed because food is one of the most perishable and sensitive products that needs to be processed and prepared in a consistent manner considering the various aspects of it, so that the perception and expectations of the customers as well as staffs' can be fulfilled. Hence, maintaining the consistent quality is one of the most challenging tasks in hotel operation. Every hospitality operation has a critical and challenging task (Jones & Dent, 1994; Crandall, Vozikis & Sparks, 1996), in need to be performed is the

consistent quality, same also in food service industry (Bosselman, 1996).

However, Walker (2008) also mentioned that providing a consistent level of food quality is a major challenging task. Another objective of developing PRODQUAL concept is providing quality and consistent food at all times for sake of customer satisfaction and future survival in this cut throat competitive era. According to Namkung & Jang (2007), quality food leading to the customer satisfaction is not only the purpose of the hotel industry, but also essential for the survival for the future existence. As mentioned by Hartwell & Edwards (2009) the 21st century customers are much more concerned about the quality of the food offered to them on behalf of hotel kitchen. The overall quality of the food service organisations largely depends on the quality food offered by the hotel kitchen (Susskind & Chan, 2000). Quality parameters cannot be ignored in food service industry, as there is a positive harmony exists between the quality of the food and customer satisfaction (Oh, 2000). Ultimately customer satisfaction leads to the repeat patronage, (Gupta, McLaughlin & Gomez, 2007) and fulfils the customers' expectation and satisfaction gap (Ottenbacher & Harrington, 2009). Preparing a quality food by the hotel staff is not an easy task, because lots of technical process has been involved to produce a finished quality product, and last but not the least the human touch necessary to produce a desired food product, hence it was an arduous task to maintain a consistent quality food at all times.

Concerning the complaints, Vrtiprah (2001) indicated that the most regular complaints come from the food and its quality matters. In day to day hotel operation, a substantial portion of problem arises from food quality complaints (Antony, Antony & Ghosh, 2004). The importance of PRODQUAL cannot be negligible and it rules over the service quality, as because an inconsistent form of service quality may not hinder at all time the customer satisfaction, but the inferior food quality impacts to greater extent (Denove & Power, 2006; Longart, 2010). Since, in hospitality meal experience food quality and satisfaction plays a major role in word of mouth promotion (Longart, 2010). The PRODQUAL concept has been originated from the food production system of the hotel operation and its nature and characteristics has been influenced by the two different approaches (Cousins, Foskett, & Gillespie, 2002), the first one is process approach which focuses on the specific processes of food production and the second one is the product approach that concentrates on the type of dish of food produced. Both these approaches help to produce a quality and consistent food product (refer to figure 1).

Figure 1: Conceptual Framework of PRODQUAL

SERVQUAL	PRODQUAL
Tangibility	Objectiveness
Physical surroundings	skilled manpower
Facilities, Equipment	Equipment
Personnel, Communication	Quality ingredients
	Space layout & design
Reliability	Authenticity
Dependability	Food safety & hygiene
Consistency	Right temperature
Accuracy	Standard recipe
	Yield test
Responsiveness	Acceptance
Willingness	Mise-en-place
Promptness	Production planning
Kindness	Production scheduling
Tenderness	Portion control
	Menu planning
Assurance	Word of honour
Knowledge	Professionalism
Courtesy	Food safety
Capability	Communication skills
Empathy	Insight
Care	Coordination
Attention	Understanding needs

Source: Designed by the Author

Customer Satisfaction and PRODQUAL: Relevance

Service quality and customer satisfaction both are complimentary with each other. The non-existence of one will perish the survival of other. Hence in the hospitality industry, the success and failure solely rely on the service-scape and its rendering and the customer satisfaction derived from it. The performance of the hotel business leverages due to the satisfied customer by meeting and understanding their needs and expectation through service quality. According to (Gilbert & Veloutsou, 2006) organisation achievement and success has been linked with service quality and customer satisfaction.

Competitive advantage is the key engine for the sustainability and survival of the food service industry, and it has been achieved by delivering the quality services and products (Palmer 2001). Again the sustainability is a major issue in the 21st century especially for hospitality industry, as well as quality of service also determines the success of it. Hence according to Gronoos (1990) and Parasuraman, Zeithaml & Berry (1988) the success of any business particularly the service sectors face a challenging factor

of quality service and customer satisfaction.

The key to achieve sustainable advantage lies in delivering high quality service that result in satisfied customers, (Shemwell *et al.*, 1998). The environment and encounter of the service quality in hospitality industry belong to the front of the house operation (FOH) and staffs involved. In this process, there is a direct interaction and linkage in between the customers and staffs tangibly and their needs and requirements encountered through the staff's various attributes intangibly that result in satisfaction. Generally, the service quality dimension has acquired various attributes of service encountered entails the front-line operation, but not yet covered the service encountered by the production staff directly, but indirectly. Only the food prepared by the kitchen staffs and its service in the service areas have been considered, but it has not considered the quality of food preparation through its various stages and other parameters. So, the relevance of customer satisfaction and production quality has been a matter of debate and to be discussed and analysed.

Johns & Howard (1998) and Tam & Yung (2003) revealed from their previous studies that customer satisfaction and service quality depends on the various attributes like pricing, quality, value for money, style of service, location, branding, and image.

And the research also finds the service quality applied to restaurant industry individually includes the food quality, physical evidence, the atmosphere, and service received during the meal experience (Johns & Pine 2002). But no theoretical or empirical research has been carried out on the food preparation process and quality of the food and its contribution for achieving the customer satisfaction. Hence, the PRODQUAL has been designed by the present authors to measure the quality of food prepared by the kitchen staffs in a hotel (refer to figure 2).

Figure 2: PRODQUAL Model



Source: Designed by the Author

The PRODQUAL model designed by the author keeping in mind the complex nature of food preparation practices by the kitchen staffs to produce a quality food that ultimately leads to the customer satisfaction. Basically, PRODQUAL is an assessment tool to produce food and implementing the quality tag during the food preparation process, so that in the end a finished quality food will serve to the customer that will satisfy them. The motive of designing this model is measure the degree of quality food preparation practices enhancing the customer satisfaction. Also, this model has the purpose of directing the kitchen staffs during the food production process to adhere to the various culinary steps as a measuring device leading to produce a finished food. This model is also an instrument for measuring the production quality performed by the various kitchen staffs and this model considers the various food attributes like taste, aroma, flavour, texture etc.

This model has various technical parameters tangible and intangible by nature that are performed, followed, and implemented by the kitchen professionals, a constant direction and monitoring of these technical aspects are delivered by the management as well as by the head of the kitchen department so as to ascertain the finished quality food and its eye appealing presentation, finally the service of quality food for customer satisfaction. The PRODQUAL model consists of 12 technical parameters grouped into five dimensions like objectiveness, authenticity, acceptance, word of honour, and insight that paves the way for kitchen professionals adhere to follow the parameters during the food production process so as to derive and develop a quality finished food product for the customers.

RESEARCH METHODOLOGY

The objective of this research study is to devise and formulate a model (PRODQUAL) pertaining to the food production department of a hotel that ascertain the quality food production process leading to the customer satisfaction by offering finished quality food product. Both the primary and secondary method of data collection has been adopted to formulate and develop this model first time by the authors. The secondary data has been derived from the various journals, research papers, articles, and international and national conference proceeding papers. The survey questionnaire was designed by the author to gather the primary data. So, the total of 150 set of questionnaire had been distributed to the various hotel to be filled by the hotel kitchen staffs ranging from executive chef to Sous chef to CDP (Chef de partie) and DCDP (Demi chef de partie)

and commii level staffs. Out of the 150 questionnaires, 120 were filled completely showing a response rate of 80%. The respondents sample consists of various demographic factors like age, gender, educational qualification, marital status, nationality, and professional rank.

In this research study, two types of variables have been considered like independent and dependent variables. The PRODQUAL has been considered as the independent variable and customer satisfaction as the dependent variable. The PRODQUAL model has been devised and developed first time by the authors to measure the production quality that incorporates five dimensions namely Objectiveness, Authenticity, Acceptance, Word of Honour and Insight. Five-point Likert scale has been used (1= Strongly Disagree to 5= Strongly Agree). Collected data have been analysed by the help of SPSS and the mean, standard deviation and frequency has been derived for each dimension of PRODQUAL.

RESULTS AND DISCUSSION

Table 1: Production Quality Considering Objectiveness

Objectiveness Dimension	Kitchen Staffs' Expectation			Kitchen Staffs' Perception		
	Mean	S.D	Level	Mean	S.D	Level
Skilled Manpower	3.98	0.916	High	4.16	1.06	Highest
Equipment	4.00	0.791	High	4.36	0.839	Highest
Quality Ingredients	4.27	0.943	High	4.16	1.11	Highest
Kitchen Layout & Space Design	4.05	0.713	High	4.39	0.664	Highest
Average Mean Score	3.31	0.84		4.26	0.91	Highest

Source: Compiled from Primary data

By compiling the primary data, the table 1 shows that the overall expectation of kitchen staffs towards objectiveness is 3.31 on a higher side. Equipment, quality ingredients and well-defined kitchen layout and space design have both expectation and perceptions of kitchen staff on a higher-level scoring more than 4. The findings from the table 1 determines the above attributes of Objectiveness directly linked with production quality and ultimately leads to the customer satisfaction. The result of the above table resembles with the reference given by the Johns & Howard (1998) and Tam & Yung (2003) in literature review as quality of ingredients and the location of the kitchen or designing of the space has a positive impact on the production quality, thus results in customer satisfaction.

Table 2: Production Quality Considering Authenticity

Authenticity Dimension	Kitchen staffs' expectation			Kitchen staffs' Perception		
	Mean	S.D	Level	Mean	S.D	Level
Food safety & hygiene	4.35	0.764	High	4.18	1.06	Highest
Right temperature	3.94	0.872	High	4.23	1.01	Highest
Standard recipe	4.14	0.928	High	4.25	1.00	Highest
Yield test	3.93	0.657	High	4.48	0.634	Highest
Average mean score	4.09	0.80		4.28	0.92	

Source: Compiled from Primary data

Table 2 considers the various attributes under the authenticity where it has been clearly found that both the expectation and perception level of the production quality and customer satisfaction are on the higher level scoring 4.09 and 4.28, which determines that food safety, hygiene and proper temperature are essential during the food production process that leads to the quality finished food. According to Fernandez & Bedia (2004) and Ladhari (2008), the quality of the food directly relates with the above parameters from the table like food prepared in a safety and hygienic manner, and maintaining the proper temperature is also determines the guest satisfaction in the hotel.

Table 3: Production Quality Considering Acceptance

Acceptance Dimension	Kitchen staffs' expectation			Kitchen staffs' Perception		
	Mean	S.D	Level	Mean	S.D	Level
Mise-en-place	3.98	0.798	High	4.60	0.556	Highest
Production planning	4.01	0.579	High	4.37	0.908	Highest
Production scheduling	4.02	0.571	High	4.45	0.776	Highest
Portion control	4.02	0.600	High	4.54	0.606	Highest
Menu planning	4.20	0.427	High	4.27	1.01	Highest
Average mean score	4.04	0.59		4.44	0.77	

Source: Compiled from Primary data

Table 3 shows that the production quality considering the various acceptance attributes towards the staffs expectation is having the overall mean score is 4.04. The staffs expectation towards menu planning is having the highest score of 4.24 that clearly defines that quality of food preparation depends more on the way menu planning process is carried out. The perception level of staffs concerning menu planning, portion control, production planning and production scheduling are on the higher level that also signifies the above attributes are necessary for the quality production of food. Longart (2010) mentioned that quality food and its production process pass through the various phases like menu planning to production planning and production scheduling directly have a

positive perception among the staffs.

Table 4: Production Quality Considering Word of Honor

Word of Honor Dimension	Kitchen staffs' expectation			Kitchen staffs' Perception		
	Mean	S.D	Level	Mean	S.D	Level
Staff training	4.23	0.774	High	4.05	1.15	Highest
Professionalism	4.10	0.556	High	4.05	1.07	Highest
Communication skills	3.98	0.647	High	4.39	0.554	Highest
Average mean score	4.10	0.65		4.16	0.92	Highest

Source: Compiled from Primary data

Table 4 shows that staffs expectation overall scores 4.10 that is on a higher level, also the mean score of staff training and professionalism ranks 4.23 and 4.10. Similarly, the perception level of staffs about the Word-of-Honour dimensions score 4.16 which determines training and developments as well as professionalism plays a vital role in quality food production process. Prayuhda & Harsanto (2014) suggested that service encounter is the most essential for quality to be maintained and overall customer satisfaction, and it really depends on the training and development and professionalism among the staffs.

Table 5: Production Quality Considering Insight

Insight Dimension	Kitchen staffs' expectation			Kitchen staffs' Perception		
	Mean	S.D	Level	Mean	S.D	Level
Coordination among staffs	3.89	0.786	High	4.24	0.859	Highest
Understanding customers' needs	4.45	0.684	High	4.32	0.871	Highest
Average mean score	4.17	0.73		4.28	0.86	Highest

Source: Compiled from Primary data

Table 5 shows that the overall mean score of expectation level of staffs concerning insight and its attributes is 4.17. Understanding the customer needs (4.45) scores high on the expectation level, also the perception of staff able to make it clear that an effective co-ordination (4.24) is one of the most pivotal attributes for the production quality in hotels.

According to Johns & Pine (2002) service quality of a restaurant involving the food quality, physical evidence, the atmosphere or environment and service rendered during the meal experience also applicable on the case of PRODQUAL as all these parameters have a positive impact on during the food preparation and food service process, hence a correlation exists between them.

Staff opinion towards production quality

Table 6: Overall Mean Score of Kitchen Staffs (Expectation & Perception) Towards Production Quality

Five Dimension	Staffs expectation			Staffs perception		
	Mean	S.D	Level	Mean	S.D	Level
Objectiveness	3.31	0.84	High	4.26	0.91	Highest
Authenticity	4.09	0.80	High	4.28	0.92	Highest
Acceptance	4.04	0.59	High	4.44	0.77	Highest
Word-of-Honour	4.10	0.65	High	4.16	0.92	Highest
Insight	4.17	0.73	High	4.28	0.86	Highest
Overall score	3.94	0.72	High	4.28	0.87	Highest

Source: Compiled from Primary data

Table 6 shows that the overall score of staffs' expectations consisting of five dimensions are on high level (3.94). Staff expectation on insight attributes consisting of coordination among the staffs and understanding the customer's needs score high (4.17), followed by Word-of-Honour (4.10), authenticity (4.09) and objectiveness (3.31). The overall mean score of staff perception resides on high level of acceptance (4.44), that really matters a lot in the food production following by insight (4.28), authenticity (4.28), and objectiveness (4.26). Hence from this study it has been found that perception of acceptance dimension like, mise-en-place, production planning, production scheduling, menu planning including the coordination among the staffs, and understanding the customer's needs plays the significant role during quality food preparation in hotel kitchen.

Cousins, Foskett & Gillespie (2002) suggested the process approach and the product approach for the kitchen really matters from the above table 7, where quality derived depends on the dimensions of high level of acceptance, following insight, authenticity, and objectiveness.

Table 7: PRODQUAL GAP of Kitchen Staff's Expectation and Perception Towards the Food Production

Dimensions	Staffs' Expectation	Staff's Perception	PRODQUAL Gap
Objectiveness	3.31	4.26	0.95
Authenticity	4.09	4.28	0.19
Acceptance	4.04	4.44	0.4
Word-of-Honour	4.10	4.16	0.06
Insight	4.17	4.28	0.11

Source: Compiled from Primary data

From table 7, it has been clearly demonstrated that there is a gap in between the staffs' expectation and perception level towards the production quality, that ultimately impact on customer satisfaction. The scoring of all dimensions pertaining to perception is higher than the scoring of expectation dimensions. Hence, resulting a positive gap showing the staffs perception of dimensions is highly essential for quality food production process leading to the customer satisfaction. Acceptance is the highest positive dimension having the score of (0.4) and its parameters like menu planning, production planning, mise-en-place, and production scheduling are significant during the food preparation process.

CONCLUSION

The service industry has been growing by leaps and bounds, asking for quality of service delivered at each moment to the customers determining the survival of business for the long run. Similarly, not only the service quality, but also the production quality or quality maintained during the production process also leads to the customer satisfaction in business enterprises. Especially the food service sectors, most of the back of the house operation contributes to customer satisfaction in the form of finished product adhering the newly developed PRODQUAL model. The notion of SERVQUAL as only the assessing tool for measuring the customer satisfaction has been replaced and replenished by the PRODQUAL model devised by the current authors keeping in view the various dimensions linked with it. This model will act as a blessing in disguise for the food production staff as a safeguard in quality food preparation process and paves the way for satisfying the customers' needs and necessity.

REFERENCES

Antony, J., Antony, F.J. & Ghosh, S. (2004). Evaluating Service Quality in a UK Hotel Chain: A Case Study. *International Journal of Contemporary Hospitality Management*, 16(6), pp 380-384.

Australian Bureau of Statistics. (2004). Economic Contribution of the Hotel Industry in South Australia. The South Australian Centre for Economic Studies, University of Adelaide, January. Retrieved From: [https:// www.ahasa.com.au/___files/f/19639/Economic_Contribution_of_the_Hotel_Industry_in_South_Australia.pdf](https://www.ahasa.com.au/___files/f/19639/Economic_Contribution_of_the_Hotel_Industry_in_South_Australia.pdf)

Babakus, E. & Mangold, W.G. (1992). Adapting the SERVQUAL Scale to Hospital Services: An

- Empirical Investigation. *Health Services Research*, 26(6), pp 767-786.
- Bitner, M.J., Booms, B.H. & Mohr, L.A. (1994). Critical Service Encounters: The Employee Viewpoint. *Journal of Marketing*, 58(4), pp 95-106.
- Bosselman, R.H. (1996). Current Perceptions of Hospitality Accreditation. *FIU Hospitality Review*, 14(2), pp 77-84.
- Bosselman, R.H. (2007). *Managing Food and Beverage Operations in Lodging Organizations*, In Rutherford, D.G. & O'Fallon, M.J. (eds.) *Hotel Management and Operations*, 4th Edition. John Wiley & Sons, Inc. New Jersey.
- Clark, R.A, Hartline, M.D. & Jones, K.C. (2009). The Effects of Leadership Style on Hotel Employees' Commitment to Service Quality. *Cornell Hospitality Quarterly*, 50(2), pp 209-231.
- Cousins, J., Foskett, D. & Gillespie, C. (2002). *Food and Beverage Management*. 2nd Edition. Prentice Hall, Pearson Education, Inc. Harlow.
- Crandall, R., Vozikis, G.S. & Sparks, D.L. (1996). Differentiating Restaurant Startups: A Conceptual Framework. *Academy of Entrepreneurship Journal*, 1(2), pp 33-42.
- Cronin, J.J. & Taylor, S.A. (1994). SERVPERF versus SERVQUAL: Reconciling Performance Based and Perceptions-Minus-Expectations Measurement of Service Quality. *Journal of Marketing*, 58(1), pp 125-131.
- Denove, C. & Power, J.D. (2006). *Satisfaction: How Every Great Company Listens to the Voice of the Customer*. Portfolio. New York.
- Fernandez, M.C.L. & Bedia, A.M.S. (2004). Is the Hotel Classification System a Good Indicator of Hotel Quality? An Application in Spain. *Tourism Management*, 25(6), pp 771-775.
- Fick, G.R. & Ritchie, J.R.B. (1991). Marketing Service Quality in the Travel and Tourism Industry. *Journal of Travel Research*, 30(2), pp 2-9.
- Getty, J.M. & Getty, R.L. (2003). Lodging Quality Index (LQI): Assessing Customers' Perceptions of Quality Delivery. *International Journal of Contemporary Hospitality Management*, 15(2), pp 94-104.
- Gilbert, G.R. & Veloutsou, C. (2006). A Cross-industry Comparison of Customer Satisfaction. *Journal of Services Marketing*, 20(5), pp 298-308.
- Gronroos, C. (1990). *Service Management and Marketing: Managing the Moments of Truth in Service Competition*. Lexington Books. Lexington.
- Gupta, A. & Chen, I. (1995). Service Quality: Implications for Management Development. *International Journal of Quality & Reliability Management*, 12(7), pp 28-35.
- Gupta, S., McLaughlin, E. & Gomez, M. (2007). Guest Satisfaction and Restaurant Performance. *Cornell Hospitality Quarterly*, 48(3), pp 284-298.
- Hartwell, H. & Edwards, J. (2009). Descriptive Menus and Branding in Hospital Foodservice: A Pilot Study. *International Journal of Contemporary Hospitality Management*, 21(7), pp 906-916.
- Johns, N. & Howard, A. (1998). Customer Expectations Versus Perceptions of Service Performance in the Food Service Industry. *International Journal of Service Industry Management*, 9(3), pp 248-265.
- Johns, N. & Pine, R. (2002). Consumer Behaviour in the Food Service Industry: A Review. *International Journal of Hospitality Management*, 21(2), pp 119-134.
- Jones, P. & Dent, M. (1994). Lessons in Consistency: Statistical Process Control in Forte plc. *The TQM Magazine*, 6(1), pp 18-23.
- Kotas, R. & Jayawardena, C. (1994). *Profitable Food & Beverage Management*. Hodder & Stoughton Educational. London.
- Ladhari, R. (2008). Alternative Measures of Service Quality: A Review. *Managing Service Quality*, 18(1), pp 65-86.
- Longart, P. (2010). What Derives Word-of-Mouth in Restaurant? *International Journal of Contemporary Hospitality Management*, 22(1), pp 121-128.
- Min, H., Min, H. & Chung, K. (2002). Dynamic Benchmarking of Hotel Service Quality. *Journal of Services Marketing*, 16(4), pp 302-321.
- Min, H.K. & Min, H.S. (1997). Benchmarking the Quality of Hotel Services: Managerial Perspectives. *International Journal of Quality & Reliability Management*, 14(6), pp 582-597.
- Namkung, Y. & Jang, S. (2007). Does Food Quality Really Matter in Restaurants? Its Impact on Customer Satisfaction and Behavioral Intentions. *Journal of Hospitality & Tourism Research*, 31(3), pp 387-409.

- Nilsson, L., Johnson, M.D. & Gustafsson, A. (2001). The Impact of Quality Practices on Customer Satisfaction and Business Results: Product Versus Service Organizations. *Journal of Quality Management*, 6(2), pp 5-27.
- Oh, H. (2000). Diners' Perceptions of Quality, Value, and Satisfaction: A Practical Viewpoint. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), pp 58-66.
- Ottbacher, M.C. & Harrington, R.J. (2009). The Product Innovation Process of Quick-Service Restaurant Chains. *International Journal of Contemporary Hospitality Management*, 21(5), pp 523-541.
- Palmer, A. (2001). Principles of Service Marketing. 3rd Edition. McGraw-Hill. New York.
- Parasuram, A., Berry, L.L. & Zeithaml, V.A. (1991). Refinement and Reassessment of the SERVQUAL Instrument. *Journal of Retailing*, 67(4), pp 420-450.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985). A Conceptual Model of Service Quality and Its Implication for Future Research, *Journal of Marketing*, 49(4), pp 41-50.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perception of Service Quality. *Journal of Retailing*, 64(1), pp 12-40.
- Prayudha, A.N. & Harsanto, B. (2014). Measuring Service Quality in Hotel X Bandung. In 2014 International Symposium on Technology Management and Emerging Technologies (ISTMET), 27th-29th May 2014, IEEE Xplore. Retrieved From: <https://ieeexplore.ieee.org/abstract/document/6936511/authors#authors>
- Riley, M. (2005). Food and Beverage Management: A Review of Change. *International Journal of Contemporary Hospitality Management*, 17(1), pp 88-93.
- Robinson, S. (1999). Measuring Service Quality: Current Thinking and Future Requirements. *Marketing Intelligence & Planning*, 17(1), pp 21-32.
- Rodgers, S. (2005). Selecting a Food Service System: A Review. *International Journal of Contemporary Hospitality Management*, 17(2), pp 157-169.
- Saleh, F. & Ryan, C. (1992). Analysis Service Quality in the Hospitality Industry Using the SERVQUAL Model. *The Services Industries Journal*, 11(3), pp 324-345.
- Shemwell, D.J., Yavas, U. & Bilgin, Z. (1998). Customer-Service Provider Relationships: An Empirical Test of a Model of Service Quality, Satisfaction and Relationship Oriented Outcome. *International Journal of Service Industry Management*, 9(2), pp 155-168.
- Susskind, A.M. & Chan, E.K. (2000). How Restaurant Features Affect Check Averages: A study of the Toronto restaurant market. *Cornell Hotel and Restaurant Administration Quarterly*, 41(6), pp 56-83.
- Tam, W.Y. & Yung, N.L.A. (2003). *Managing Customer for Value in Catering Industry (Fast Food) in Hong Kong*. Chinese University of Hong Kong. Hong Kong.
- Tsang, N. & Qu, H. (2000). Service Quality in China's Hotel Industry: A Perspective from Tourists and Hotel Managers. *International Journal of Contemporary Hospitality Management*, 12(5), pp 316-326.
- Vrtiprah, V. (2001). Managing Quality in Hotel Excelsior. *Journal of Quality Assurance in Hospitality & Tourism*, 2(3/4), pp 111-126.
- Walker, J.R. (2008). *Exploring the Hospitality Industry*. Pearson Prentice Hall. US.
- Wilkins, H., Merrilees, B. & Herington, C.A. (2007). Towards an Understanding of Total Service Quality in Hotels. *International Journal of Hospitality Management*, 26(4), pp 840-853.