CUSTOMER SATISFACTION IN HOTELS IN CAPE TOWN

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CUSTOMER SATISFACTION IN HOTELS IN CAPE TOWN

by

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DECLARATION

I, Christine Mbungwana, hereby declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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Signed   **Date**

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ABSTRACT

Customer satisfaction is one of the most important strategic mechanisms of best practice hotel organisations. Daily, managers and employees are continuously faced with the challenges of establishing and maintaining customer satisfaction. The purpose of this study is to seek and identify measures that can be used in the hospitality industry for purposes of assessing and evaluating customer satisfaction and customer service effectiveness. The results from the research will enable hotel owners, managers and decision makers to identify the best practices in customer service design, culminating in customer value.

The primary objective of this study is to assess customer expectations and perceptions of service quality in Cape Town based hotels, and to identify the gaps between client expectations and perceptions. This will be used as a basis to investigate the challenges that Cape Town hotels experience pertaining to internal and external customer strategy development and satisfaction. These identified challenges will be used as learning opportunities for improvement in aspects of quality and to establish a usable model for the organisation (hotels) from which strategies can be developed for the effective management of customer relations, and to ensure that customer expectations of service quality are met.

The researcher will use SERVQUAL and the Analytic Hierarchy Process (AHP) scoring method to rate the customer's level of satisfaction with each service attribute into an overall service performance of each hotel. The researcher will recommend an appropriate quality improvement mechanism to measure, analyse and improve processes in the hospitality industry.

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GLOSSARY OF TERMS

Benchmarking: Refers to a continuous improvement process by which an organisation can assess its internal strengths and weakness, evaluate comparative advantages of leading competitors, identify the best practices of industry or functional leaders, and incorporate these findings into a strategic action plan geared to gain a position of superiority.

SERVQUAL: The SERVQUAL instrument consists of 22 statements for assessing consumer perceptions and expectations regarding the quality of a service.

Likert Scale: Summated ratings: A method of attitude-scale construction developed by Rensis Likert, which uses item analysis to select the best items.

European Foundation for Quality Management Model (EFQM): A holistic business excellence model that is compiled from criteria that is essential for achieving business excellence. The EFQM is a powerful measurement tool, which enables organisations to assess their level of excellence and relies heavily on benchmarking.

Analytic Hierarchy Process (AHP): A systematic scoring method that was designed to synthesise the hotel customer's level of satisfaction with each service attribute into an overall service performance score of each hotel.

Total Quality Management (TQM) A set of management practices throughout the organisation, geared to ensure the organisation consistently meets or exceeds customer requirements. TQM places strong focus on process measurement and controls as a means of continuous improvement.

CHAPTER 1: SCOPE OF THE RESEARCH

1.1   INTRODUCTION AND MOTIVATION

The purpose of this study is to seek and identify measures that can be used in the hospitality industry for purposes of assessing and evaluating customer satisfaction and customer service effectiveness. The results from the research will enable hotel owners, managers and decision makers to identify best practices in customer service design, to ensure maximum customer value. In so doing, decision makers may further improve services to customers and gain competitive advantage.

The study will evaluate service quality in terms of understanding how to measure, continuously deliver, meet and exceed customer expectations. This research will be of value to the hospitality industry as impediments to service quality will be highlighted and recommendations made to mitigate such issues. This study is furthermore important for the hospitality industry in Cape Town, in preparation for the 2010 Soccer World Cup.

Academic services marketing and management literature widely acknowledge that keeping current customers and developing relationships with new ones, is a key business strategy (Piercy, 1995:22). If customers are satisfied with a product, service or brand, they will be more likely to continue to purchase and use it, and to tell others of their favorable experience with it. If they are dissatisfied however, they will be more likely to switch brands or hotels and complain to management and to everyone else they meet. Satisfaction of customers also happens to be the cheapest means of promotion and advertisement.

The primary objective of this study is to assess customer expectations and perceptions of service quality in Cape Town based hotels, and to identify the gaps between client expectations and perceptions. This will be used as a basis to investigate the challenges that Cape Town hotels experience pertaining to internal and external customer strategy development and satisfaction. These identified challenges will be used as learning opportunities for improvement in aspects of

quality and to establish a usable model for the organisation (hotels) from which strategies can be developed for the effective management of customer relations, and to ensure that customer expectations of service quality are met.

1.2   BACKGROUND TO THE RESEARCH PROBLEM

A number of Cape Town hotels such as the Peninsula, the Commodore, the Portswood and the Cape Grace hotel experience difficulties in maintaining service consistency, and as a result culminated in minimised return visits to the hotels. Cape Town hotel statistics indicate a decrease of return visits over the last two years of about 5000 people on average that have not been returning to some of the hotels. Furthermore, this situation is further impacted upon by the fact that in these hotels, there are no structured approach to sustained quality improvement, or measures to determine the extent of the degradation of service levels.

1.3   STATEMENT OF THE RESEARCH PROBLEM

Against the above background, the research problem to be researched within the ambit of this dissertation reads as follows: "The adverse impact of the loss of revenue in Cape Town based hotels due to the deterioration of quality services".

1.4   THE RESEARCH QUESTION

The research question to be researched in support of the research problem, reads as follows: "What mechanisms can be introduced to mitigate the deterioration of return business in the Cape Hotel industry, and improve the quality of service the hospitality industry as a whole provides?"

1.5   INVESTIGATIVE (SUB-) QUESTIONS

The investigative questions to be researched in support of the research question reads as follows:
➢ What were the primary reasons provided by Cape Hotel industry management and employees for poor customer satisfaction?

- What are the current processes and methods in place to improve customer satisfaction?
- How can effectiveness and efficiency of staff be improved when dealing with customers?
- What is a general perception of clients about Cape Town hotels in terms of service provided?
- What are the Total Quality Management (TQM) success factors in the hotel industry?

1.6   PRIMARY RESEARCH OBJECTIVES

The primary research objectives of this dissertation reads as follows:
- To position the Cape Hotel industry to provide excellent 'world class' service in the future.
- To meet and exceed hotel customer satisfaction and expectations.
- To develop a business service excellence model and strategy to improve service quality.
- To exponentially improve the number of return customers to Cape Town hotels.
- To maximise revenue from the hospitality industry.
- To assess customer expectations and perceptions of service quality, and identify the gaps which can be mitigated using a Six Sigma approach.
- Determining the TQM critical success factors in the hotel industry.

1.7   THE RESEARCH PROCESS

The research process provides insight into the process of 'how' the research will be conducted from developing the proposal to submitting the dissertation. Remenyi, Williams, Money & Swartz (2002:64-65), explains that the research process as consisting of eight specific phases, which will be applied to this research study. The phases include:
- Reviewing the literature.
- Formalizing a research question.
- Establishing the methodology.

➢ Collecting evidence.

➢ Analyzing the evidence.

➢ Developing conclusions.

➢ Understanding the limitations of the research.

➢ Producing management guidelines or recommendations.

1.8   RESEARCH DESIGN AND METHODOLOGY

Case study research is an empirical enquiry that investigates a contemporary phenomenon within its real-life context. The research will make use of multiple methods of collecting data, which will be both qualitative and quantitative in nature. Experimental case study research will serve as the research method. Case study research mainly falls in the qualitative research paradigm, but it could also be applied within the quantitative research paradigm. According to Yin (2003:1) it can be applied in the following areas:

➢ Policy, political science and public administration research.

➢ Community psychology and sociology research.

➢ Organizational and management studies.

➢ City and regional planning research.

➢ Research into social science, the academic disciplines as well as professional fields such as business administration, management sciences, and social work.

Case studies essentially investigate events in its real-life context and it addresses the following: It answers 'How' and 'Why' questions, and explore events and aids the understanding thereof in a particular context. It is seen as an all-inclusive research strategy when contextual conditions are the subject of the research.

Four types of case studies can be identified namely, descriptive, illustrative, experimental and explanatory case studies. Collis and Hussey (2003:68-70), implies that case studies are used in areas where there's an inadequate amount of knowledge. Yin (2003:20-27), focuses on the important elements of case study research design, namely:

➢ Study questions.

➢ Study propositions.

- ➢ Unit of analysis.
- ➢ Linking data to propositions.
- ➢ Criteria for interpreting findings.

1.9   DATA COLLECTION DESIGN AND METHODOLOGY

To achieve the objectives of this research project, the researcher will utilise Malcolm Baldrige National Quality Award (MBNQA) questionnaires, and interviews to determine the current excellence status of the five hotels selected to serve as units of analysis. Questionnaires will serve as the data collection methodology, as it falls within the broader definition of 'survey research' or 'descriptive survey'. Remenyi *et al.* (2002:290), defines the concept of 'survey' as: ". . . the collection of a large quantity of evidence usually numeric, or evidence that will be converted to numbers, normally by means of a questionnaire". A questionnaire consists of a list of questions compiled in order to elicit reliable responses from a chosen sample with the aim to determine what the participants do, think or feel. There are two approaches in structuring questions namely, positivistic (structured 'closed' questions) and phenomenological (unstructured 'open-ended questions).

According to Cooper & Schindler (2006:204, 208, 210-211), three types of interviews are identifiable:

- ➢ **Unstructured interview**: No specific questions or order of topics to be addressed, with each interview customized to each participant.
- ➢ **Semi-structured interview**: Generally starts with a few specific questions and then follows the individual's tangents of thought with interviewer probes.
- ➢ **Structured interview:** Similar to a questionnaire to guide the question order and the specific way the questions are asked, but the questions generally remain open-ended. The sample frame will consist of customers, management and service staff.

1.10   DATA VALIDITY AND RELIABILITY

According to Collis & Hussey (2003:186), 'validity' is concerned with the extent to which the research findings accurately represents what is happening. More

specific, whether the data is a true picture of what is being studied. According to Cooper & Schindler (2006:318-320), three major forms of validity can be identified, namely 'content validity', 'criterion-related validity' and 'construct validity'.

Reliability (also referred to as 'trustworthiness'), is concerned with the findings of the research (Collis & Hussey, 2003:186). The findings can be said to be reliable if you or anyone else repeated the research and obtained the same results. There are three common ways of estimating the reliability of the responses to questions in questionnaires or interviews, namely:

➢ Test re-test method, which will be used in this research study, the
➢ split halves method, and the
➢ internal consistency method.

1.11   ETHICS

In the context of research, according to Saunders, Lewis and Thornhill, (2001:130), "… ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work, or are affected by it". The following ethics will be observed in the research study:

➢ **Informed consent:** Participants should be given the choice to participate or not to participate, and furthermore be informed in advance about the nature of the study.

➢ **Right to privacy:** The nature and quality of participants' performance must be kept strictly confidential.

➢ **Honesty with professional colleagues:** Findings must be reported in a complete and honest fashion, without misrepresenting what has been done or intentionally misleading others as to the nature of it. Data may not be fabricated to support a particular conclusion.

➢ **Confidentiality/Anonymity:** It is good research practice to offer confidentiality or anonymity, as this will lead to participants giving more open and honest responses.

1.12   RESEARCH ASSUMPTIONS

The following assumptions pertaining to this research study:
➢ Customers are dissatisfied with service levels in Cape Hotel industry.
➢ Efforts to date have not increased hotel occupancy and revenue.
➢ It is assumed that selected hotels, which would serve as the object of this research study, will co-operate and allow access to their sites and documentation records as required by the study.

1.13   RESEARCH CONSTRAINTS

The following constraints apply to the research:
➢ The research is limited to five hotels in Cape Town, which is the Peninsula hotel, the Commodore hotel, the Portswood hotel and the Cape Grace Hotel.

1.14   CHAPTER AND CONTENT ANALYSIS

The following chapter and content analysis will be applicable to the research study:

Chapter 1 – Scope of the research: In this chapter a holistic perspective will be provided of the proposed research. The chapter will provide a brief introduction and background to the key factors (as identified), which contribute to the loss of revenue and deterioration of return business in Cape Town based hotels. The research process will be explained, followed by the formulation of the research problem, the research question and supporting investigative questions. The chapter will be concluded with a list of primary research objectives.

Chapter 2 – Holistic perspective of the research environment: In this chapter a holistic approach will be provided of customer service in the selected Cape Town hotels.

Chapter 3 – Service Excellence Models (A literature review): In this chapter, a literature review will be conducted on service excellence models in the services industry.

Chapter 4 – Survey design and methodology: In this chapter, the survey design and methodology to be conducted within the ambit of this dissertation will be elaborated upon.

Chapter 5 – Data analysis and interpretation of results: In this chapter, data gleaned from the survey conducted within the ambit of chapter 4, will be analyzed in detail and interpreted in terms of the primary theme of the dissertation. In addition, the results from the survey will be mapped to the literature review conducted within the ambit of chapter 3.

Chapter 6 – Conclusion: In this chapter the research will be concluded. Key element raised in Chapter 1 will be re-visited and recommendations will be made to not only mitigate the research problem, but to provide an answer to the research question and associated an investigated questionnaire.

1.15   SIGNIFICANCE OF THE PROPOSED RESEARCH

Significance of the proposed research lies in the fact that the hospitality industry serves as a catalyst for foreign capital into the country. An improvement of the service of the industry would not only the hotels being researched, but the industry as a whole. Furthermore, with the advert of 2010, return business thereafter will be based on experience during 2010.

CHAPTER 2: BACKGROUND AND INSIGHT INTO THE RESEARCH ENVIRONMENT

2.1   INTRODUCTION AND BACKGROUND

A number of Cape Town hotels such as the Peninsula, the Commodore, the Portswood and the Cape Grace hotel experiences difficulties in maintaining service consistency, and as a result culminated in return visits to the hotels. Cape Town hotel statistics indicates the decrease of return visits over the last two years of about 5000 people on average that have not been returning to certain Cape Town hotels. This trend points to the fact that in the affected hotels, there are no structured approach to sustained quality improvement, or measures to determine the extent of the degradation of service levels.

A comprehensive customer feedback management system in the hospitality industry is of vital importance. Achieving and maintaining brand loyalty is critical, given the enormous pressures of the current economic climate on the hospitality industry. While families are scaling down their vacation plans and businesses are cutting back on travel expenses, hotels are scrambling for ways to bolster market share in an increasingly competitive environment.

Measuring customer satisfaction in the hotel industry has never been easy. The key obstacle to valid data gathering in any hotel, is based on satisfaction feedback initiatives and customer participation. Response rates are notoriously low in hotels. Furthermore, the most difficult aspect of measuring hotel satisfaction is the very nature of the service being rendered. A hotel guest's perception of quality depends on an extremely broad variety of factors ranging from a receptionist's smile, to the type of pillows on the bed or even the selection of items in the breakfast buffet. Very few industries need to measure such a wide spectrum of different variables, all of which contribute significantly to overall customer satisfaction.

Perhaps, the most significant challenge for hotel administrative employees are the

complexities associated with geographical disparity of hotel companies. With hotels usually spread out over large areas (often worldwide) the ability to collect and process surveys only add further complexity to the mission. Given that this task often falls on the hotel staff that is being evaluated, most corporate offices reasonably doubt if all the opinions, reach the home office.

2.2   INFORMATION ABOUT THE CASE STUDY HOTELS

The hotels which will serve for this case study includes the Peninsula hotel which is a 5-star hotel, the Commodore hotel, a 4-star hotel, the Portswood hotel also a 4-star hotel, and the Cape Grace hotel, a 5-star hotel. Below, it is a brief introduction to each hotel. All these hotels operate and offer two distinct areas of operation, which are the Rooms Division and Food and Beverage Division.

2.2.1   THE PENINSULA ALL-SUITE HOTEL

Nestled at the foot of Lions Head mountain, on a stretch of prime Cape coastline in Seapoint, The Peninsula All-Suite is one of the Cape Town's most sought after hotels. With breathtaking views of the Atlantic Ocean, the Peninsula's sea-facing sites are pure indulgence. The hotel consists of 110 bedroom suites with full sea views of the promenade and ocean; self catering facilities in all the rooms, room safes, hair-dryer, wireless Internet access, and 7 DSTV channels and in-house movie channel. Other facilities includes, 2 restaurants, sauna, complimentary shuttle service within an 8 km radius, gym with a personal trainer, baby sitting facility, and 2 swimming pools. The hotel is 25 km away from Cape Town international airport, and 3-5 km away from the City centre and Victoria and Alfred Waterfront

2.2.2   THE COMMODORE HOTEL

The Commodore hotel is situated at the Victoria and Alfred Waterfront in Cape Town, is a legacy hotel where stylish living and tranquil setting is the standard. The hotel is show-casing its breathtaking views of the 'Mother City' from the upper floors of the hotel's superior rooms. The Commodore hotel has 232

bedrooms with a 4 wheelchair accessible rooms; 22 kms from Cape Town international airport; 24 hour room service; conference facilities up to 80 delegates; business centre; wireless Internet connection; health and wellness centre; gymnasium; undercover parking; and foreign exchange. The hotel has a full range of facilities to offer guests comfort and convenience.

2.2.3   THE PORTSWOOD HOTEL

The Portswood hotel is located next to its sister hotel the Commodore. The Portswood mapping the facilities of the Commodore, is also an ideal choice for the business traveler, with all the most sophisticated facilities.

2.2.4   THE CAPE GRACE HOTEL

The Cape Grace hotel is a newly fashioned luxury hotel that delivers all the creature comforts that a guest would expect from world class luxury accommodation. This hotel is situated in the centre of Cape Town's Victoria and Alfred Waterfront, on its own private quay, with Cape Town's most popular shopping and tourist attractions. The Cape Grace hotel provides a tantalizing experience with traditional Cape culture. The hotel has 121 individually custom-decorated guest rooms and suites. All the hotel bedrooms are equipped with facilities such as a separate bath, shower and toilet, satellite television, secure room safes and even an iron and ironing board are standard in every 2 bedroom suite. Room sizes vary between 45 square meters to 200 square meters in size, with a choice of a normal standard room (single or double room), suites or penthouse; with a balcony or patio sizes ranging from 3.5 square meters to 15 square meters. The hotel has multi-lingual reception staff, 2 restaurants, boardroom facility that can seats 14 people, complimentary wireless Internet access, 15 metre outdoor heated swimming pool and terrace, an in-house shopping service, complimentary shuttle service within Cape Town vicinity, spa and overnight shoe shine service.

2.3   COMMUNICATION IN A WORKPLACE

Communication is one of the most important elements in the organisation and in interdepartmental relationships. As a result listening carefully and appropriately communicating progress of work, plays a big role in customer satisfaction. A communication breakdown within an internal department might cause the hotel to lose a customer, as requirements may not have been met. Some of the guest's complaints are caused not only by the product or service itself, but as a result of instructions or requests not being followed or carried out properly due to lack of communication. Research has shown that over the last two decades, the vast body of relevant hospitality issues are focused on organisations serving the external customer and neglecting the importance of the quality of internal service encounters.

2.4   HOSPITALITY INDUSTRY TRENDS – SERVICE PERFORMANCE

In a competitive environment such as the hotel industry, customers choose one hotel over another on the basis of their perceived knowledge of the hotel's ability to offer the best service in a marketplace. From a customer perspective this is what exhibits a commitment to consistent superior and world-class service. Research has demonstrated that breaking the service promise, is the single most important way in which hotels fail their customers. From a customer perspective, the capacity of hotels to deliver superior service is inextricably linked to reliability, that is the ability to offer service without failure. However, the high involvement of the human element in most service organisations render mistakes unavoidable, despite every effort to minimise error in service delivery. Effective service recovery leads to the enhancement of the hotel's competence and a favourable image, in terms of perceived quality and value.

'Service recovery' is the systematic process being undertaken by a hotel in an effort to return the aggrieved customers to a state of satisfaction after a service has failed to live up to the customer's expectations. It is thus imperative that tourism and hospitality organisations train employees on service failure-recovery

procedures. There is clear evidence that service failures which are handled well resulting in immediate corrective action, the so called 'service recovery' has the capacity to transform angry and frustrated customers, into loyal ones. Moreover, if the hotel fails to recover from the service failure, the hotel has essentially fails twice, magnifying negative customer perception and triggering the possibility of negative word-of-mouth. It is then very necessary for hotels to undertake immediate action to deliver services to meet customer needs and corrective action to recover from the failure. Hotels can also use a service guarantee to convince customers of their superior service, and subsequently gain the greatest influence over customers return decisions.

2.5   MEASURING CUSTOMER SATISFACTION – KEY MEASUREMENT ISSUES

The primary reason for measuring customer satisfaction is to collect information, either regarding what customers say that needs to be done differently, or to assess how well an organisation is currently meeting its customer needs. The reasons for measuring customer satisfaction may vary from hotel to hotel. It is vital to get close to the customers by means of understanding what attributes are the most important to customers, and which ones affects customer decision making. Measuring continuous improvement is also another key factor. Currently some of the hotels are failing to achieve customer driven programs, simply because there are not programs in place to obtain customer feedback. Neither are there creative comprehensive database that not only track sales, but also sources of innovations.

2.6   THE INFLUENCE OF ECONOMIC CLIMATE

Due to unstable economic climate it is very difficult to set goals and targets for hotels. Families are no longer traveling on school holidays, and there has been a decrease in family bookings. Business travelers are no longer extending their stays as they used to do. This has impacted the seasonality of the industry, as there are no longer guarantees that over certain months of the year, the hotels will be busy and or fully booked.

2.7   PRICE INELASTICITY OF CUSTOMER DEMAND

The importance of price; has been shown to be outweighed by other factors, such as customer perception of the quality of service. Customer demand for a service commonly indicates the strength of the relationship developed between the customer and the service provider, as the customer perceives the services to be of superior value. Service guarantees can act as a catalyst to enhance the hotel's strategic intent for continuous improvement in various ways, thus gaining a competitive advantage in the mind of the customer as 'the superior hotel that provides an excellent service'. When a hotel is able to communicate its superior service to customers through service guarantees, it not only helps to attract customers, but also enables the hotel to charge higher rates than its competitors. As a result, hotels and or service organisations can utilise guarantees to communicate their superiority in the quality of service they offer, and simultaneously have the opportunity to position themselves with respect to price competition

2.8   CUSTOMERS REPURCHASE OR REVISIT INTENTIONS

The likelihood of customers revisiting a hotel serves as a tangible measure of the quality of the relationship between the hotel and the customer. A customer's intention to revisit is an important factor in determining the future stay at the hotel, and also serves to indicate whether the guests will remain with the hotel or switch to a competitor. The intention of the customer's revisit can be attributed to customer satisfaction with the goods and or service received. However if the customer is not satisfied with the goods and or service, they would walk away without raising the concerns and never to return, however some do report incidents in the hope that such incidents or bad service will not be repeated.

Moreover, the ability of a hotel to develop a long-term relationship with a customers is dependent on the hotel commitment to offer superior service to the customer. In a highly competitive market, the hotel's success is largely dependent on its ability to retain its customer base. As a result it can be argued that a hotel service guarantee that proves capable of reducing customer risk and ensures

outstanding service, will become a value-adding feature of the service. Service guarantees therefore ensure that tourism and hospitality (hotels) have the ability to attract new customers, and also to retain existing ones, thus undertaking two vital marketing functions, namely that of 'attraction marketing' and 'retention marketing'.

2.9   VALUING EMPLOYEES

A hotel's success depends increasingly on the diverse knowledge, skills, creativity, and motivation of all employees and partners. It is disturbing to find hotel staff not having enough skills and or equipment to perform their normal day-to-day duties, resulting in some of the customers to complaint or become irritated and having to wait before being served. Valuing employee's means committing to their satisfaction requirements, and well-being. Increasingly, this involves more flexible high-performance work practices tailored to employee needs. Some of the hotels fail dismally to demonstrate leadership commitment to employee success as well as the recognition that goes beyond the dictates of a regular compensation system. In hotels who fail regularly, more often than not there are no development and /or employee progress systems in place. There is a lack of understanding and communicating product knowledge. It is vital for all employees to know and understand the hotel, as knowledgeable employees can better serve the customers and contribute in achieving strategic objectives and goals. For this reason it is a wise decision to create an environment that encourages risk taking and innovation.

There is a general lack of building relationships between internal and external customers, the latter referring to suppliers. Hotels need to build this relationship in order for both parties to collectively accomplish overall goals. The lack of communication between the external and internal customers can lead to the loss of business.

2.10   FOCUS ON THE FUTURE

In the current competitive environment, a focus on the future requires an understanding of the short and long-term factors that impact on hotel business and the marketplace. Pursuit of sustainable growth and market leadership requires a strong future orientation and willingness to make long-term commitments to key stakeholders which include the customers, employees, suppliers and partners, stockholders, the public and the community. A hotels' planning should include many factors, such as customer expectations, new business, employee development and hiring needs, the increasingly global marketplace, technological developments, new customer and market segments, evolving regulatory requirements, community and societal expectations, and strategic moves by competitors. Furthermore, a focus on the future includes developing employees and suppliers, doing effective succession planning, creating opportunities for innovation, and making sure customer expectations are met.

2.11   MANAGING INNOVATION IN A WORKPLACE

Customers need to see that the hotel is up to date and moving with the times. This can be achieved by means of innovation. Innovation as a concept means making meaningful change to improve a hotel's service, product and processes, and to create new value for a hotel's stakeholders. Through innovation, the hotel can lead to new dimensions of performance, as innovation is important for all aspects of the business and processes. It is of importance for hotels to be managed and led in order for innovation to become part of the learning culture and integrated into daily work. Innovation builds on the accumulated knowledge of an organisation and its employees. As a result, the ability to capitalise on this knowledge is critical to the management of innovation.

2.12   CHANGED INDUSTRY: CUSTOMER AND MARKET FOCUS

Customer satisfaction and dissatisfaction results provide vital information to the understanding of customers and the marketplace. In many instances, such results and trends provide the most meaningful information, not only on customers'

views, but also on their marketplace behaviour, repeat business and positive referrals. Customer and market focus addresses how an organisation should seek to understand the 'voice of the customer' and of the marketplace with a focus on delighting customers, building loyalty, and meeting customer expectations as well as their requirements. In a rapidly changing competitive environment, many factors may affect customer preference and loyalty, however the hotel's management and employees interaction with customers should make it necessary to listening and learn from what the customer requires.

2.13 CUSTOMER'S WILLINGNESS TO COMMUNICATE DISSATISFACTION

One of the most important benefits of a service guarantee or recovery for the hotel, is its ability to enhance customer feedback, both positive and negative. More often than not hotel management only show interest in positive customer feedback, and tend not to concern themselves with negative opinions. Effectively managed, customer feedback helps to create a plethora of opportunities for the development of interpersonal relationships between the customers and employees. Empowered employees who are able and or solve customer problems will increase customer trust in the hotel employees. Moreover, the human interaction evident during the service delivery process frequently reinforces customer trust, and effectively strengthens the relationships.

2.14 MECHANISM TO DEVELOP AND IMPLEMENT SERVICE GUARANTEES

A hotel's primary goal is to establish systems, which will consider both positive and negative feedback from customers. In most hotels there are guest questionnaires and surveys which guests are required to provide feedback on. With the assistance of feedback loops, the hotel will have an opportunity to identify the specific services that are able to satisfy customer needs and those that will fail. The hotel is subsequently able to evaluate its present service offering and establish new standards commensurate with customer expectations. Furthermore, the hotel utilises these new standards to equip managers and employees with the

required skills, technology, and information, and train, empower, motivate and reward the employees for consistently meeting customer expectations. While service guarantees may be helpful in reducing customer perceived risk, it is essential that the hotel pre-plan and design approaches to pre-empt and or recover if something were to go wrong in meeting customer expectations.

In most instances, pre-planning and pre-empting is not in place in the hotels who fail. Moreover, the hotel management also fail to train employees in order to carry out systematic recovery procedures. Hotels needs to develop guarantees based on customer-identified priorities, thereby assisting to fulfil the service promise. A service guarantee as a result simultaneously assists the hotel to develop internal perfection, effectively engendering customers' renewed trust in the hotel services. It is always a good foundation for a hotel to have a reliable service supported by a service guarantee that provides the hotel with a unique competitive advantage. In so doing, it is easier to increase prospective customer intentions to revisit the hotel again or simply transform a one-time customer into a loyal one.

CHAPTER 3: QUALITY IMPROVEMENT: A LITERATURE REVIEW:

3.1   INTRODUCTION

In this chapter a literature review will be conducted on the following critical issues pertaining to the issue of quality service in the hospitality industry in Cape Town. The aspects which will be addressed include:

➢ Customer satisfaction.

➢ Service standards.

➢ Benchmarking.

➢ Methodology for quality implementation which include:

    ➢ Servqual.

    ➢ Total Quality Management (TQM).

    ➢ Six Sigma.

➢ Models, Excellence and implementation issues.

➢ The measurement of customer satisfaction.

➢ Customer emotions.

➢ Internal Service chains.

3.2   THE CONCEPT CUSTOMER SATISFACTION

Customer satisfaction is a psychological concept that involves the feeling of well being and a pleasure that results from obtaining what one hopes for and expects from an appealing product and or service (WTO, 1985:2). According to Vavra (1997:2), customer satisfaction can also be defined as, "a satisfaction based on an outcome or process". Vavra (1997:2), also emphasise that customer satisfaction is the leading criterion for determining the quality that is actually delivered and is essential for corporate survival. There are several ways to assess the quality of service and customer satisfaction through subjective (or soft) measures of quality, which focusing on perceptions and attitudes of the customer, rather than more concrete objective criteria.

According to Pizam and Ellis (1999:326-327), a Customer Satisfaction Measurement (CSM) programme must be incorporated into an organisation's corporate culture. Knowledge of customer expectations and requirements are essential as it provides understanding of how the customer defines quality of service and products, and furthermore it facilitates the development of customer satisfaction. In addition, customer satisfaction is recognised as of great importance to all commercial organisations due to the fact of its influence on repeat purchases, and word-of-mouth recommendations. There are several ways to assess the quality of services and customer satisfaction through subjective measures of quality, which focus on perceptions and attitudes of the customer, rather than more concrete objective criteria. These soft measures include customer satisfaction surveys and questionnaires to determine customer attitudes and perceptions of the quality of the service they are receiving (Hayes, 1997:2).

In today's competitive environment, one of the most important goals of corporate culture is retaining and satisfying current and past customers. Experience has shown that only "consumer oriented" corporations can achieve this goal. These organisations focus on the needs and wants of specific target groups and then work hard to maximise satisfaction with the product or service being offered (Vavra, 1997:12). Instead of waiting for customer complaints to let them know when something is not satisfactory or wrong, a "consumer oriented" corporate culture, seeks continuous feedback from its customers through repeated customer satisfaction measurements (Vavra, 1997:13).

In reality, application of CSM often does not accomplish the objectives of the researcher or the organisation. The reasons for this issue are expensive. First, organisations set customer satisfaction goals without any clear understanding of their current customer satisfaction levels (Dukta, 1994:2). Second, the organisations that do measure customer satisfaction, do not always act on the results obtained (Dukta, 1994:3). Finally, as organisations become more and gaining experience with CSM, problems become increasingly apparent.

3.3   THE COMPONENTS OF SATISFACTION

Unlike material products or pure services, most hospitality experiences are an amalgam of products and services. As a result, it is possible to say that satisfaction with a hospitality experience such as a hotel stay or a restaurant meal is a sum total satisfaction with the individual elements or attributes of all products and service to make up the experience. There is no uniformity of opinion among marketing experts as to the classification of the elements in service encounters. Reuland, Coudrey and Fagel (1985:142), suggest that hospitality services consist of a harmonious mixture of three elements, namely the material product in a narrow sense, which in the case of a restaurant is the food and beverages; the behavior and attitude of employees who are responsible for hosting the guest, serving the meal and beverages, and who come in direct contact with the guests. Also the environment, such as the building, the layout, the furnishing, the lighting in the restaurant, and all other elements.

Czepiel, Solomon, Suprenant and Gutmann (1985:3), on the other hand suggest that satisfaction with a service is a function of satisfaction with two independent elements. The functional element, that is, the food and beverage in a restaurant, and the performance-delivery element, which is the service. To prove the independence of the two elements from each other, the authors claim that restaurant clients are quite capable of having responses to each element that differ from each other. Davis and Stone (1985:29), divide the service encounter into two elements, namely direct and indirect services. For example, direct service may be the actual check-in or check-out process in a hotel, while the indirect services include the provision of parking facilities, concierge, public telephones for guest's use and all other services. According to Lovelock (1985: 273), also are two service attributes groups, namely core and secondary. In a restaurant situation, Lovelock's core will be composed of the food and beverage, while his secondary will be composed of everything else, including service, environment and all other elements. Lewis (1987:85), too, classifies the service encounters attributes in two groups, namely essential and subsidiary. These essential attributes are identical to Czepiel's functional, Davis and Stone's direct, Reuland and colleagues' product, and Lovelock's core, being food and beverage in the meal experience.

Controversially, Lewis's subsidiary attributes are more comprehensive than either Davis and Stone's indirect, Czepiel's performance delivery, or Lovelock's secondary, and include such factors as accessibility, convenience of location, availability, timing and flexibility, as well as interactions with those providing the service and with other customers. It is equivalent to a combination of the behaviour and environment elements in the model of Reuland *et al.* (1985) model.

3.4   DEVELOPMENT OF SERVICE STANDARDS

Atkinson and Brown (2001:130), predict that a hotel who fail to understand and meet its customer service standards, would be out of business in seven to nine years. To survive, the hotel must establish proper service standards in relation to its customer's needs and expectations. Against this background, the Korean luxury hotel industry request their occupants to rate on a five-point Likert scale (Likert, 1932:1-55), the service performance of their hotels with respect to 20 attributes.

To develop an objective service standard, the raw ratings are then converted to relative priority scores using an Analytic Hierarchy Process (AHP). Accordingly, the AHP assisted the hotel management to not only identify the principal competitors in the market, but also to assess the service performance of the hotel relative to its principal competitors. In contrast with the SERVQUAL instrument, AHP permits the hotel management to investigate the sensitivity of the service performance measure to changes in customer perception of importance of service attributes, and the customer's degree of satisfaction with those attributes (Keating & Harrington, 2003:165).

3.5   BENCHMARKING

Hotels need to measure their service performance relative to their competitors to constantly strengthen their market position and to attain a position of 'the best of breed'. As a result, benchmarking seems to be the most effective way of setting a reliable service standard. In general, benchmarking is a continuous quality improvement process by which an organisation can assess its internal strengths

and weakness, evaluate comparative advantages of leading competitors, and identify the best practices of the industry. Benchmarking utilises two distinctive approaches, namely that of 'competitive' and 'process' benchmarking. Although the application of benchmarking to the service sector is challenging due to the intangible nature of service quality and the subsequent lack of universal service standards, benchmarking as an entity has been successfully applied to the hotel industry (Min, Min & Chung, 2002:315).

According to Min *et al*. (2002:317), the application of benchmarking to hotel organisations consist of five steps, namely:

➢ **Step 1:** Identify and prioritise salient service attributes that influence the customer's perception of overall service quality.

➢ **Step 2:** Develop service metrics as performance standards.

➢ **Step 3:** Do a benchmarking exercise on these performance standards.

➢ **Step 4:** Conduct a competitive gap analyses.

➢ **Step 5:** Develop strategic plans for continuous service quality improvement.

3.6   THE INFLUENCE OF EMPLOYEE SATISFACTION

Employee satisfaction has an impact in customer satisfaction. According to Huber, Herrmaan, and Wrickle (2001:163), employees who deliver customer satisfaction will not be dissatisfied. Managing employees, especially customer contact employees in hospitality organisations calls for a different staffing strategy, than in manufacturing. This transposes into the fact that employees have to have the necessary knowledge, skills and abilities to perform the task and also be interactively skilled. With regard to the additional complexity and ambiguity created by customer interaction, there are several issues, namely recruiting, selecting, training and rewarding employees for the complex roles they play in customer interactions.

3.7   METHODOLOGIES FOR TOTAL QUALITY IMPLEMENTATIONS

A useful approach on implementing the concept of total quality might be the adoption of a quality framework such as the business excellence model of the

European Foundation for Quality Management (EFQM). The EFQM is a holistic model and is compiled of criteria that are essential for achieving business excellence. The business excellence model is based on the theory that customer satisfaction, and the associated impact on society are achieved through competent leadership, driving policy, strategy and other key business activities.

According to Torres and Kline (2006:293), the Malcolm Baldrige National Quality Award (MBNQA) criteria, have been used by thousands of U.S organisations to stay abreast of ever-increasing competition and improve performance. The criteria provide a valuable framework that can help organisations to assess performance on a wide range of key business indicators. The criteria are leadership, strategic planning, customer and market focus, information and analysis, human resources focus, process management and business results. The criteria can also help organisations to align resources and approaches such as ISO 9000, Lean Enterprise, Balanced Scorecard and Six Sigma; improve communication, productivity and effectiveness; and achieve strategic goals.

3.7.1   Measurement of quality - Servqual

According to Gilbert and Veloutsou (2006:299), the SERVQUAL instrument consists of 22 statements of assessing consumer perceptions and expectations regarding the quality of a service. Respondents are asked to rate their level of agreement or disagreement with the given statements of a seven-point Likert scale. Consumers' perceptions are based on the actual service they received, while consumers' expectations are based on past experiences and information received. These statements represent the determinants or dimensions of service quality. Refinement of this work reduced the original service dimensions used by consumers to judge the quality of a service from ten to five, which include:
➢ Reliability,
➢ tangibles,
➢ responsiveness,
➢ assurance and
➢ empathy.

The model conceptualises service quality as a gap between customer's expectations (E) and the perception of the service's providers' performance (P). According to Parasuraman, Zeithaml and Berry (1985: 47), service quality should be measured by subtracting customers' perception scores from customer expectation scores ($Q = P - E$). The greater the positive score represents the greater the positive amount of service quality or visa versa. The gap that may exist between the customers' expected and perceived service is not only a measure of the quality of service, but is also a determinant of customer satisfaction or dissatisfaction. Measuring the gap between expected and perceived service is a routine method of utilising customer feedback. Zeithaml, Berry and Parasuraman (1988:21), suggested a model that details a gap between customer expectations and actual service delivered. Vavra (1997:91), identified a sixth gap namely the difference between the customers' desired service in their expected service.

Since its introduction in 1988, SERVQUAL has been used in hundreds of studies including numerous studies in the hospitality and tourism industries (Fick & Ritchie, 1991:5; Saleh & Ryan, 1991:362; Luk, De Leon, Leong & Li 1993: 27; Bojanic & Rosen, 1994:10; Lee & Hing, 1995:307; Ryan & Cliff, 1997:19). SERVQUAL was also used by Knutson, Steven, Wullaert, Patton and Yakoyama (1991:281) to create a lodging specific instrument called LODGSERV which is a 26item index designed to measure consumer expectations for service quality in the hotel industry. LODGSERV, however is not as popular among hospitality tourism researchers as SERVQUAL and was used only in a limited number of studies (Patton, Stevens & Knutson, 1994:40; Ekinci, Riley & Fife-Schaw, 1998:65).

Determining the hospitality service quality gap, can be achieved using the process based on Zeithaml *et al*. (1988:39-6), which is depicted below:

Guest
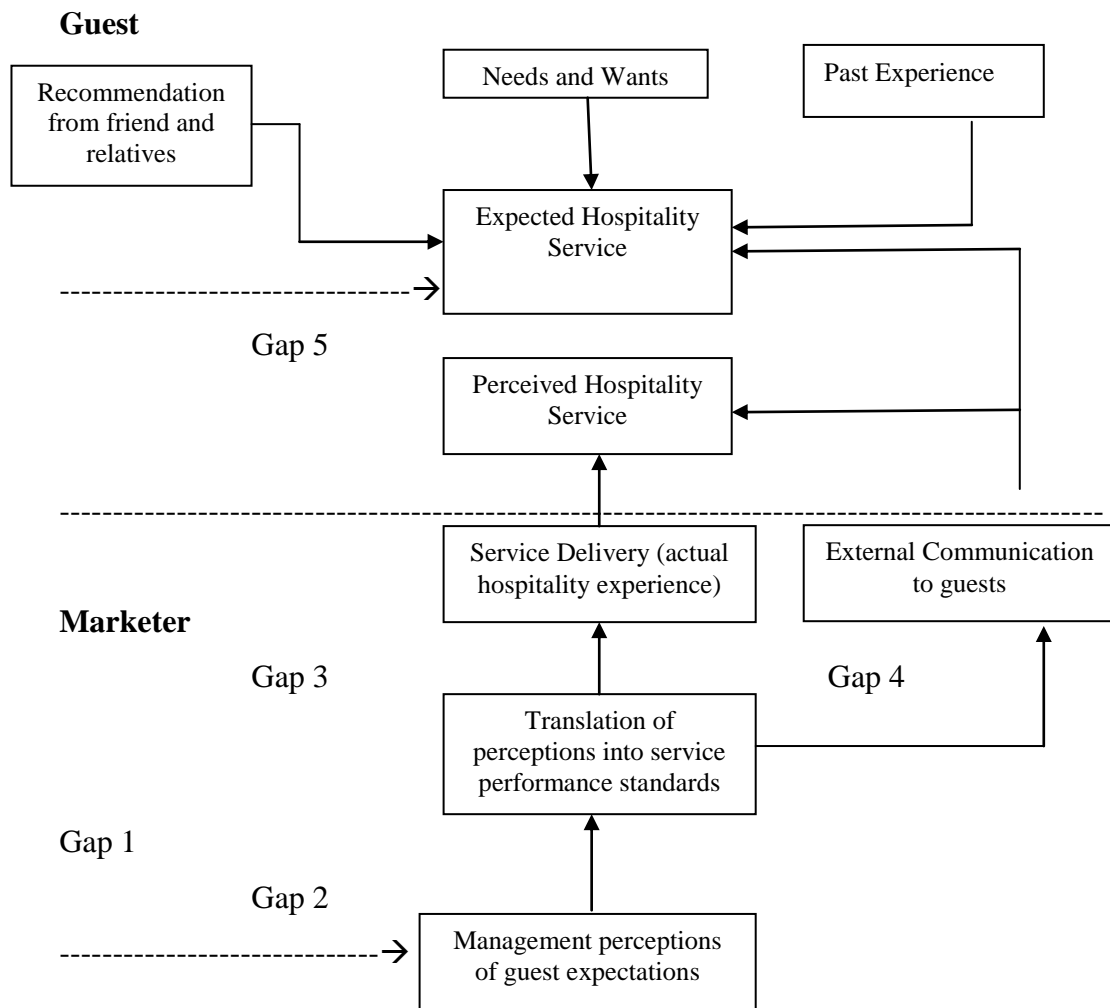
Figure 3.1: Hospitality service Quality Gap

3.7.2 Total Quality Management (TQM)

Total Quality Management (TQM) is a management philosophy that seeks to integrate all organisational functions to focus on meeting customer needs and organisational objectives. It is suggested that hotels need to adopt a TQM process and the critical success factors if they are to achieve business excellence. TQM has become popular in the hospitality industry. It proposes to elicit the cooperation and loyalty of employees in the pursuit of corporate goals via an educational, empowering and positively rewarding relationship entered into by staff with their subordinates. It is a comprehensive system approach that works horizontally across an organisation, involving all departments and employees and extending backward and forward to include both suppliers and customers.

Different authors have given various definitions of TQM. Kanji (1990:5), defined it as the way of life an organisation committed to customer satisfaction through continuous improvement. According to Witt and Muhlemann (1994:417), TQM is a way of managing the whole business process to ensure complete customer satisfaction at every stage, internally and externally. It is a total corporate focus on meeting and exceeding customers' expectations and significantly reducing costs resulting from poor quality by adopting a new management system and corporate culture. TQM has developed as a discipline to encompass approaches to managing an organisation's processes, people and procedures (Youssef 1996:132). Through TQM, hotels can adopt a quality culture through implementation of quality management initiatives in all aspects of the business with full consideration towards building a continuous improvement culture based on realistic resources, financial and human, and in anticipating and meeting customer needs according to priorities established for continued business success.

3.7.2.1 TQM Implementation

TQM implementation is considered to be a complex and difficult process (Kanji & Asher, 1993:9). The establishment, maintenance and improvement of service quality and the establishment of TQM in accommodation establishments maybe a major task compared with the establishment of TQM in business firms producing tangible products (Koc, 2006:861). As the tourism product is a package of several products, which may include transport, lodging, food and various activities, and the tourist consumes a total experience, TQM has been increasingly identified as the key issue in differentiating service products and building competitive advantage in tourism (Koc, 2003:107). According to Zairi and Youssef (1995:7), only a small percentage of hotels have heard 'the siren call of TQM implementations'. Although some viable hotels in limited geographical areas reported that their TQM performance resulted in profit, employees and customer satisfaction, and better usage of economic resources. Anjard (1998:241), offers a five-phase guideline for implementing TQM:

➢ Preparation,
➢ planning,
➢ assessment,

- implementation and
- diversification.

Each phase is designed to be executed as part of a long-term goal of continually increasing quality and productivity. Anjard's approach is one of many that have been applied to achieve TQM, but contains the key elements associated with other popular total quality systems, which are elaborated upon below:

- **Preparation**: Management decides whether or not to pursue a TQM program. They undergo initial training, identify needs for outside consultants, develop a specific vision and goals, draft a corporate policy, commit the necessary resources, and communicate the goals throughout the organisation.

- **Planning**: A detailed plan of implementation is drafted (including budget and schedule), the infrastructure that will support the program is established, and the resources necessary to begin the plan are earmarked and secured.

- **Assessment**: This stage emphasises at thorough self-assessment (with input from customers) of the qualities and characteristics of individuals in the organisation as well as the organisation as a whole.

- **Implementation**: At this point, the organisation can already begin to determine its return on its investments in TQM. It is during this phase that support personnel are chosen and trained, and managers and the work force are trained. Training entails raising employee's awareness of exactly what TQM involves and how it can help them and the organisation. It also explains each employee's role in the program and explains what is expected of all the employees.

- **Diversification**: In this stage, managers utilise their TQM experiences and successes to bring groups outside the organisation (suppliers, distributors and other organisations that have impact the business's overall health) into the quality process. Diversification activities includes training, rewarding, supporting, and partnering with groups that are embraced by organisation's TQM initiatives.

3.7.2.2   TQM Critical Success Factors (CSF)

Implementing TQM involves defining and developing several key elements or factors (Thiagaragan & Zairi, 2001:291). One such problem is that of critical factors of TQM, how to define them and what should be the measure in terms of their impact before they become critical (Zairi & Youssef, 1995:12). Critical success factors of TQM are latent variables, which means they cannot be measured directly. TQM is much more than a number of critical factors; it also includes other components, such as tools and techniques for quality improvement. These methods are set of practices, tools and techniques deriving from the critical factors, and are the basic elements required to implement such factors.

The first real attempt which was made at grouping a list of critical factors for TQM was a study conducted in the USA by Saraph, Benson and Schroeder (1989:810), which led to the compilation of a list of 78 factors. Their work provided a model and measures for assessing managers' perception of quality management practices at an organisational level. Their instrument consisted of the following scales, namely the role of top management leadership, the role of the quality department, training, product/service design, supplier quality management, process management, quality data and reporting, and employee relations.

Another study was conducted as an attempt of developing a model for measuring the critical factors of TQM. Using an MBNQA criteria, ten factors were identified as the most critical. These factors appear to be compatible with successful TQM implementation programs. They represents strategic elements, people involvement, emphasis on communication, a focus on the customer, and an awareness of the external market, the need to develop supplier partnerships, measurement and emphasis on developing a culture for quality improvement (Zairi & Youssef, 1995:17).

Many hotels are still finding it difficult to reach a real understanding of what is meant by the concept of TQM. Although most quality experts have their own definitions, there are several elements common to all TQM models. First, quality management must be systematic. That is, all departments of the hotel must be

involved in and support quality efforts. Strong, committed leadership is the key to spreading the concept throughout the organisation. Second, the ultimate goal of quality management is customer satisfaction. The third basic component of quality management is a belief in the need for continuous improvement. Service and products can always be improved. All work is achieved through processes that involve people, equipment, material and methods (Breiter, Tyink & Corey-Tuckwell 1995:16). Two of the most frequently used self assessment models are the MBNQA and the European Excellence Model 2000. These models are now widespread use in many organisations on MBNQA/ EQA criteria analyses are depicted in Table 3.0.

Table 3.0 Critical Success Factors. (**Source**: Zairi, 2002: 125- 140)

MBNQA/ EQA CRITERIA (condensed)	MBNQA/ EQA CRITERIA Critical factors of success
Leadership	Senior management commitment
	Senior management involvement
	Shared-values
	Passion of excellence
	Inspire, guide, coach and support
	Corporate citizenship
	Public responsibility
Policy and Strategy	Quality function deployment
	Strategic direction
	Performance tracking
	Planned development and implementation
	Strategic business and quality plans
Customer Focus	Customer quality measurement
	Customer relationships
	Customer satisfaction
	Market research
Information and Analysis	Managing supplier resource
	Supplier performance evaluation

	Process partnership improvement
	Comparative benchmarking
	Organisational performance measures
Human Resources Focus	Human resource development
	Participatory environment
	Employee well-being and satisfaction
Process Management	Process design , implementation, management, review and improvement
	Supplier and partnering processes
	Service and product processes
Business Results	Stakeholder satisfaction
	Special impact
	Customer focused results
	Financial and market results
	Human resource results
	Organisational effectiveness results

3.7.3   Six Sigma

According to Eckes (2003:4), Six Sigma was first mooted in the mid 1980s, as a quality initiative and had a significant role for management in its implementation. Six Sigma, is teaching everyone in the organisation to become more effective and efficient. Six Sigma is a measure of customer satisfaction that is near perfection. Six Sigma was originally developed as a set of practices designed to improve manufacturing processes and eliminate defects, but its application was subsequently extended to other types of business processes as well. In Six Sigma, a defect is defined as anything that could lead to customer dissatisfaction. Six Sigma is a business management strategy, initially implemented by Motorola that today enjoys widespread application in many sectors of industry. Six Sigma seeks to identify and remove the causes of defects and errors in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organisation who are experts in these methods. Each Six Sigma project carried out within an organisation follows a defined sequence of steps and has quantified

financial targets (cost reduction or profit increase). Six Sigma is a proven disciplined approach for improving measurable results for any organisation. Six Sigma project success stories exist from organisations including manufacturing, service, nonprofit, government, research and healthcare. The key to Six Sigma is the completion of leadership sponsored projects

Six Sigma has two key methods: DMAIC and DMADV. DMAIC is used to improve an existing business process, while DMADV is used to create new product or process designs.

3.7.3.1 Six Sigma tactics

Six Sigma tactics at a project level requires team participation for four to six weeks. These tactics endeavour to accomplish a greater effectiveness and efficiency. They require a spent of about twenty percentage of one's time for work on the project over and above, it will still be expected that one get normal work done. There are five high-level steps in the application of Six Sigma tactics. As graphically depicted in Figure 3.2, the first step in the process is 'define'. In the 'define' step, the project team is formed, a charter is created, customers, their needs and requirements are determined and verified, and finally, a high-level map of the current process is created. The second step of application of Six Sigma tactic is 'measure'. It is in this second step that the current Sigma performance is calculated, sometimes at a more detailed level than occurred at the strategic level of Six Sigma. The third step in applying Six Sigma tactic is 'analysing'. During this step, the team analyses data and the process itself, finally leading to determining the root causes of the poor performance of the process. The fourth step of applying Six Sigma tactics is 'improve'. In this step, the team generates and selects a set of solutions to improve Sigma performance. The fifth and last step is 'control'. Here a set of tools and techniques are applied to the newly improved process so that the improved Sigma performance holds up over time.

➤ **Define** high-level project goals and the current process.
➤ **Measure** key aspects of the current process and collect relevant data.
➤ **Analyse** the data to verify cause-and-effect relationships. Determine what the relationships are, and attempt to ensure that all factors have been considered.

➢ **Improve** or optimise the process based upon data analysis using techniques like design of experiments.

➢ **Control** to ensure that any deviations from target are corrected before they result in defects. Set up pilot runs to establish process capability, move on to production, set up control mechanisms and continuously monitor the process.

The 'define' step of applying the tactics of Six Sigma includes threes substeps. These substeps are called tollgates. Each of these tollgates indicates the specific work a project team must complete should they progress through each of the steps of define, Measure, analyse, improve and control. These steps are shortened and known by their initials DMAIC.

3.7.3.2 DMAIC

The basic method of DMAIC denoting 'define', 'measure', 'analyse', 'improve' and 'control' were elaborated upon above within the ambit of Paragraph 3.7.3.1.

Figure 3.2 High-level improvement methodology
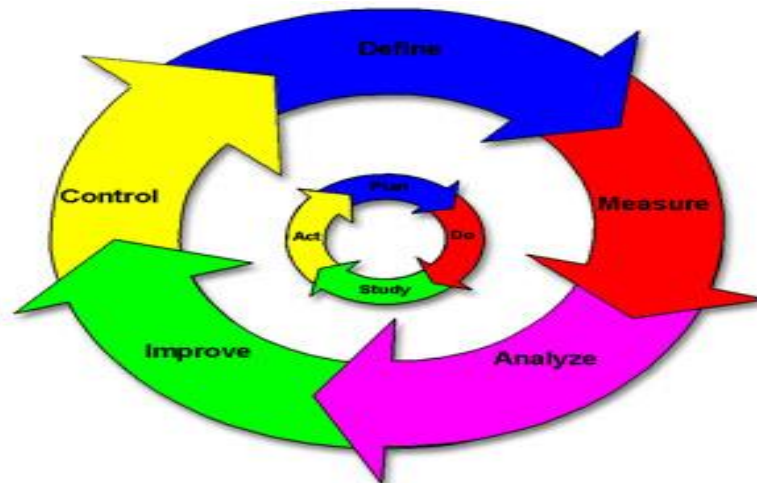
3.7.3.3 DMADV

The basic method of DMADV denoting 'define', 'measure', 'analyse', 'design' and 'verify' have the following pertaining elements and steps:

> **Define** design goals that are consistent with customer demands and the enterprise strategy.
> **Measure** and identify CTQ's (Characteristics that are Critical To Quality), product capabilities, production process capability, and risks.
> **Analyse** to develop and design alternatives, create a high-level design and evaluate design capability to select the best design.
> **Design** details, optimise the design, and plan for design verification. This phase may require simulations.
> **Verify** the design, set up pilot runs, implement the production process and hand it over to the process owners.

DMADV is also commonly referred to as DFSS, an abbreviation of 'Design For Six Sigma'.

3.7.3.4 The Define Tollgates

There are three Define tollgates, namely, 'Charter', 'Customers', (their needs and requirements) and the 'High Level Process Map'.

> **The Charter:** Is the collection of documents that provide purpose and motivation for a Six Sigma team to do its work. It includes, the business case, the problem statement, project scope, goals and objectives, milestones and roles and responsibilities of the project team.
> **Customers, their needs and requirements:** Every project has customers. A customer is a recipient of the product or service of the process targeted for improvement. Every customer has a need or multiple needs from the supplier. For each need provided for, there are requirements for the need. The requirements are the characteristics of the need that determine whether the customer is happy with the product or service provided.

➢ **The High Level Process Map:** To assist a team in creating their high-level process map, the team needs to be mindful of the Suppliers, Inputs, Process, Output and Customers (SIPOC).

3.7.3.5 The Measure Tollgates

There are two major tollgates in 'measure', namely the creation of the data collection plan and the implementation of the data collection plan. It is important when approaching the 'measure' stage of DMAIC, to remember that the Six Sigma team is trying to improve effectiveness and efficiency of the process or situation they live in. Effectiveness applies to the output measures important to the customer and effectiveness of the suppliers. The efficiency measures refer to what occurs inside the process whether it is the amount pf time, cost, labor, or value occurring between the start and stop points in the process map

3.7.3.6 Basic concept of Six Sigma

Six Sigma at its basic level, is attempting to improve both effectiveness and efficiency at the same time. A technical measure of how many unhappy customers' experiences per million opportunities is the concept behind Six Sigma. For example, if on any day the hotel served one million customers, how many of them experienced what another customer experienced during lunch experience? If only three customers were unhappy with their experience, then the hotel achieved Six Sigma on that day. This is due to the fact that Six Sigma is equivalent to only 3.4 bad customer experiences for every million opportunities.

Six Sigma is a measure of customer satisfaction that is near perfection. Most organisations are at two to three Sigma level of performance, which means that between 30,538 and 66,807 customer dissatisfaction occurrences per million customer contacts. Organisations that have a two to three Sigma level of performance experience business problems. Ultimately, businesses that operate by focusing on short-term profitability will result in long-term unprofitability (Eckes, 2003:4). In many organisations, management believes that downsizing is a way to improve profitability. They use this method as an attempt of cost savings

measures. With other quality approaches, management plays little if any role other than approval of bringing in external consultants to train the workforce. With Six Sigma, the work begins with management. First, executives create the process management system. Before work is done that affects the average worker, management has already spent several months working on identifying and measuring the processes of their organisation. A process is defined as the series of steps and activities that take inputs provided by suppliers, add value and provide outputs for their customers. Six Sigma as a management philosophy instructs management to begin identifying twenty or thirty most important processes in their business.

3.7.3.7   The strategic components of Six Sigma

The strategy of Six Sigma is called Business Process Management. A strategy may be defined as a plan or method for obtaining some goal or result. Unlike other quality initiatives, Six Sigma, has a strategic component aimed at not only developing management's commitment to Six Sigma, but their active involvement. Finding out customer requirements can be done through several methods, which have advantages and disadvantages. In this respect see Table 3.1.

Table 3.1 Methods used to obtain customer requirements

Method	Description	Advantages	Disadvantages
Interviews	Information obtained from customers either by telephone or in person.	➢ Detailed information ➢ Follow up	➢ Expensive ➢ Talent of the interviewer
Surveys	A set of written questions that is sent to selected customers to obtain information that can be formatted into data	➢ Objective data ➢ Easy to interpret	➢ Poor response rate ➢ Different answers based on type of questions

Focus groups	A collection of customers who answer questions from a facilitator	➢ Follow-up questions ➢ Observing non-verbal behaviors	➢ Expensive ➢ Skill of the facilitator
Observing the customer	Seeing the customer using your product or service	➢ Unfiltered information	➢ No follow up
Complaints	Information obtained while someone complains about a situation	➢ Opportunity to make amends	➢ Few people complain

At its core, Six Sigma is managing with fact and data. As a result, once it has been determined what is important to the customer, data must be collected to determine how well a particular process is performing against the customer's requirements. Anything that is unacceptable to the customer in terms of a product or service is considered a defect. Determining the number of defects is a critical part of calculating sigma performance. The easiest way to calculate sigma performance is defects per unit.

3.7.3.8 Ten Six Sigma team technical tools

There are ten most important technical tools a six Sigma team member needs to master as they progress through the DMAIC methodology. These tools are elaborated upon below:

➢ **Tool 1 - The Critical to Quality (CTQ) Tree:** Is used in the second tollgate of the define phase of DMAIC. It is used to brainstorm and validate the needs and requirements of the customer of the process targeted for improvement.

➢ **Tool 2 – The Process Map:** During the define phase, the project team creates the first of several process maps. A process map is a picture of the current steps in the process targeted for improvement.

➢ **Tool 3 – The Histogram:** During the Analysing stage of DMAIC, the project team will review data collection during the Measure stage of DMAIC. It is

often suggested that the data be organised into graphs or charts to more easily understand what the data is saying about the process. Data is of two types namely, discrete data (either/ or) and continuous data (time, height and so on). For continuous data, the best tool is the Histogram, a graphical display of the number of times a given event is seen in a set of observation.

➢ **Tool 4 – The Pareto Chart:** The other data types teams can collect is discrete data. It is counted data (yes or no; off or on). When data is discrete, most teams create a Pareto Chart. When dealing with discrete data, the project team should create reason codes for why a defect occurs and count and categorise the data into the reason codes.

➢ **Tool 5 – The Process Summary Worksheet** - The goal of a Six Sigma project team is to improve effectiveness and efficiency. Efficiency is measured in terms of cost, time, labor, or value. The process summary worksheet is a 'roll-up' of the sub-process map indicating which steps ass value in the process and which steps don't add value. To determine whether a step in the process adds value or not, the following three criteria must be met :

➢ The customer of the step in the process must consider it important.

➢ There is a physical change to the product or service.

➢ It is done right the first time.

➢ **Tool 6 – The Cause-Effect Diagram**: The most important tool to assist the project team in determining root causation is the cause-effect diagram. This tool captures all the ideas of the project team relative to what they feel are the root causes behind the current Sigma performance.

➢ **Tool 7 – The Scatter diagram** – Once ideas have been prioritised after use of the cause-effect diagram, the most important thing the project team does is to validate the remaining ideas with facts and data. The team can validate through one of the three methods, namely by using basic data collection, a designed experiment, or through the scatter diagram.

➢ **Tool 8 – The Affinity Diagram:** An affinity diagram is used to help sort and categorise a large number of ideas into major themes or categories. It is especially useful when the team is ready to brainstorm solutions in the Improve stage of DMAIC.

➢ **Tool 9 – The Run Chart:** The run chart diagram is used for recording some process element over time.

- ➢ **Tool 10 – The Control Chart:** Similar to the run chart, a control chart uses the data from a run chart to determine the upper and lower control limits. Control limits are expected limits of variation above and below the average of data. These limits are mathematically calculated and indicated in dotted lines.

3.7.3.9 Implementation roles

One of the key innovations of Six Sigma is the 'professionalising' of quality management functions. Prior to Six Sigma, quality management in practice was largely relegated to the production floor and to statisticians in a separate quality department. Six Sigma borrows marital arts ranking terminology to define a hierarchy (and career path), that cuts across all business functions and a promotion path straight into the executive suite. Six Sigma identifies several key roles for its successful implementation, which are elaborated upon below.

- ➢ **Executive Leadership:** Includes the CEO and other members of top management. They are responsible for setting up a vision for a Six Sigma implementation. They also empower the other role players with the freedom and resources to explore new ideas for breakthrough improvements.

- ➢ **Champions:** Are responsible for Six Sigma implementation across the organisation in an integrated manner. The executive leadership draws them from upper management. Champions also act as mentors to 'Black Belts'.

- ➢ **Master Black Belts:** Identified by champions, act as in-house coaches for Six Sigma. They devote 100% of their time to Six Sigma. They assist champions and guide Black Belts and Green Belts. Apart from statistical tasks, their time is spent on ensuring consistent application of Six Sigma across various functions and departments.

- ➢ **Black Belts:** Operate under Master Black Belts to apply Six Sigma methodology to specific projects. They devote 100% of their time to Six Sigma. They primarily focus on Six Sigma project execution, whereas Champions and Master Black Belts focus on identifying projects or functions for Six Sigma.

- ➢ **Green Belts:** Are the employees who take up Six Sigma implementation along with their other job responsibilities. They operate under the guidance of Black Belts.

3.7.3.10 Six Sigma implementation

Six Sigma was introduced to set standards for the way defects are counted. It is a statistical measure and business strategy. The goal of Six Sigma is to achieve fewer than 3.4 defects per million opportunities by training internal leaders to apply established techniques. Six Sigma has been adopted by all types of organisations.

➤ **Step 1:** Commit to the project. Make sure all top-level management is on board and that financial and managerial resources are available. Establish policies and guidelines and hold training programs for employees.

➤ **Step 2:** Define the project scope and goals based on customer feedback and needs. Inspiration for Six Sigma projects can come from surveys, studies or existing projects. Set goals for the whole organization or for a specific level of the organisation that needs improvement.

➤ **Step 3:** Measure the defects in the current system and performance. Use statistical data analysis.

➤ **Step 4:** Analyse the system to identify defects and problems. Identify the possible causes of problems. Explore possible solutions and assess their possible effect on the organization.

➤ **Step 5:** Improve the system by finding ways to do things faster, cheaper or better. Use management and planning tools to put improvement projects into place. Test the improvement with statistical data.

➤ **Step 6:** Control the new process by modifying systems and measuring processes to continue to achieve results. Use customer feedback and statistical tools. State what was done to improve performance. Document methods to recognise and solve future problems.

In general, world class organisations have thee major focus areas, namely:
➤ Being customer focused,
➤ being process focused, and
➤ being employee focused.

Six Sigma implies a major change in organisational culture, which is achieved by dedicated leadership and involvement of all personnel.

3.7.3.11 Benefits of Six Sigma

According to Foster (2004:121), Six Sigma is much more cost reduction oriented than traditional continuous improvement. Service organisations will encounter the following benefits by adopting the Six Sigma philosophy:

➢ Bottom line cost savings (5% - 20% of turnover per annum).

➢ Variability will be reduced.

➢ Cross-functional teamwork will improve.

➢ A change in mindset will occur, by being proactive rather than reactive.

➢ Improved internal operations, leading to increased market share.

➢ Organizations will gain more insight in understanding customer requirements.

3.8   Models, excellence and implementation issues

Several academic writers have suggested that the problem with Total Quality Management (TQM) and business excellence lies not only in the models, but in their implementation. The primary impediment rests in fitting total quality into daily management practices and work methods (Hjalager, 2001:289).

Several factors are essential to achieve a quality breakthrough in an organisation, namely:

➢ A holistic approach (EFQM, MBNQA and Six Sigma).

➢ Involvement and support from top management.

➢ Involvement of personnel.

➢ Measurement and data collection (SERVQUAL).

➢ Effective application of proven quality tools and methodologies

➢ Analysis.

➢ Identifying, planning and implementing proven action.

➢ Control.

In this research study an approach to implement Six Sigma will be recommended to be used in order to achieve improvement in three major areas namely customer focused, process or service focused, and employee focused.

3.9 CUSTOMER SATISFACTION AND SERVICE QUALITY

Customer satisfaction, quality and retention are global issues that affect all organisations, be it large or small, profit or non-profit, global or local. Customer satisfaction is the outcome when expectations are matched by service experience (perceived service). Many organisations are interested in studying, evaluating and implementing marketing strategies that aim at improving customer retention and maximising share of customers in view of the beneficial effects on the financial performance of the organisation (Butcher, 200:127). Quality and customer satisfaction have long been recognised as playing a crucial role for success and survival in today's competitive market. From the literature that has been reviewed thus far, customer satisfactions seems to be the subject of considerable interest by both marketing practitioners and academics since 1970s (Churchill, 1979:66; Jones & Suh, 2000:149). Researchers and organisations first tried to measure customer satisfaction in the early 1970s, on the theory that increasing it, would help them prosper. Throughout the 1980s, researchers relied on customer satisfaction and quality rating obtained from the surveys for performance monitoring, compensation as well as resource allocation (Bolton, 1998:51).

Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining and measuring it. One that is commonly used defines service quality as the extent to which service meets customers' needs or expectations (Bolton & Drew, 1991:377). According to Bitner, Booms and Mohr (1994:97), service quality is defined as 'the consumer's overall impression of the relative inferiority or superiority of the organisation and its services. While other researchers Cronin, Brady and Hult (2000:198), view service quality as a form of attitude representing a low-run overall evaluation and function of differences between expectation and performance along the quality dimensions.

3.9.1 The distinction between customer satisfaction and quality

A review of emerging literature suggests that there appears to be relative consensus among marketing researchers that service quality and customer satisfaction are separate constructs which is unique and share a close relationship Oliver (1993:421). Many researchers in the services field have maintained that these constructs are distinct (Bitner, 1990:71; and Boulding, Kalra, Staeling & Zeithaml, 1993:19).

Table 3.2 The Distinction between Customer Satisfaction and Service Quality **Source**: Adapted from various sources namely Oliver, 1993:427; Spreng and Mackoy, 1996:211.

Customer Satisfaction	Service Quality
Customer satisfaction can result from any dimensions, whether or not it is quality related.	The dimensions underlying quality judgments are rather specific.
Judgments can be formed by a large number of non-quality issues, such as needs, equity, perceptions of fairness.	Expectations for quality are based on ideals or perceptions of excellence.
Customer satisfaction is believed to have more conceptual antecedents.	Service quality has less conceptual antecedents
Satisfaction judgments do require experience with the service or provider	Quality perceptions do not require experience with the service or provider.

3.10 MEASURING SERVICE QUALITY VIA CUSTOMER SATISFACTION

Customer satisfaction is the leading criterion for determining the quality is actual delivered to customers through the product or service and by the accompanying servicing (Vavra, 1997:4). Several studies have found that it costs about five times as much in time, money an resources, to attract a new customer as it does to retain an existing customer (Naumann, 1995:1). This creates the challenge of maintaining high levels of service, awareness of customer expectations and improvement in services and product. Knowledge of customer expectations and requirements, is essential for two reasons, namely it provides understanding of how the customer defines quality of service and product, and facilitates the development of a customer satisfaction questionnaires (Hayes, 1997:7). Furthermore, customer satisfaction is recognised as of a great importance to all commercial firms because of its own influence on repeat purchases and word-of-mouth recommendations (Berkman & Gilson, 1986:56).

Satisfaction reinforces positive attitudes toward the brand, leading to a greater likelihood that the same brand will be purchased again. Dissatisfaction leads to negative brand attitudes and lessens the likelihood of buying the same brand again (Assael, 1987:47). More specific, if consumers are satisfied with a product or brand, they will more likely to continue to purchase and use it and tell others of their favorable experience with it, if they are dissatisfied, they will be more likely to switch brands and complain to manufactures, retailers and other consumers about the product (Peter & Olson, 1987:512). Satisfaction of customers also happens to be the cheapest means of promotion. Various researchers have found this ratio to range from about 10 to 1 (Knutson, 1998: 17) to 5 to 1 (Naumann, 1995:22).

3.11 CUSTOMER SATISFACTION VERSUS LOYALTY

According to Dube and Renaghan (1999:79), that managing customer value by creating quality and service that customers can see now is considered a critical component of the organisations' strategic marketing. Customer value is what

builds loyalty. Orientation to customer retention, continual customer contact, and high commitment to meeting customer expectations are the new strategy rules of marketing, which are based on factors other than pure economic assessment and product attributes (Bowen & Shoemaker, 1998: 21).

Loyalty usually implies satisfaction, but satisfaction is not loyalty. In a hotel, a guest may be satisfied by his or her stay because the services purchased have met his or her expectations, but this does not imply that the guest will repeat the experience and or even recommend it to friends and relatives (Bowen & Shoemaker, 1998: 22). To stimulate satisfaction and loyalty, hotel managers need to have a clear understanding of guests' value drivers and be aware of the ways in which their business contributes or fails to contribute to the creation of such value. These drivers may be different according to purpose of the visit (for example: leisure versus business), kind of travel party (a single tourist versus a family), culture, sociodemographic characteristics, revenue etc. To be successful, hotels must first adopt a customer-centered cultural mindset, which implies a change in cultural norms, organisational structures, and the way the performance of the employees is measured and rewarded. Secondly, they have to develop a cross-functional integration between different functions and information systems (reservation, marketing, sales, and administration) to accelerate processes and facilitate customer information sharing. Finally, they should have a strategic view of investment in properly managed IT and adopt an enterprise-wide approach to use and integration of IT systems (Ryals & Knox, 2001:536).

3.12   THE HOTEL GUESTS TOUCH POINTS

Increasing occupancy rates and revenue by improving customer experience is the aim of modern hospitality organisations. To achieve these objectives, hotel managers need to have extensive knowledge of customers' needs, behavior, and preferences and be aware of the ways in which services are delivered, create value for the customers, and then stimulate their retention and loyalty. According to Reichheld and Sasser (1990:112), customers generally provide information on their requirements and preferences to hotel managers and staff members at the time of the purchase decision, upon their arrival, and during their stay.

Before arrival, they speak with booking assistants by phone or in person, contact operators at the call center or connect with the hotel through the web or email. In turn, hotel managers and staff give them information on services offered and communicate their requests to different departments or functions within the hotel (for example: room service, and food & beverage). Focusing on the interaction between the hotel and its guests, every time the client asks for a service, an information loop is generated. From the initial request (for example, a nonsmoking room, room away from the lift), a negotiation process is opened during which an agreement on conditions that should ensure the maximum level of satisfaction is reached. Then an action is carried out by the hotel according to the terms agreed upon (checking room availability and assigning the room) and at the end of the process, the client reports the level of satisfaction effectively reached as regards the action carried out.

On arrival at the hotel, guests ask for and provide information to receptionists upon check-in, request special services from hotel staff during their stay, and speak with cashiers upon check-out (Cline, 1999:379). Five main aspects of interaction can be identified, whereby information could be collected, namely:

➢ Information and query,

➢ booking,

➢ check-in,

➢ stay (use of hotel services), and

➢ check-out.

At each of these so-called 'touch-points', a number of information loops are generated in a sequential manner, representing the steps of a customer's decision-making and consumption process. All information collected at every step has to be recorded and stored in the hotel information database. Data collection during the query phase is generally omitted, because hotel managers and staff members do not find it cost-effective (because most in queries do not translate into a real booking), even if this would provide valuable information on potential guests. As for clients, data collection should be maximised in the booking phase, to speed up check-in procedures. The reduction of time waste in the registration process is one of the most important factors that engenders business travelers' loyalty (Bowen &

Shoemaker, 1998:23). Some of this information may be integrated or upgraded upon check-in. Other information must be input fully when the customer arrives at the hotel and during his or her stay (use of restaurant, and other hotel facilities such as transfer, swimming pool, business center, and so on). Across at all points, it is crucial to ensure real-time customer data synchronisation, because guests want to give and receive information from various channels, but they do not like to repeat the same information across all those channels (Min, Min & Emam, 2002:275).

3.13 MANAGEMENT OF CUSTOMER EMOTIONS IN SERVICE FAILURE AND RECOVERY ENCOUNTERS

Front-line service employees are critical to the management of customer emotions, not only because they are the ones who can observe and respond to customers during service encounters, but also because employee behaviors are often the trigger or the cause of customer emotions stemming from service encounters, especially those involving service failure and recovery. As a result, the services management literature tends to focus on human resource issues in terms of managing customer service and service quality (Bateson, 1995:5; Bowen, Schneider & Kim 2000:443). Prior research has also shown that displayed emotions serve as cues (Rafaeli & Sutton, 1990:627), which can enable employees to respond more appropriately and effectively to customers during service encounters.

Dube and Menon (1998: 142), argue that if customers express negative emotions and the service provider successfully decodes them, then the service provider can change his or her performance and create higher levels of service encounter satisfaction. They cite evidence from several studies that suggest that service providers have been able to successfully employ these strategies in specific consumption situation such as hospitalisation and delayed airline flights. This notion is consistent with prior several researches that have stressed how the social aspects of service encounters (personalization, friendliness, and self-disclosure) are critical to customer satisfaction and loyalty (Goodwin & Gremler, 1996:3). As a result, of the impact of emotions experienced by customers during service

failure and recovery encounters can help managers to engineer the service delivery process to maximise satisfaction. They can do this by recruiting employees with the ability to decode emotional cues and also by providing training to enhance this ability in current employees. More specific, employees should be able to recognise when customers are angry, disappointed, and anxious. Dube and Menon (1998: 147), argue that customers express negative emotions using distinct patterns of facial, postural, vocal and verbal cues corresponding to discrete negative emotions. If such cues are not evident, service providers should encourage customers to verbalise their emotions so they can be recognised. According to Tombs (2005:31), empathic reactions such as 'mimicking' customers', and displays of negative emotions may give the service provider an opportunity to guide the customer towards a satisfactory service outcome.

Due to the fact that customers exhibit varying types and levels of negative emotions during service failure and recovery encounters, providers should be trained to offer customised recovery efforts directed at improving the more emotional customer's situation on multiple dimensions by making an array of tools and resources available to front-line service employees. These may include offers of compensation, goodwill gestures, apologies, timely response, empowerment, empathising with customer and taking the perspective of the customer and thinking counterfactually (McColl-Kennedy & Sparks, 2003: 257).

3.14   ROLE AND IMPORTANCE OF CUSTOMER EMOTIONS

Emotions plays a significant role in the workplace, and employee emotions in particular have attracted considerable attention in organisational research (Hartel, Zerbe & Ashkanasy, 2005:5). Customers too fulfill a central function in organisations, but much less is known about their emotions. This is surprising as emotions are frequently experienced during interactions between customers and frontline employees. These emotions can be positive or negative. Furthermore, substantial media attention has been given to the display of negative customer emotions especially anger and other strong negative emotions (Mattila & Enz, 2002:271). Customer emotions have important practical implications, because how customers feel about a product or service impacts on customer satisfaction,

repeat purchase or visit, switching, negative word of mouth, complaining to third parties and loyalty (De Witt & Brady, 2003:201; Keaveney, 1995:77; Stephens & Gwinner, 1998:173). Customer delight defined as a, 'profoundly positive emotional experience' (Oliver, Rust & Varki, 1997:315), is considered critical to customer loyalty. Merely satisfying the customer is not enough as this may leave the door open for rethinking about possible alternative providers (McColl-Kennedy & Sparks, 2003:259). The role of emotion is attracting greater acceptance and interest from both marketing academics and practitioners in their pursuit of a better understanding of customers and the consumption experience (Mattila & Enz, 2002:273; Oliver, 1997:311).

3.15   EXPLORING HOTEL INTERNAL SERVICE CHAINS

Historically, hospitality organisations have viewed quality in terms of product and service efficiency, focusing their efforts in delivering what they promised to their customers. With the emergence of TQM in the 19680s, a significant number of them moved away from the idea of efficiency and placed more emphasis on customer needs. Under the auspices of this new paradigm, the customer has been a cornerstone of the different facets of the service delivery system and customer orientation is seen as a strategic adjustment by the organisation to its dynamic environment in order for the organisation to gain competitive advantage (Yasin & Zimmerer, 1995:31). This customer orientation has been linked to the success of many organisations. Although the strategic posture of some hospitality organisations is still characterised by short-term thinking, lack of customer orientation and reliance on quick fixes (Goffe, 1983:40; Nassikas, 1991:46), a number of hospitality organisations have attempted, some successfully others not, to create a customer service-orientated culture (Woods, 1990:38; Albrecht, 1990:5; Henderson, 1992: 387). Many international hotel chains today maintain that this customer orientation culture has been transmitted to their employees. Such culture should however, give equal emphasis on the internal dynamics of the organisation, recognising that in order for a hospitality organisation to be truly effective, every single part must work properly together to avoid poor customer service, failure to meet the requirements in one part department creates problems elsewhere (Oakland, 1989:10). According to Bhote (1991:11), each group or

department within the organisation should treat the recipients of their output as an internal customer and strive to provide high quality outputs for them. This will consequently lead to a high level of quality built into the service offered to the external customer.

3.16   MARKET ORIENTATION CONCEPT

Market orientation is a concept that is believed to have far reaching effects on organisations, as it influences how employees think and act. A market orientation is valuable because it focuses the organisation first, continuously collecting information about target customers' needs and competitors' capabilities and second, using this information to create continuously superior customer value (Slater & Narver, 1995:66). Deshpande, Farley and Webster (1993:39), define customer orientation as a set of beliefs that put the customer's interest first, while not excluding those of other stakeholders such as owners, managers, and employees, in order to develop a long-term profitable enterprise. According to Day (1994:43), market orientation represents superior skills in understanding and satisfying customers. Slater and Narver (1995:71), further emphasises that market orientated businesses understand the cost and revenue dynamics of not only current customers but also of future target buyers. The authors stress the need to understand immediate as well as downstream customer needs. This is accomplished by spending considerable time both meeting and talking with customers formally and informally. Market-driven businesses also continuously monitor their customer commitment by making improved satisfaction an ongoing objective. It follows that a great deal of this customer communication, interaction and knowledge transfer relies on a consistent and committed use of market research.

CHAPTER 4: HOTEL GUESTS, AND EMPLOYEE SURVEY DESIGN AND METHODOLOGY

4.1   THE SURVEY ENVIRONMENT

The attention of the reader is focused on the fact that four hotels served as sample frame for this research study, each of them confirming their willingness to participate. The hotels in question were the Peninsula, the Commodore, the Portswood and the Cape Grace hotel. However, when the questionnaires were distributed, two hotels withdrew their sanction for the research to be conducted within their environments due to a plethora of valid business reasons. These hotels are the Commodore and Portswood hotels.

The remaining two hotels participating in the research survey is made up of various functional areas, each with a unique role in the delivery of customer satisfaction. The various functional areas, which will serve as the research environment, include the following:

➢ Customers,

➢ management,

➢ guests relations officers,

➢ employees and

➢ hotel facilities and service offered.

4.2   AIM OF THIS CHAPTER

The aim of this chapter and the survey contained therein is to determine what mechanisms can be introduced to mitigate the deterioration of return business in the Cape Hotel industry, and improve the quality of service the hospitality industry as a whole provides. The ultimate objective being to solve the research problem as defined in Chapter 1, Paragraph 1.3, and which reads as follows:

> *"The adverse impact of the loss of revenue in Cape Town based hotels due to the deterioration of quality services".*

4.3 CHOICE OF SAMPLING METHOD

While the two hotels which will serve as the objective of this research study were randomly selected, there was a specific focus to select only four to five star hotels. The reasons for this particular selection lies in the fact that these hotels draw a large number of visitors, thus increasing the ability of the researcher to get a statistical significant sample of respondents which would increase the reliability and trustworthiness of the data. Furthermore, the selected hotels are considered being representative of the hotel industry in Cape Town, in spite of the fact that two hotels withdrew from the study.

The above ensure that each identifiable strata of the population were taken into account (Collis & Hussey, 2003:157) (Easterby-Smith, Thorpe & Lowe, 1996:48).

4.4 THE TARGET POPULATION

With any survey, it is necessary to clearly define the target population, which Collis & Hussey (2003:157), define as follows:

> *"A population is any precisely defined set of people or collection of items which is under consideration".*

➢ The 'sampling frame' (defined by Vogt, 1993) and cited by Collis and Hussey (2003:155-160), as 'a list or record of the population from which all the participating sampling units are drawn. For this survey, 60 customers, 50 employees and 10 management employees, randomly selected from the two participating hotels serving as the objectives of this study at various organisational levels, represent the sampling frame.

The hotels consist of various divisions from which the target population was selected and are made up as follows:

➢ **General Manager:** Oversee the smooth running of all the hotel divisions and departments. Looks after the employees and customer well-being and satisfaction.

- **Rooms Division (Front Office, Reservations, Guest Relations, Concierge Desk, Maintenance and Housekeeping):** Responsible for the hotel booking system, smooth running of the hotel as well as rooms cleanliness, ongoing maintenance, customer activities, transportation, and customer satisfaction.
- **Food and Beverage Division (Restaurant, Bar, Kitchen, Conference Centre, Room Service):** Prepares and is responsible for all guest meals and refreshments.
- **Human Resources:** Responsible for employee recruitment, remuneration, training, skills development, and employee empowerment.
- **Purchasing Department:** Responsible for supplier selection and evaluation, quality of products and services, and quality of the suppliers and products that are purchased.
- **Security Department:** Responsible for employees, management and customer safety.

The target population was specifically chosen fro the above in order to validate the practicality of the concepts as presented here. The risk of bias, which cannot be statistically eliminated, is recognised by the author based on the very definition of the target population as well as the number of respondents selected.

4.5   DATA COLLECTION

According to Emory and Cooper (1995:278), three primary types of data collection (survey) methods can be distinguished namely:
- Personal interviewing.
- Telephone interviewing.
- Self-administered questionnaires/surveys.

While all of the above listed methods were used, the primary data collection method used in this survey was the personal interview, which avails the researcher opportunity for the researcher to probe deeply to uncover new clues, open up new dimensions of a problem and to secure vivid, accurate inclusive accounts that are based on personal experience.

Interviews, according to Collis and Hussey (2003:64), are associated with both positivist and phenomenological methodologies. They are a method of collecting data in which selected participants are asked questions in order to find out what they do, think or feel. The use of personal interviews as an additional element to the data collection process is in the opinion of the author important, since this allows for the identification of issues within the target environment, which may not be readily identifiable using a pure survey questionnaire. Furthermore, according to Collis and Hussey (2003:64), interviews are associated with both positivist and phenomenological methodologies as employed within the ambit of this dissertation.

The data collection method used in the survey, falls within the context of a survey, defined by Collis and Hussey (2003:60), as:

> *"A sample of subjects being drawn from a population and studied to make inferences about the population"*

More specific, the survey conducted in this dissertation falls within the ambit of the 'descriptive survey' as defined by Ghauri, Grønhaug and Kristianslund (1995).

The data collection method used fall within the ambit of both the definitions attributed to the concepts 'survey' and 'field study'. 'Survey', according to Gay and Diebl (1992:238), is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables, while Kerlinger (1986:372), define 'field study' as non-experimental scientific inquiries aimed at discovering the relations and interactions among … variables in real … structures. As in the case of most academic research, the collection of data forms an important part of the overall dissertation content.

4.6   MEASUREMENT SCALES

The survey will be based on the well-known Likert scale, whereby respondents were asked to respond to questions or statements (Parasuraman 1991:410). The

reason for choosing the Likert scale, the fact that the scale can be used in both respondent-centred (how responses differ between people) and stimulus-centred (how responses differ between various stimuli) studies, most appropriate to glean data in support of the research problem in question (Emory and Cooper 1995:180-181). The advantages in using the popular Likert scale according to Emory and Cooper (Emory and Cooper 1995:180-181) are:

➢ Easy and quick to construct.

➢ Each item meets an empirical test for discriminating ability.

➢ The Likert scale is probably more reliable than the Thurston scale, and it provides a greater volume of data than the Thurston differential scale.

➢ The Likert scale is also treated as an interval scale.

According to Remenyi, Money & Twite (1995:224), interval scales facilitate meaningful statistics when calculating means, standard deviation and Pearson correlation coefficients.

4.7   THE DEMAND FOR A QUALITATIVE RESEARCH STRATEGY

While this author acknowledges that a number of strategies can be applied in similar research projects, the well-known concepts of objectivity, reliability etcetera, inherited from the empirical analytical paradigm, is suggested for business research in more or less the traditional way. Quoting Thorndike & Hagen, these concepts are defined by Emory & Cooper (1995:156), as follows:

➢ **Practicality:** Practicality is concerned with a wide range of factors of economy, convenience, and interpretability.

➢ **Validity:** Validity refers to the extent to which a test measures what we actually wish to measure. Yin (2003:34), identifies 3 subsets to the concept validity, namely: Construct validity, internal validity and external validity.

➢ **Reliability:** Reliability has to do with the accuracy and precision of a measurement procedure.

4.8   SURVEY SENSITIVITY

Research conducted in areas of a sensitive nature as in the case of this survey, pose particular challenges to the researcher. The following guidelines from various academics serve to illustrate the mitigation process, which can be deployed in an instance where research is conducted in areas of a sensitive nature:

➢ A qualitative investigation of a particularly sensitive nature conducted by Oskowitz & Meulenberg-Buskens (1997:83), qualified the importance of handling mission critical issues as identified above when the authors stated:

"Thus any type of qualitative investigation could benefit from the researchers being skilled and prepared, and the sensitive nature of an investigation into a stigmatizing condition made the need for such an undertaking even more imperative in the current study".

➢ The sensitivity of certain issues and issues identified as impacting the research negatively in the environments being evaluated, not only demand intimate personal involvement, but also demand the 'personal and practical experience' of the researcher. This view was upheld by Meulenberg-Buskens (1997:83), as being imperative to assure quality in qualitative research being undertaken. Checkland (1989:152), supports this view however extends the concept with the opinion that: "The researcher becomes a participant in the action, and the process of change itself becomes the subject of research".

4.9   SURVEY DESIGN

Collis and Hussey (2003:60), is of the opinion that, 'if research is to be conducted in an efficient manner and make the best of opportunities and resources available, it must be organised. Furthermore, if it is to provide a coherent and logical route to a reliable outcome, it must be conducted systematically using appropriate methods to collect and analyse the data. A survey should be designed in accordance with the following stages:

➢ **Stage one:** Identify the topic and set some objectives.

➢ **Stage two:** Pilot a questionnaire to find out what people know and what they see as the important issues.

➢ **Stage three:** List the areas of information needed and refine the objectives.

➢ **Stage four:** Review the responses to the pilot.

➢ **Stage five:** Finalise the objectives.

➢ **Stage six:** Write the questionnaire.

➢ **Stage seven:** Re-pilot the questionnaire.

➢ **Stage eight:** Finalise the questionnaire.

➢ **Stage nine:** Code the questionnaire.

The survey design to be used in this instance is that of the descriptive survey as opposed to the analytical survey. The descriptive survey is according to Collis and Hussey (2003:10), frequently used in business research in the form of attitude surveys. The descriptive survey as defined by Ghauri, Grønhaug and Kristianslund (1995:60), has furthermore the characteristics to indicate how many members of a particular population have a certain characteristic. Particular care was taken to avoid bias in the formulation of the questions.

The statements within the survey have been designed with the following principles in mind:

➢ Avoidance of double-barrelled statements.

➢ Avoidance of double-negative statements.

➢ Avoidance of prestige bias.

➢ Avoidance of leading statements.

➢ Avoidance of the assumption of prior knowledge.

Statements were so formulated as to allow the same respondents to respond to each of the two questionnaires, to determine customer satisfaction and employees and management contribution towards customer satisfaction.

4.10   THE VALIDATION SURVEY QUESTIONS

The author has developed two separate survey questionnaires. Due to the fact that face-to-face interviews are highly structured, questions were prepared and piloted to ensure they reflected a high degree of 'validity' Babbie (2005:285).

4.10.1   Guests survey questionnaire

Poor (1) Average (2) Good (3) Excellent (4)

RECEPTION SERVICE

Efficiency of reservation   1_____ 2_____3_____ 4_____

Courtesy of reception   1_____ 2_____3_____ 4_____

Efficiency of check in/check out   1_____ 2_____3_____ 4_____

Delivery of baggage   1_____ 2_____3_____ 4_____

Staff friendliness   1_____ 2_____3_____ 4_____

ROOM EXPERIENCE

Cleanliness   1_____ 2_____3_____ 4_____

Quality, comfort and decor   1_____ 2_____3_____ 4_____

Quality of linen & guests amenities 1_____ 2_____3_____ 4_____

Attention to special requests   1_____ 2_____3_____ 4_____

Room maintenance   1_____ 2_____3_____ 4_____

MEAL EXPERIENCE

Breakfast quality   1_____ 2_____3_____ 4_____

Lunch quality   1_____ 2_____3_____ 4_____

Dinner and room service   1_____ 2_____3_____ 4_____

Menu choice and variety   1_____ 2_____3_____ 4_____

CONFERENCE/BANQUETING FACILITIES

Service met your expectation   1_____ 2_____3_____ 4_____

Condition of equipment   1_____ 2_____3_____ 4_____

STAFF

Friendliness and courtesy   1_____ 2_____3_____ 4_____

Staff efficiency   1_____ 2_____3_____ 4_____

Neatness and professionalism   1_____ 2_____3_____ 4_____

Knowledge of product   1_____ 2_____3_____ 4_____

Purpose of Visit

Holiday_____ Business _____Conference_____ Other _____

General Comments

Is there anything that we could do to make your next stay more memorable?

4.10.2   Employee survey questionnaire

Question 1: Management is keen to introduce a new management style, where quality is brought to every department. To what extent do you agree with this statement?

Question 2: Top management communicates the company policy and values to customers, employees and suppliers. To what extent do you agree with this statement?

Question 3: Top management assumes the responsibility for the quality of performance.To what extent do you agree with this statement?

Question 4: Managers of this hotel assume active roles as facilitators of continuous improvement, coaches of new methods, and mentors and leader of empowered employees. To what extent do you agree with this statement?

Question 5: The managers share information and guest experiences with their workers. To what extent do you agree with this statement?

Question 6: This hotel implements strategies focused on quality. To what extent do you agree with this statement?

Question 7: Inspection, review and checking of processes are implemented on sustained basis. To what extent do you agree with this statement?

Question 8: Work standards are based on quality rather than quantity alone. To what extent do you agree with this statement?

Question 9: There is a system for recognition and appreciation of quality efforts and success of individuals and teams. To what extent do you agree with this statement?

Question 10: This hotel compares its customer satisfaction with competitors. To what extent do you agree with this statement?

Question 11: There is a specific process to gathering customer suggestions, feedbacks and complaints, to assess customer satisfaction. To what extent do you agree with this statement?

Question 12: The hotel has developed a program to maintain good customer relations. To what extent do you agree with this statement?

Question 13: Initial work training offered to workers, is sufficient. To what extent do you agree with this statement?

Question 14: Quality related training is given to managers, supervisors and employees. To what extent do you agree with this statement?

Question 15: Quality is important when designing new service processes in this hotel. To what extent do you agree with this statement?

Question 16: The service processes are specified and clarified. To what extent do you agree with this statement?

Question 17: I can freely practice the decisions that my work requires. To what extent do you agree with this statement?

Question 18: An analysis of customer requirements in respect to service development is implemented in this hotel. To what extent do you agree with this statement?

Question 19: Effective top-down and bottom-up communication exists in this hotel. To what extent do you agree with this statement?

Question 20: The hotel involves the suppliers in the product development process. To what extent do you agree with this statement?

4.11 CONCLUSION

In this chapter, the 'hotel guests and employee' survey design and methodology was addressed under the following functional headings:

➢ Survey environment.
➢ Aim of the chapter.
➢ Choice of sampling method.
➢ Target population.
➢ Data collection.
➢ Measurement scales.
➢ Demand for a qualitative research strategy.
➢ Survey sensitivity.
➢ Survey design.
➢ Survey questions.

In Chapter 5, results from the survey will be analysed in detail and conclusions drawn.

CHAPTER 5: HOTEL GUESTS AND EMPLOYEE SURVEYS DATA ANALYSIS RESULTS

5.1   INTRODUCTION

Data analysis is "the process of bringing order, structure and meaning to the mass of collected data" (de Vos 2002:339). This chapter discusses the results of the data analysis of the survey conducted within the hospitality industry. The aim of this study is to determine measures that can be used in the hospitality industry (specifically the Cape Hotel Industry) for purposes of assessing and evaluating customer satisfaction and customer service effectiveness. In chapter 4, service quality was determined by means of a satisfaction survey in the research target hotels (guests) and amongst the employees of the hotels with respect to certain standards and staff well-being.   The data obtained from the completed questionnaires will be presented and analysed in this chapter by means of various analyses (uni-variate, bi-variate and multivariate) as it pertains to the research.

In most social research, the analysis entails three major steps executed in the following order:
> ➢ Cleaning and organising the information that was collected which is called the data preparation step,
> ➢ Describe the information that was collected (descriptive statistics)
> ➢ Testing the assumptions made through hypothesis and modeling (inferential statistics).

Data gleaned from the surveys described in Chapter 4 has been analysed by using SAS software. As descriptive statistics, frequency tables displayed in Paragraph 5.2 shows the distributions of biographical variables and statement responses. As a measure of central tendency, Table 5.4 shows the means and standard deviation of the statement responses.

Comparative statistics for comparing information for the two hotels using Chi-square tests and the Wilcoxon Rank-Sum (Mann-Whitney U) tests for two

independent samples are discussed in Paragraph 5.3.4 and the computer printouts for these tests are shown in Annexure C.

5.2   ANALYSIS METHOD

5.2.1 Validation survey results

A descriptive analysis of the survey results returned by the research questionnaire respondents are reflected below. Each variable is tested to fall within the set boundaries.

5.2.2   Data format

The data was received in questionnaires, which were coded and capture on a database that was developed on Microsoft Access. These questionnaires are captured twice and then the two datasets were compared to make sure that the information captured was correct. When the database was developed, it was in line with rules of the questionnaires that set the boundaries for the different variables (questions). In this respect for instance, if the Likert scale is used as follows:

- Strongly disagree is coded as 1
- Disagree is coded as 2
- Neutral is coded as 3
- Agree is coded as 4
- Strongly agree is coded as 5.

A boundary is set on Microsoft Access at less than 6. This means if the number 6 or more than 6 is captured an error will show until a number less than 6 is captured. It was then imported into SAS-format through the SAS ACCESS module. This information which was double checked for correctness was then analysed.

5.2.3   Preliminary analysis

The reliability of the statements in the questionnaire posted to the staff and the questionnaire posted to the guests of the hotels are measured using the Cronbach Alpha tests (See Paragraph 5.3.1). Descriptive statistics were performed on all variables; displaying means, standard deviations, frequencies, percentages, cumulative frequencies and cumulative percentages. These descriptive statistics are discussed in Paragraphs 5.3.2 and 5.3.3 (See also computer printout in Annexure A).

5.2.4   Inferential statistics

The following inferential statistics were performed on the data:

➢ Cronbach Alpha test. Cronbach's Alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct". Construct is the hypothetical variables that are being measured (Cooper & Schindler, 2006:216-217). More specific, Cronbach's alpha measures how well a set of items (or variables) measures a single uni-dimensional latent construct.

➢ Mann-Whitney U test or Wilcoxon rank-sum test for ordinal data with two independent samples. The Mann-Whitney *U* test (also called the Mann-Whitney-Wilcoxon (MWW), Wilcoxon rank-sum test, or Wilcoxon-Mann-Whitney test) is a non-parametric test for assessing whether two samples of observations come from the same distribution. The null hypothesis is that the two samples are drawn from a single population, and therefore that their probability distributions are equal. It requires the two samples to be independent, and the observations to be ordinal or continuous measurements, i.e. one can at least say of any two observations, which is the greater. In a less general formulation, the Wilcoxon-Mann-Whitney two-sample test may be thought of as testing the null hypothesis that the probability of an observation from one population exceeding an observation from the second population is 0.05.

➢ Chi-square tests for nominal data. The Chi-square (two-sample) tests are probably the most widely used nonparametric test of significance that is

useful for tests involving nominal data, but it can be used for higher scales as well like cases where persons, events or objects are grouped in two or more nominal categories such as 'yes-no' or cases A, B, C or D. The technique is used to test for significant differences between the observed distribution of data among categories and the expected distribution based on the null hypothesis. It has to be calculated with actual counts rather than percentages (Cooper & Schindler, 2006:499).

5.2.5 Technical report with graphical displays

A written report with explanations of all variables and their outcome was then compiled. A Cross analysis of variables where necessary was performed, attaching statistical probabilities to indicate the magnitude of differences or associations. All inferential statistics are discussed in Paragraph 5.3.4.

5.2.6 Assistance to researcher

The conclusions made by the researcher, was validated by the statistical report. Help was given by a qualified statistician to interpret the outcome of the data. The final report written by the researcher was validated and checked by the statistician to exclude any misleading interpretations.

5.2.7 Sample

The target population is the staff and guests of Cape Hotel Industry. The total sample of staff members are 50 and the total sample of guests being 55. This sample was randomly drawn (convenient sapling).

5.3 Analysis

In total 50 respondents from the employees corps and 55 of the guests of two participating hotels in the Cape Hotel Industry answered the questionnaires posted to them. The items (statements) in the questionnaires will be tested for reliability in the following paragraph.

5.3.1 Reliability testing

The reliability test (Cronbach's Alpha Coefficient) was executed on all the items (statements), which represent the measuring instrument of the staff and the guest surveys, with respect to the responses rendered in this questionnaire. The results are represented in Table 5.1 and 5.2. The resulting printouts are also displayed in Annexure A.

TABLE 5. 1: Cronbach's Alpha Coefficients for staff questionnaire.

Statements	Variable nr.	Correlation with total	Cronbach's Alpha Coefficient
1. Management is keen to introduce a new management style, where quality is brought to every department.	Q01	0.6210	0.9426
2. Top management communicates the company policy and values to customers, employees and suppliers.	Q02	0.6846	0.9416
3. Top management assumes the responsibility for the quality performance.	Q03	0.5734	0.9433
4. Managers of this hotel assume active roles as facilitators of continuous improvement, coaches of new methods, and mentors and leader of empowered employees.	Q04	0.6883	0.9414
5. The managers share information and guest experiences with their workers.	Q05	0.8206	0.9392
6. This hotel implements strategies focused on quality.	Q06	0.7838	0.9398
7. Inspection, review and checking of processes are implemented on a sustained basis.	Q07	0.6810	0.9416
8. Work standards are based on quality rather than quantity alone.	Q08	0.7157	0.9411
9. There is a system for recognition and appreciation of quality efforts and success of individuals and teams.	Q09	0.6841	0.9415
10. This hotel compares its customer's satisfaction with competitors.	Q10	0.3478	0.9464
11. There is a specific process to gathering customer suggestions, feedbacks and complaints, to assess customer satisfaction.	Q11	0.7386	0.9407

Statements	Variable nr.	Correlation with total	Cronbach's Alpha Coefficient
12. The hotel has developed a program to maintain good customer relations.	Q12	0.8302	0.9391
13. Initial work training offered to workers, is sufficient.	Q13	0.5149	0.9451
14. Quality related training is given to managers, supervisors and employees.	Q14	0.6405	0.9422
15. Quality is important when designing new service processes in this hotel.	Q15	0.7056	0.9412
16. The service processes are specified and clarified.	Q16	0.6995	0.9414
17. I can freely practice the decisions that my work requires.	Q17	0.6716	0.9418
18. An analysis of customer requirements in respect to service development is implemented in this hotel.	Q18	0.6710	0.9418
19. Effective top-down and bottom-up communication exists in this hotel.	Q19	0.5857	0.9431
20. The hotel involves the suppliers in the product development process.	Q20	0.5720	0.9433
Cronbach's Coefficient Alpha for standardized variables			**0.9452**
Cronbach's Coefficient Alpha for raw variables			**0.9447**

The Cronbach's Coefficient Alpha for raw variables, which is equal to 0.9447 was used and proved that the questionnaire to the staff was reliable and consistent 0.9447 because it is more than the acceptable level of 0.70.

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TABLE 5. 2: Cronbach's Alpha Coefficients for guest questionnaire.

Statements	Variable nr.	Correlation with total	Cronbach's Alpha Coefficient
Reception			
1.1 Efficiency of reservation	B01_1	0.6420	0.7944
1.2 Courtesy of receptionist	B01_2	0.6560	0.7937
1.3 Efficiency of check in / check out	B01_3	0.5748	0.7966
1.4 Delivery of baggage	B01_4	0.7142	0.7922
1.5 Switchboard and message service	B01_5	0.6647	0.7916
Room experience			
2.1 Cleanliness	B02_1	0.6283	0.7950
2.2 Quality, comfort and decor	B02_2	0.6584	0.7941
2.3 Quality of quest amenities	B02_3	0.5777	0.7969
2.4 Attention to special requests	B02_4	0.6608	0.7927
2.5 Room maintenance	B02_5	0.5724	0.7972
Meal Experience			
3.1 Quality, comfort and decor	B03_1	0.6850	0.7909
3.2 At lunch	B03_2	0.6861	0.7881
3.3 At breakfast	B03_3	0.6752	0.7890
3.4 At dinner	B03_4	0.6439	0.7916
3.5 Did the service meet your expectations?	B03_5	-0.0514	0.8211
Conference / Banqueting facilities			
4.1 Did the service meet your expectations?	B04_1	0.3203	0.8057
4.2 Food and beverage quality	B04_2	0.2471	0.8083
4.3 Condition and working order of equipment	B04_3	0.3095	0.8061
4.4 Were you met at arrival?	B04_4	0.2765	0.8086
Other Services			
5.1 Quality of service - swimming pool	B05_1	-0.1867	0.8258
5.2 Swimming pool - loungers and towelling	B05_2	-0.2036	0.8272
5.3 Gift shop - quality and merchandise	B05_3	-0.0975	0.8199
5.4 Maintenance of grounds and gardens	B05_4	-0.0822	0.8210
5.5 Guest entertainment	B05_5	-0.0769	0.8233
5.6 Wellness/ Spa - experience	B05_6	-0.0309	0.8208
5.7 Laundry/Valet	B05_7	-0.0022	0.8191

Statements	Variable nr.	Correlation with total	Cronbach's Alpha Coefficient
Staff			
6.1 Friendliness and courtesy	B06_1	0.5341	0.7988
6.2 Efficiency	B06_2	0.5964	0.7972
6.3 Neatness and professionalism	B06_3	0.5693	0.7975
6.4 Knowledge of product	B06_4	0.3182	0.8058
6.5 Did you meet the general manager?	B06_5	-0.4076	0.8229
General			
10 Would you like to receive updates on our news and promotions?	B10	-0.3663	0.8207
11 Are you a Preferred Quest card holder?	B11	-0.4891	0.8277
Cronbach's Coefficient Alpha for standardized variables			**0.8045**
Cronbach's Coefficient Alpha for raw variables			**0.8111**

Due to the fact that different scales were used for the different questions, the Cronbach's Coefficient Alpha for standardised variables which is equal to 0.8045 was used and proved that this questionnaire to guests were reliable and consistent, because it returned an acceptable level of 0.70.

5.3.2   Descriptive statistics

Tables 5.3 and 5.4 show the descriptive statistics for all the information in the questionnaires that measure a number of quality of service delivery related variables (questions) and the questionnaires measuring the guest satisfaction with the frequencies in each category and the percentage out of total number of questionnaires. Its is of importance to note that the descriptive statistics are based on the total sample. These descriptive statistics are also shown in Annexure B. Table 5.5 shows the descriptive statistics like mean, standard deviation and range for the continuous variables.

Tables 5.3, 5.4 and 5.5 due to their voluminous extent are contained for ease of reference within the ambit of Annexure D.

5.3.3   Uni-variate graphs

5.3.3.1 Graphs for staff survey
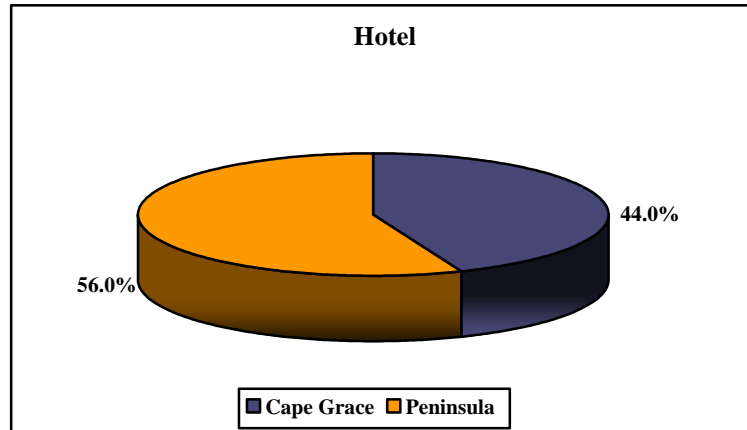
FIGURE 5. 1:   Pie with 3D visual effect for staff distribution in the two hotels

The respondents are nearly equally distributed between the two hotels.
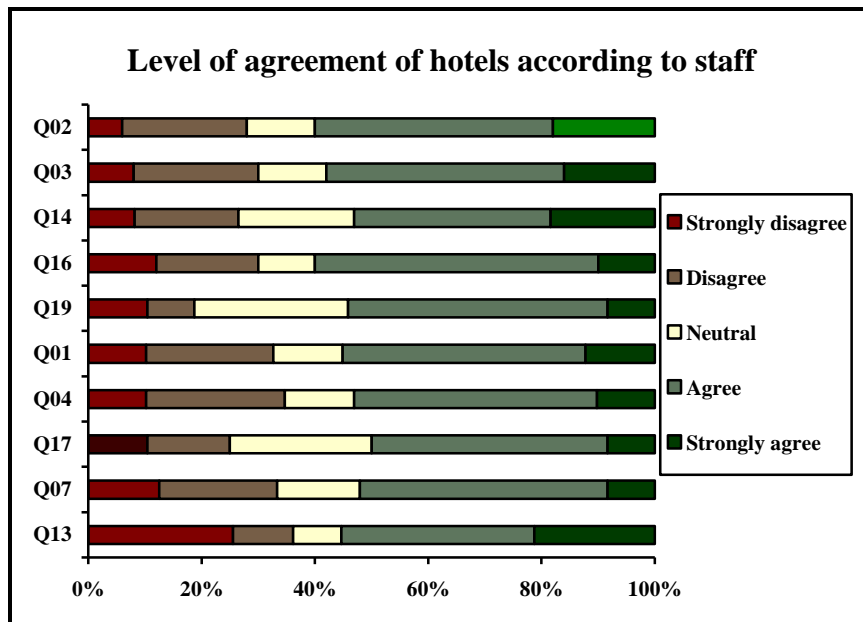
FIGURE 5. 2: 100% stack bar for least positive responses of staff

Although all the statements were viewed from a positive perspective, the following issues are highlighted due to the extent of their impact:

- ➢ Starting-work training offered to workers is sufficient (52.0% agree to strongly agree).

- ➢ Inspection, review and checking the processes implement continuously (50.0% agree to strongly agree).

- ➢ I can freely practice the decisions that my work requires (48.0% agree to strongly agree).

- ➢ Managers of the hotel assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leaders of empowered employees (52.0% agree to strongly agree).

- ➢ Management is keen to introduce a new management style, where quality is brought to every department (54.0% agree to strongly agree).
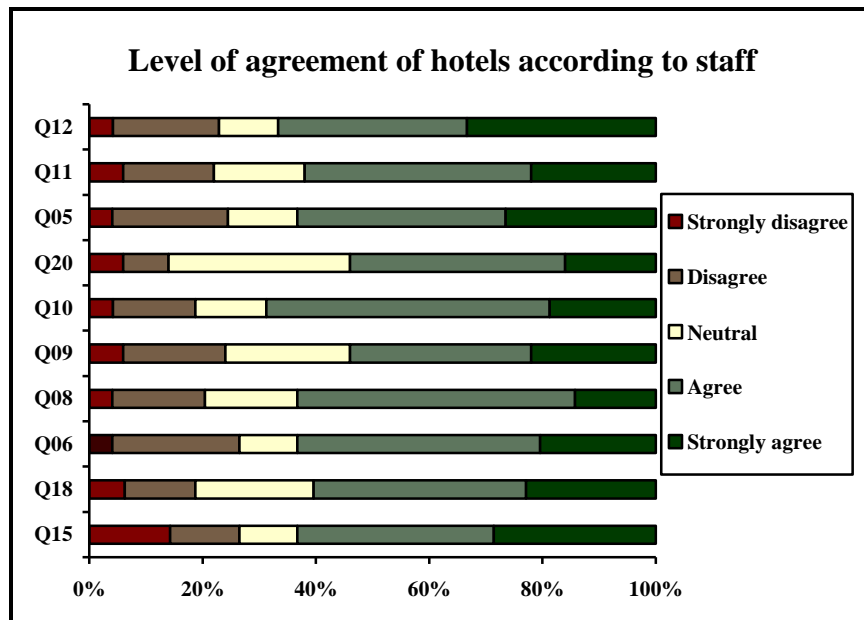
FIGURE 5. 3: 100% stack bar for most positive responses of staff

The following statements were perceived as the most positive:

- ➢ The hotel has developed a program to maintain good customer relations (64.0% agree to strongly agree).

- ➢ There is a specific process to gathering customer suggestions, feedbacks and complaints, to assess customer satisfaction (62.0% agree to strongly agree).

- ➢ The managers share information and guest experiences with workers (62.0% agree to strongly agree).

- ➢ The hotel compares its customer satisfaction with competitors (66.0% agree to strongly agree).

5.3.3.2 Graphs for guest survey
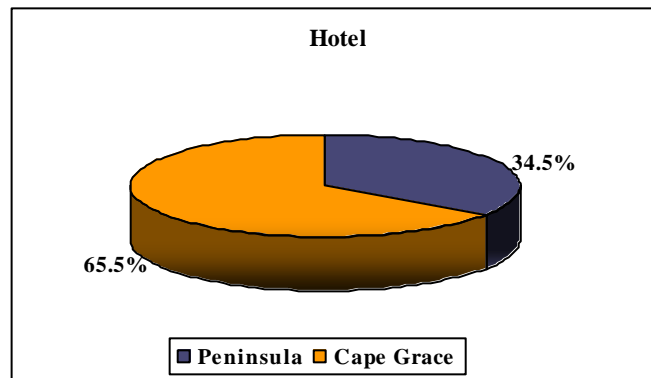
FIGURE 5. 4: Pie with 3D visual effect for guest's distribution between the two hotels

Nearly two thirds of the guests that responded visited the Cape Grace hotel.
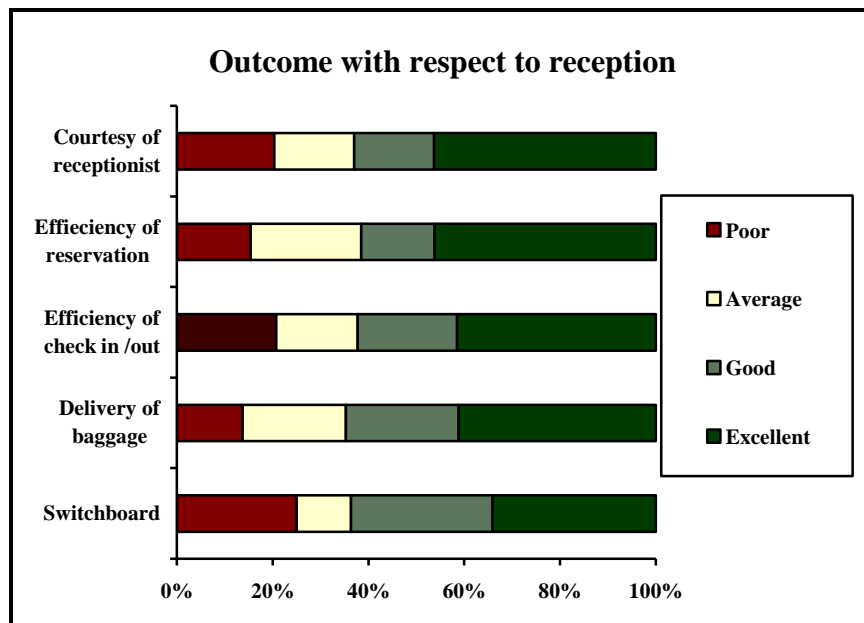
FIGURE 5. 5: 100% stack bar for reception rating by guests

Between 12 and 20 percent of the guests gave a poor rating for the different aspects that were evaluated in terms of reception.
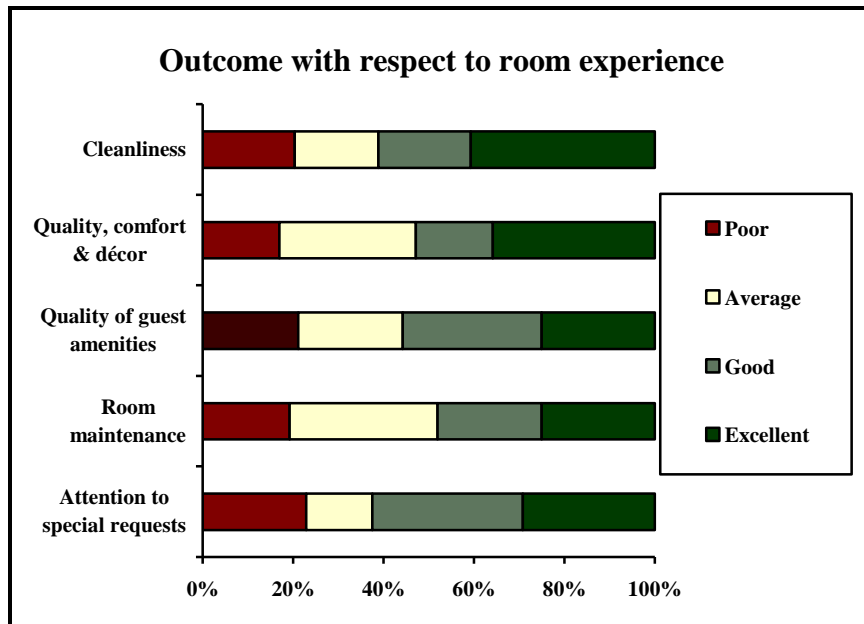
FIGURE 5. 6: 100% stack bar for room experience rating by guests

Between 16 and 20 percent of the guests gave a poor rating for the different aspects that were evaluated in terms of experience.

FIGURE 5. 7: 100% stack bar for meal experience rating by guests

The meal experience on average seems to be "poor" to "average" for the total sample.
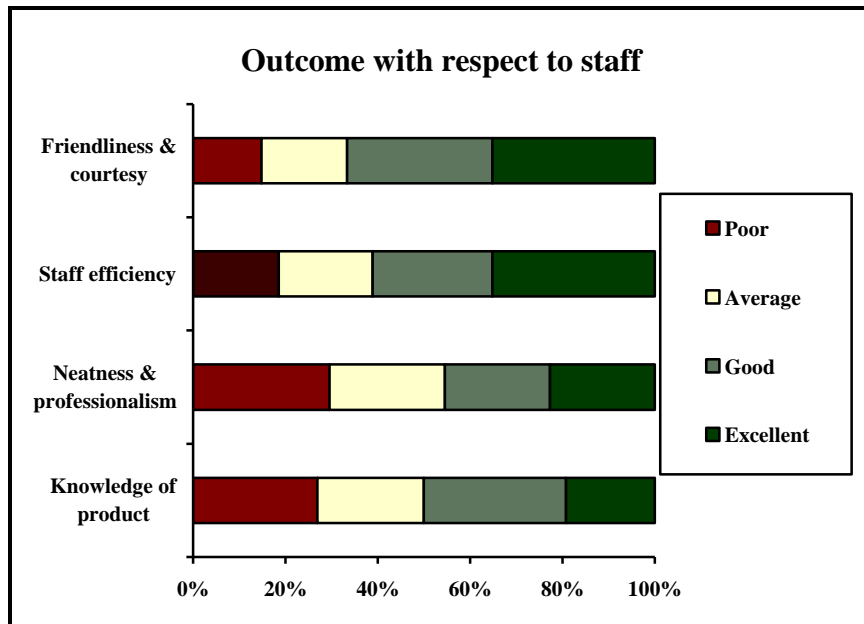
FIGURE 5. 8: 100% stack bar for staff rating by guests

Although mostly positive, between 18 and 23 percent of the guests gave a poor rating to the staff.
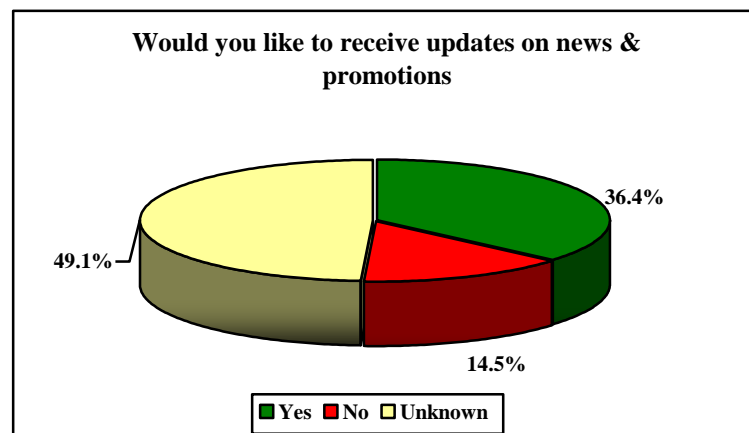
FIGURE 5. 9: Pie with 3D visual effect for whether guests want to receive info

Nearly half of the respondents did not indicate whether they wished to be updated of news and promotions at the hotels.
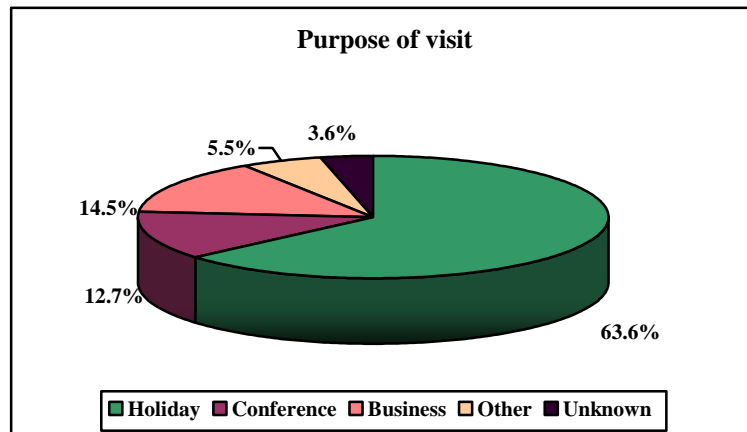
FIGURE 5. 10: Pie with 3D visual effect for purpose of visit

Nearly two thirds of the respondent's purpose for visiting the hotel was for holiday.

5.3.4 Comparative statistic

Comparisons are made between two hotels that were part of the survey to determine whether the staff and the guests' responses differed with respect to their responses on the different statements made. Due to the small sample size, when executing this comparison the chi-square test becomes invalid because of expected frequencies of less than 5 in some of the cells. To overcome the problem categories were aggregated that means more or less the same. For instance the categories in the employee survey "Strongly agree" and "Agree" are grouped together as well as the categories "Strongly disagree" and "Disagree" to form only the categories "Agree", "Neutral" and "Disagree". This could however not be done with the responses of the guests because it is difficult to put "Excellent", "Good", "Average" and "Poor" into similar categories. In some cases there are still expected frequencies of less than 5. The Mann Whitney U test for two independent samples was also performed on the staff data due to the fact that an interval scale was used, but could not be used on the guest survey, due to the fact that the scale was nominal.

Chi-square (two-sample) tests are performed comparing the staff and guests of two hotels with respect to the statements they responded on. Tables 5.6 to 5.22

show the contingency tables and statistical significant results for these comparisons. It is of importance to note that all the comparisons (significant and not significant) will be annatated in Annexure C.

SAS computes a P-value (Probability value) that measure statistical significance which automatically incorporate the chi-square values. Results will be regarded as significant if the p-values are smaller than 0.05, because this value presents an acceptable level on a 95% confidence interval ($p \leq 0.05$). The p-value is the probability of observing a sample value as extreme as, or more extreme than, the value actually observed, given that the null hypothesis is true. This area represents the probability of a Type 1 error that must be assumed if the null hypothesis is rejected (Cooper & Schindler, 2001:509).

The p-value is compared to the significance level (α) and on this basis the null hypothesis is either rejected or not rejected. If the p value is less than the significance level, the null hypothesis is rejected (if p value $<\alpha$, reject null). If the p value is greater than or equal to the significance level, the null hypothesis is not rejected (if p value $\geq\alpha$, don't reject null). Thus with $\alpha=0.05$, if the p value is less than 0.05, the null hypothesis will be rejected. The p value is determined by using the standard normal distribution. The small p value represents the risk of rejecting the null hypothesis.

A difference has statistical significance if there is good reason to believe the difference does not represent random sampling fluctuations only. Results will be regarded as significant if the p-values are smaller than 0.05, because this value is used as cut-off point in most behavioural science research.

TABLE 5. 6: Contengency table showing distribution of responses w.r.t Q01 between the staff of the hotels

Frequency / Column percentage	Disagree-Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	2 12.5%	5 83.3%	15 55.6%	22 44.9%
Peninsula	14	1	12	27

	87.5%	16.7%	44.4%	55.1%
TOTAL	16	6	27	46
	32.6%	12.2%	55.1%	

TABLE 5. 7: Chi-square test for statistically significant differences between the hotels with respect to Q01

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
01. Management is keen to introduce new management style, where quality is brought to every department.	49	11.6107	2	0.0030**

This chi-square test comparing the staff of the two hotels answers with respect to the statement "Management is keen to introduce new management style, where quality is brought to every department" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
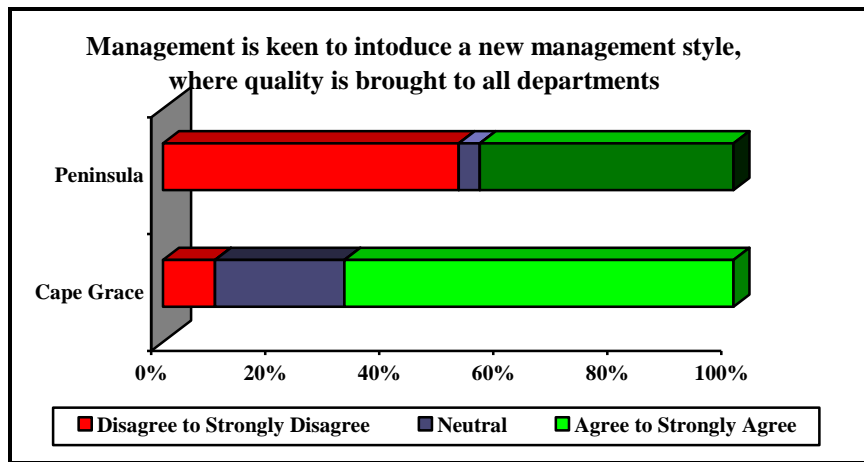
FIGURE 5. 11: 100% stack bar for hotels versus Q01

TABLE 5. 8: Contengency table showing distribution of responses w.r.t Q03 between the staff of the hotels

Frequency / Column percentage	Disagree- Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	3	5	14	22
	20.0%	83.3%	48.3%	44.0%
Peninsula	12	1	15	28

	80.0%	16.7%	51.7%	56.0%
TOTAL	15	6	29	50
	30.0%	12.0%	58.0%	

TABLE 5. 9: Chi-square test for statistically significant differences between the hotels with respect to Q03

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
03. Top management assumes the responsibility for the quality of performance.	50	7.4890	2	0.0236*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "Top management assumes the responsibility for the quality of performance" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
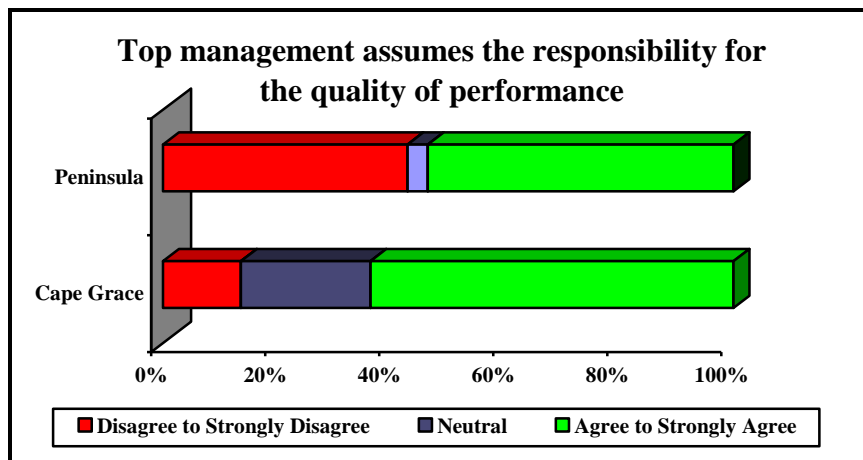
FIGURE 5. 12: 100% stack bar for hotels versus Q03

TABLE 5. 10: Contengency table showing distribution of responses w.r.t Q05 between the staff of the hotels

Frequency / Column percentage	Disagree-Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	1	4	16	21
	8.33%	66.7%	51.6%	42.9%
Peninsula	11	2	15	28
	91.7%	33.3%	48.4%	57.1%

TOTAL	12	6	31	49
	24.5%	12.2%	63.3%	

TABLE 5. 11: Chi-square test for statistically significant differences between the hotels with respect to Q05

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
05. The managers share information and guest experiences with their workers.	49	8.1996	2	0.0166*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "The managers share information and guest experiences with their workers" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
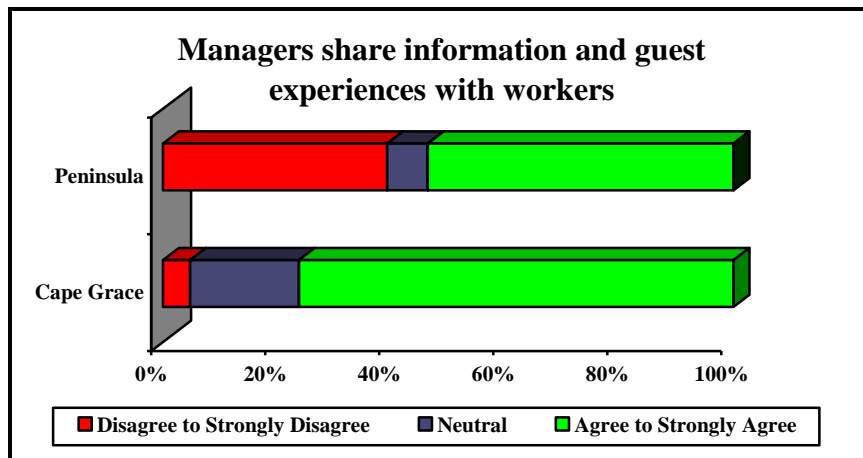
FIGURE 5. 13: 100% stack bar for hotels versus Q05

TABLE 5. 12: Contengency table showing distribution of responses w.r.t Q07 between the staff of thehotels

Frequency / Column percentage	Disagree- Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	3	3	15	21
	18.8%	42.9%	60.0%	43.8%
Peninsula	13	4	10	27
	81.2%	57.1%	40.0%	56.2%
TOTAL	16	7	25	48

| | 33.3% | 14.6% | 52.1% | |

TABLE 5. 13: Chi-square test for statistically significant differences between the hotels with respect to Q07

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
07. Inspection, review and checking of processes are implemented on a sustained basis.	48	6.7483	2	0.0342*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "Inspection, review and checking of processes are implemented on a sustained basis" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
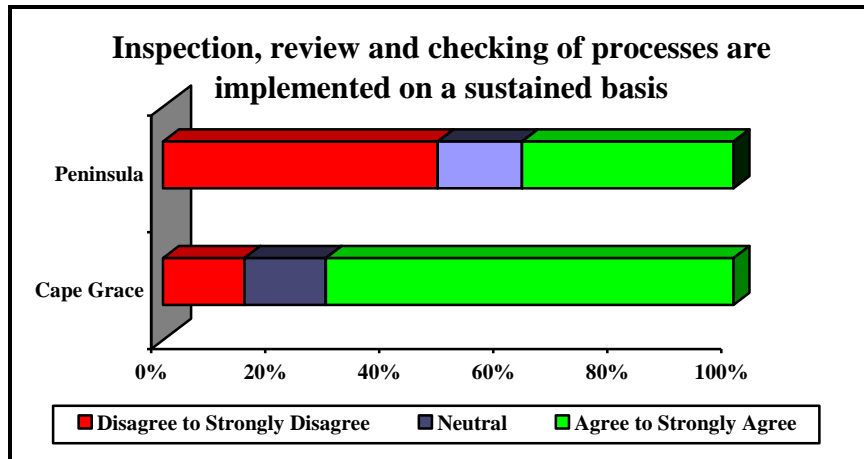
FIGURE 5. 14: 100% stack bar for hotels versus Q07

TABLE 5. 14: Contengency table showing distribution of responses w.r.t Q11 between the staff of the hotels

Frequency / Column percentage	Disagree-Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	3	1	18	22
	27.3%	12.5%	58.1%	44.0%
Peninsula	8	7	13	28
	72.7%	87.5%	41.9%	56.0%
TOTAL	11	8	31	50

	22.0%	16.0%	62.0%	

TABLE 5. 15: Chi-square test for statistically significant differences between the hotels with respect to Q11

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
11. There is a specific process to gathering customer's suggestions, feedbacks and complaints to assess customer satisfaction..	50	6.9594	2	0.0308*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "There is a specific process to gathering customer suggestions, feedbacks and complaints, to assess customer satisfaction" indicated that there are statistically significantly more staff respondents in the Cape Grace hotel who agreed to strongly agree with this statement than in the Peninsula.
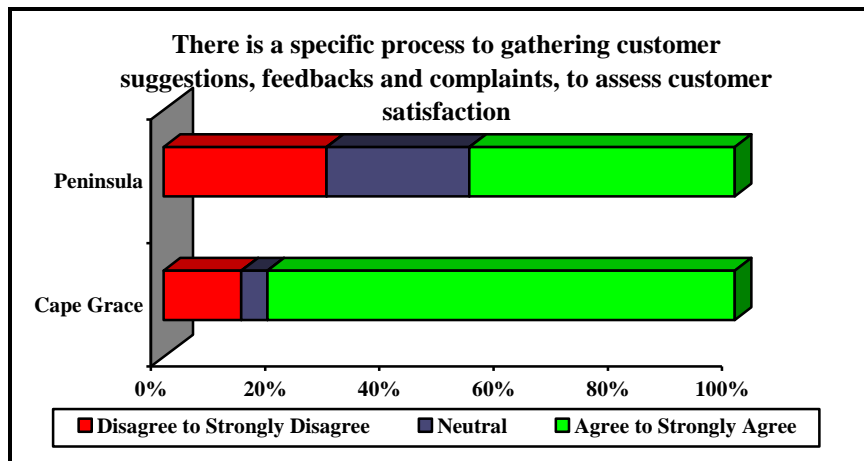
FIGURE 5. 15: 100% stack bar for hotels versus Q11

TABLE 5. 16: Contengency table showing distribution of responses w.r.t Q12 between the staff of the hotels

Frequency / Column percentage	Disagree- Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	2 18.2%	1 20.0%	18 56.2%	21 43.8%
Peninsula	9 81.8%	4 80.0%	14 43.8%	27 56.2%
TOTAL	11	5	32	48

| | 22.9% | 10.4% | 66.7% | |

TABLE 5. 17: Chi-square test for statistically significant differences between the hotels with respect to Q12

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
12. The hotel has developed a program to maintain good customer relations	48	6.0999	2	0.0474*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "The hotel has developed a program to maintain good customer relations" indicated that there are statistically significantly more staff respondents in the Cape Grace hotel who agreed to strongly agree with this statement than in the Peninsula.
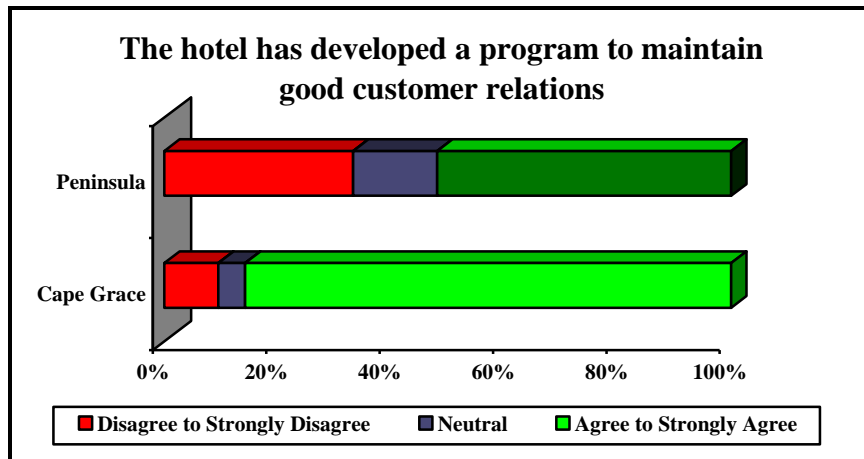
FIGURE 5. 16: 100% stack bar for hotels versus Q12

TABLE 5. 18: Contengency table showing distribution of responses w.r.t Q13 between the staff of the hotels

Frequency / Column percentage	Disagree-Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	3	1	15	19
	17.6%	25.0%	57.7%	40.4%
Peninsula	14	3	11	28
	82.4%	75.0%	42.3%	59.6%
TOTAL	17	4	26	47
	82.4%	8.52%	55.3%	

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
13. Initial work training offered to workers, is sufficient.	47	7.2764	2	0.0263*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "Initial work training offered to workers, is sufficient" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
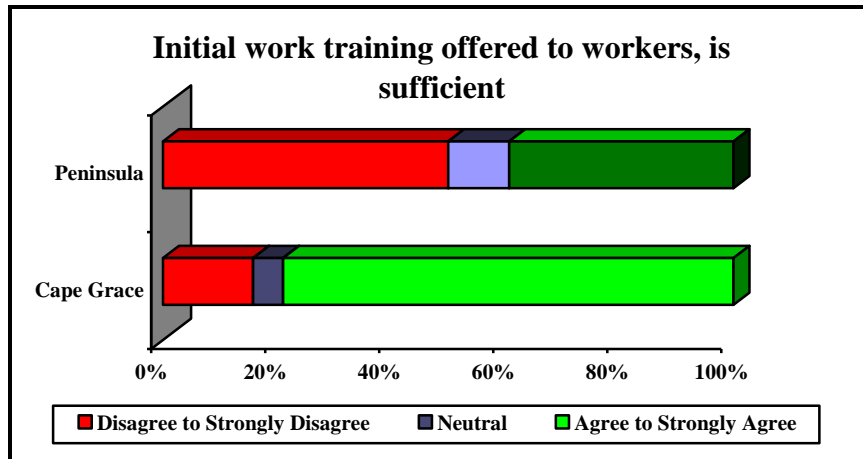
FIGURE 5. 17: 100% stack bar for hotels versus Q13

TABLE 5.20: Contengency table showing distribution of responses w.r.t Q14 between the staff of the hotels

Frequency / Column percentage	Disagree- Strongly disagree	Neutral	Agree – Strongly agree	TOTAL
Cape Grace	2 15.4%	3 30.0%	16 61.5%	21 42.9%
Peninsula	11 84.6%	7 70.0%	10 38.5%	28 57.1%
TOTAL	13 26.5%	10 20.4%	26 53.1%	49

TABLE 5.21: Chi-square test for statistically significant differences between the hotels with respect to Q05

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the two hotels				
14. Quality related training is given to managers, supervisors and employees	49	8.3865	2	0.0151*

This chi-square test comparing the staff of the two hotels answers with respect to the statement "Quality related training is given to managers, supervisors and employees" indicated that there are statistically significantly more staff respondents in the Peninsula hotel who disagreed to strongly disagree with this statement than in Cape Grace.
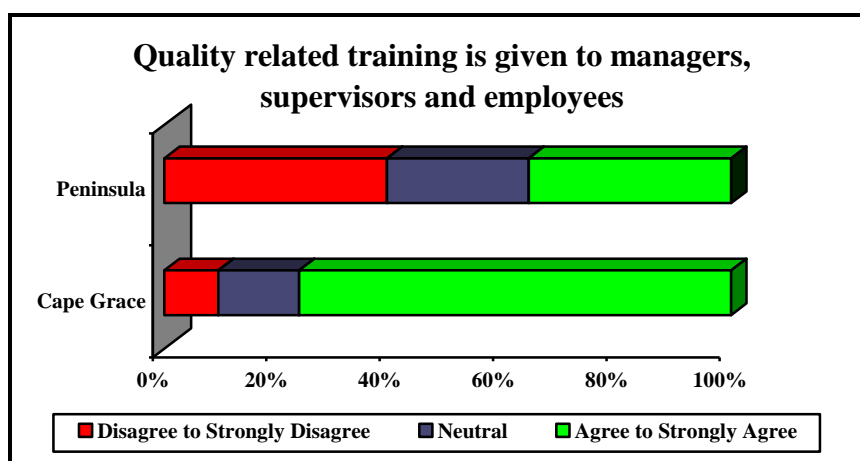
FIGURE 5. 18: 100% stack bar for hotels versus Q14

TABLE 5. 22: Chi-square tests showing statistically significant differences between the guests of the hotels

Question / Statement	Sample Size	Chi-Square	DF	P-Value
Comparisons between the guest responses of the two hotels				
1.1 Reception: Efficiency of reservation.	52	34.3902	3	<0.0001***
1.2 Reception: Courtesy of receptionist.	54	25.3799	3	<0.0001***
1.3 Reception: Efficiency of check in / out	53	27.8545	3	<0.0001***
1.4 Reception: Delivery of baggage.	51	33.8187	3	<0.0001***
1.5 Reception: Switchboard and message service	44	17.7249	3	0.0005***
2.1 Room Experience: Cleanliness.	54	32.6333	3	<0.0001***

Question / Statement	Sample Size	Chi-Square	DF	P-Value
2.2 Room Experience: Quality, comfort and décor.	53	25.2494	3	<0.0001***
2.3 Room Experience: Quality of quest amenities.	52	32.5983	3	<0.0001***
2.4 Room Experience: Attention to special requests.	48	19.0999	3	0.0003***
2.5 Room Experience: Room maintenance.	52	22.6659	3	<0.0001***
6.1 Staff: Friendliness and courtesy.	55	34.5933	3	<0.0001***
6.2 Staff: Efficiency.	54	31.3788	3	<0.0001***
6.3 Staff: Neatness ad professionalism	54	32.2916	3	<0.0001***
6.4 Staff: Knowledge of product.	44	19.0985	3	0.0003***
7. Purpose of visit.	55	23.9845	4	<0.0001***

This chi-square test comparing the guests of two of the hotels answers with respect to the survey indicated that there are statistically significantly more guest respondents in the Cape Grace hotel who finds the different services excellent than in the Peninsula. This holds true for specifically the reception, room experience and staff. The following graphs show the rating percentage for all the statements under one heading.

The other areas could not be compared due to the fact that the Cape Grace did not have these facilities. It also seems that the Cape Grace is mostly used for the purpose of holiday, whilst the Peninsula is mostly use for business trips or conferences. It is of importance to note that this may also be the reason why there is a difference with respect to service between the hotels, as the one accommodate those that are on holiday, and the other mostly those who are there for business.
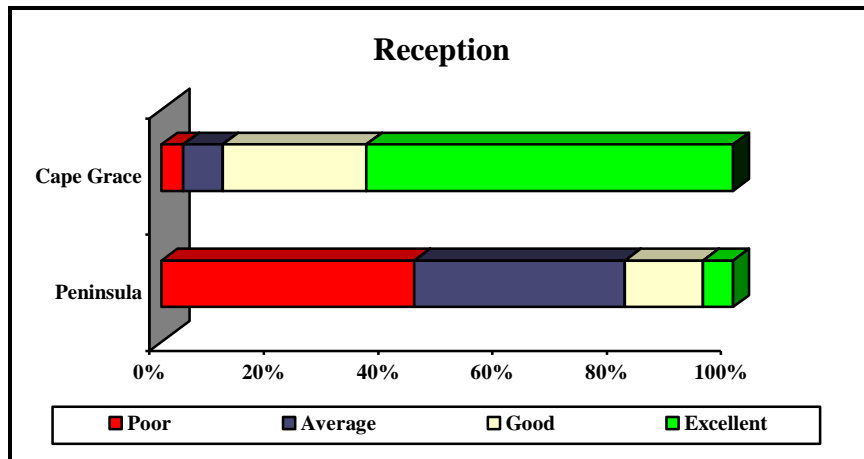
FIGURE 5. 19: 100% stack bar for hotels w.r.t. reception
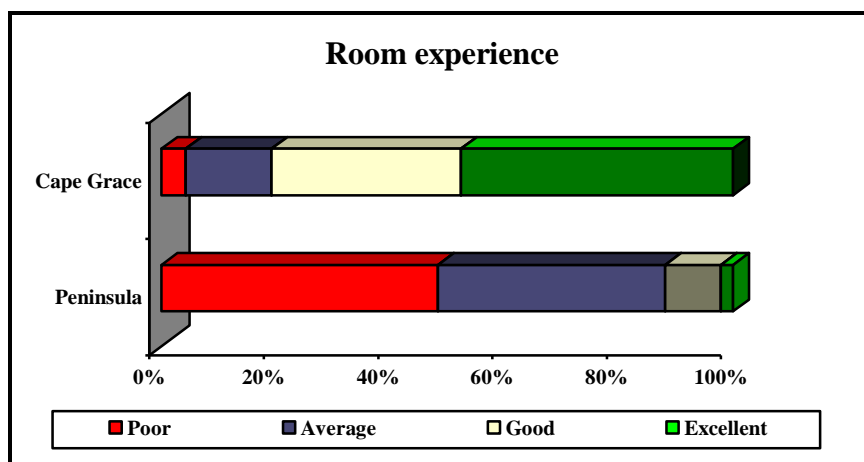
FIGURE 5. 20: 100% stack bar for hotels w.r.t. room experience
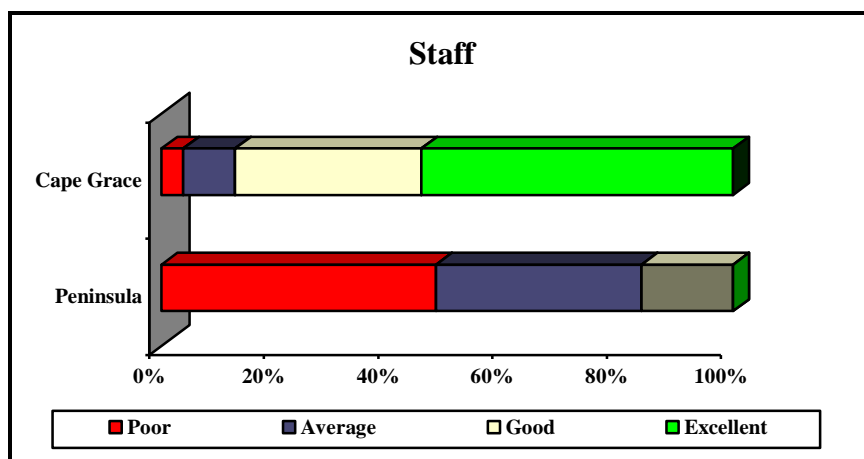
FIGURE 5. 21: 100% stack bar for hotels w.r.t. staff

5.4 FINDINGS FROM THE RESEARCH SURVEY

In summary, the research survey returned a number of critical issues of importance to ensure the establishment of quality service in Cape Town based hotels to guarantee that return visits to the hotels are ensured. These issues are in summary elaborated upon below:

- The following analogies can be drawn from the results of the staff survey.
  - The hotels have developed a program to maintain good customer relations.
  - The hotels make use of specific processes to gathering customer's suggestions, feedbacks and complaints to assess customer satisfaction.
  - Managers shares information and guests experiences with workers.
- The Cape Grace hotel's staff was significantly more positive than the Peninsula hotel staff.
- The following statements were perceived as negative by staff from the Peninsula hotel.
  - Initial work training offered to workers, is sufficient.
  - Inspection, review and checking of processes are implemented on a sustained basis.
  - I can freely practice the decisions that my work requires.
  - Managers of the hotel assume active roles as facilitators of continuous improvement, coaches of new methods, and mentors and leaders of empowered employee.
  - Management is keen to introduce a new management style, where quality is brought to every department.
  - Top management assumes the responsibility for the quality of performance.
  - Quality related training is given to managers, supervisors and employees.

The following further analysis can be drawn from the results of the guest survey:

- Although nearly two thirds of the guests that responded were guests visiting the Cape Grace hotel, on average the Peninsula gave a poorer rating than the Cape Grace on the facilities that were found at both hotels.

The Cape Grace hotel received much better reviews from the guests than the Peninsula hotel. This suggests that the model which the Cape Grace hotel is using in managing the hotel could improve the view of the guests at the Peninsula if it was to be deployed at the Peninsula.

At the Cape Grace hotel, the top management assumes responsibility for quality performance, while quality related training is given to managers, supervisors and employees.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1   INTRODUCTION

The research thus far encompassed the following:

In chapter 1, the scope of the research, a holistic perspective has been provided to the key factors (as identified), which contribute to the loss of revenue and deterioration of return business in Cape Town based hotels. The research process has been explained, followed by the formulation of the research problem, the research question and supporting investigative questions. The chapter has been concluded with a list of primary research objectives.

In chapter 2, a holistic perspective of the research environment, was provided as it refers to customer service in selected Cape Town hotels. In chapter 3, a literature review on Service Excellence Models has conducted as it pertains to the services industry. In chapter 4, the survey design and methodology has been elaborated upon with in chapter 5, a data analysis and interpretation of results from data gleaned from the survey conducted within the ambit of chapter 4 in terms of the primary theme of the dissertation was undertaken.

6.2   THE RESEARCH PROBLEM

The research problem which has been researched within the ambit of this dissertation reads as follows: "The adverse impact of the loss of revenue in Cape Town based hotels due to the deterioration of quality services".

In this dissertation employee feedback has reflected a clear lack of training and coaching from hotel management from the hotel surveyed. There is a need for the implementation of clear work standards based on quality rather than quantity. The literature emphasised that a prompt service recovery through the implementation of quality based models such as TQM and or Six Sigma is possible.

6.3   THE RESEARCH QUESTION

The research question which has been researched within the ambit of this dissertation, reads as follows: "What mechanisms can be introduced to mitigate the deterioration of return business in the Cape Hotel industry and improve the quality of service the hospitality industry as a whole provides?"

Top management will need to put in place specific processes to gather customer suggestions, feedback and complaints to assess the level of customer satisfaction. Adoption of the Six Sigma concept to improve quality in every department and actively develop a TQM program, would go far in solving the issues at hand.

Top management furthermore should consider setting clear goals and a vision for the hotels and integrating TQM into their strategic quality planning process. Everything starts with a committed and passionate leader of a hotel.

6.4   THE INVESTIGATIVE (SUB-) QUESTIONS

The investigative questions which have been researched in support of the research question reads as follows:

➢ What were the primary reasons provided by Cape Hotel industry management and employees for poor customer satisfaction?
  - Training in general and the lack of initial work training offered to workers are insufficient. The lack of employee empowerment where workers cannot freely practice the decisions that their work requires serves as a further example of poor customer satisfaction.

➢ What are the current processes and methods in place to improve customer satisfaction?
  - Inspection, review and checking of processes on a continuous basis implement continuously. Of importance the fact that management keen to introduce a new management style where quality is brought to every department.

- How can effectiveness and efficiency of staff be improved when dealing with customers?
  - Effectiveness and efficiency of staff could be improved should hotel managers assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leaders of empowered employees.

- What is a general perception of clients about Cape Town hotels in terms of service provided?
  - Clients had both positive and negative perception about Cape Town hotels, where on a positive side, they perceived that the hotels have developed a program to maintain good customer relations and on a sustained basis compare its customer satisfaction with competitors. On the negative side the general perception is that the meal experience on average seems to be poor to average for the total sample.

- What are the TQM success factors in the hotel industry?
  - TQM success factors in the hotel industry represents strategic elements, people involvement, emphasis on communication, a focus on the customer, and an awareness of the external market, the need to develop supplier partnerships, measurement and emphasis on developing a culture for quality improvement

6.5   THE PRIMARY RESEARCH OBJECTIVES

The key research objectives researched within the ambit of this dissertation reads as follows:
- To position the Cape Hotel industry to provide excellent 'world class' service in the future.
- To meet and exceed hotel customer satisfaction and expectations.
- To develop a business service excellence model and strategy to improve service quality.
- To exponentially improve the number of return customers to Cape Town hotels.
- To maximise revenue from the hospitality industry.

- To assess customer expectations and perceptions of service quality, and identify the gaps which can be mitigated using a Six Sigma approach.
- Determining the TQM critical success factors in the hotel industry.

The above objectives subject to the implementation of the recommendations elaborated upon in Paragraph 6.7 calls for the observation of a number of issues, which should be considered by managers. The importance of investing the time and resources necessary to implement quality based models and provide ongoing training to staff is of paramount importance. Furthermore, as highlighted in the literature review, hotel managers should also pay attention to equipment and property upgrade, and technological developments in order to keep up with the guest's expectations. A further issue of importance is the question of empowerment of staff and a fundamental culture change to embrace the concept of quality.

In order to improve the return visits and maximise revenue, everyone in the organisation must be involved in and support quality efforts, and have an ultimate goal in mind of customer satisfaction and belief in the need of continuous improvement whilst exceeding the guest's expectations.

6.6 FINDINGS FROM THE RESEARCH SURVEY

The research survey conducted at two Cape Town based hotels were extensively elaborated upon in Chapter 5. The crux of the findings, while a number of positive aspects are evident, clearly points to the need for improving service quality should returned visits to the hotels be improved.

6.7 RECOMMENDATIONS

The following recommendations are made to mitigate the research problem and provide an answer to the research question:

- Hotel managers are currently grappling with the problem of ensuring the delivery of service quality to an increasingly demanding client base. As a

result, key elements from EFQM, TQM, Six Sigma and other quality-based frameworks might be appropriate in helping hotels to achieve this.

➢ It is important to have a key person in the organisation to stimulate and facilitate the process of implementing a quality model. Ideally this person should have an excellent knowledge of quality processes and who has the necessary support from top management to implement the programs effectively.

➢ Top management should review the current employee training programs and develop new efficient and effective methods that could empower employees to make excellent decisions when dealing with customer satisfaction.

➢ Front line employees should give a good impression of the hotel by demonstrating a friendly and willingness to assist, thus making first impressions to last in guest's memories.

➢ Employees should be equipped with the good working conditions and correct tools and equipment in order to deliver an excellent service.

➢ Quality frameworks can be useful mechanism in achieving the cultural change necessary for a TQM strategy in the hotel industry. Such frameworks can complement and encompass pre-existing approaches. With appropriate adaptation and simplification, they could be used at an operational level within all grades and sizes of hotels.

➢ Hotel staff and managers must develop the ability to serve and manage customer expectations that are continually changing, and must ensure ongoing improvements in quality within their organisations.

➢ The overall recommendation to managers is that they should consider the importance of managing quality as a complete process. To achieve this, organisations need to create a culture of quality in which staff are empowered and in which managers facilitate the consistent delivery of high-quality services.

6.8 FINAL CONCLUSION

This research study set out to identify the importance of service delivery in the hospitality industry. The main effort of the management and the employees should be focused to satisfy the customer during their stay, and respond to their individual requirements. Talking to guests and receiving their reactions and responses are seen as key guest satisfaction indicators, whereas guest comment card responses are regarded as helpful in gaining an awareness of general problems and repeated complaints. Guest satisfaction information is also applied in such activities as evaluating employee performance for the purpose of recognition programmes, such as determining "employee of the month" awards. As the literature indicates, according to Huber *et al.* (2001:163), satisfied employees have all the means to make customers happy by offering a superior quality service and thus reducing the occurrence of complaints substantially. The eventual result on the profitability of the organisation can only be encouraging, even at its most basic level. Fewer complaints means less complaint expenditure, and thus improve profits.

This research raises a number of issues for management. The interactive concepts of external and internal quality and their importance raise issues of recruitment and training to achieve the right blend of employee skills and motivation. The need for the organisations to adopt management-employee relationship strategies is clearly evident, to ensure the best attributes are gleaned from this key resource. Periodic review of performance and reward schemes are considered of vital importance, to aid the co-evolution of mutual understanding between managers and employees, and hence the development of superior service quality.

Though the study has identified some interesting findings and provides the basis for subsequent research, a number of limitations should be acknowledged. The study sample was initially based on five different hotels, but only two participated, resulting in skewed data. It is unfortunate that the other three hotels opted not to participate, distribute and or collected the survey questionnaires that were handed over to the hotel guest relations department.

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Annexure A :

Descriptive statistics and Cronbach Alpha for the staff survey

	Variable	N	Mean	Simple Statistics Std Dev	Sum	Minimum	Maximum
Label							
Q01	Q01	33	3.27273	1.17985	108.00000	1.00000	5.00000
Q02	Q02	33	3.69697	1.01504	122.00000	2.00000	5.00000
Q03	Q03	33	3.57576	1.09059	118.00000	1.00000	5.00000
Q04	Q04	33	3.45455	1.12057	114.00000	1.00000	5.00000
Q05	Q05	33	3.69697	1.15879	122.00000	1.00000	5.00000
Q06	Q06	33	3.75758	1.17341	124.00000	1.00000	5.00000
Q07	Q07	33	3.27273	1.25680	108.00000	1.00000	5.00000
Q08	Q08	33	3.75758	1.06155	124.00000	1.00000	5.00000
Q09	Q09	33	3.69697	1.18545	122.00000	1.00000	5.00000
Q10	Q10	33	3.87879	0.99240	128.00000	1.00000	5.00000
Q11	Q11	33	3.87879	1.05349	128.00000	1.00000	5.00000
Q12	Q12	33	4.03030	1.13150	133.00000	1.00000	5.00000
Q13	Q13	33	3.51515	1.37207	116.00000	1.00000	5.00000
Q14	Q14	33	3.48485	1.12142	115.00000	1.00000	5.00000
Q15	Q15	33	3.72727	1.30558	123.00000	1.00000	5.00000
Q16	Q16	33	3.60606	0.99810	119.00000	1.00000	5.00000
Q17	Q17	33	3.45455	1.00284	114.00000	1.00000	5.00000
Q18	Q18	33	3.84848	1.03444	127.00000	1.00000	5.00000
Q19	Q19	33	3.51515	0.97215	116.00000	1.00000	5.00000
Q20	Q20	33	3.69697	0.95147	122.00000	1.00000	5.00000

```
                    Cronbach Coefficient Alpha
                    Variables            Alpha
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Raw                  0.944677
                    Standardized         0.945238
```

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Q01	0.621033	0.942602	0.622204	0.943143	Q01
Q02	0.684557	0.941596	0.682454	0.942170	Q02
Q03	0.573367	0.943289	0.568758	0.944000	Q03
Q04	0.688269	0.941448	0.681057	0.942193	Q04
Q05	0.820602	0.939167	0.818298	0.939946	Q05
Q06	0.783823	0.939783	0.777297	0.940622	Q06
Q07	0.681050	0.941620	0.682850	0.942164	Q07
Q08	0.715720	0.941059	0.718524	0.941584	Q08
Q09	0.684096	0.941517	0.689271	0.942060	Q09
Q10	0.347760	0.946425	0.350359	0.947433	Q10
Q11	0.738637	0.940714	0.737645	0.941272	Q11
Q12	0.830203	0.939062	0.826379	0.939813	Q12
Q13	0.514871	0.945103	0.507434	0.944975	Q13
Q14	0.640517	0.942231	0.629740	0.943022	Q14
Q15	0.705593	0.941214	0.706603	0.941778	Q15
Q16	0.699529	0.941401	0.700541	0.941877	Q16
Q17	0.671646	0.941803	0.677440	0.942252	Q17
Q18	0.671001	0.941778	0.674245	0.942303	Q18
Q19	0.585738	0.943061	0.597561	0.943539	Q19
Q20	0.571965	0.943257	0.583082	0.943771	Q20

Descriptive statistics and Cronbach Alpha for the guest survey

Label	Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
B01_1	B01_1	55	1.96364	1.21661	108.00000	0	4.00000
B01_2	B01_2	55	2.07273	1.23009	114.00000	0	4.00000
B01_3	B01_3	55	2.09091	1.23637	115.00000	0	4.00000
B01_4	B01_4	55	1.92727	1.18407	106.00000	0	4.00000
B01_5	B01_5	55	1.81818	1.40226	100.00000	0	4.00000
B02_1	B02_1	55	2.14545	1.20828	118.00000	0	4.00000
B02_2	B02_2	55	2.20000	1.19257	121.00000	0	4.00000
B02_3	B02_3	55	2.27273	1.19342	125.00000	0	4.00000
B02_4	B02_4	55	2.01818	1.31221	111.00000	0	4.00000
B02_5	B02_5	55	2.32727	1.18719	128.00000	0	4.00000
B03_1	B03_1	55	2.16364	1.38462	119.00000	0	4.00000
B03_2	B03_2	55	1.85455	1.67131	102.00000	0	4.00000
B03_3	B03_3	55	1.76364	1.62120	97.00000	0	4.00000
B03_4	B03_4	55	2.12727	1.50376	117.00000	0	4.00000
B03_5	B03_5	55	1.21818	1.49927	67.00000	0	4.00000
B04_1	B04_1	55	0.67273	1.29178	37.00000	0	4.00000
B04_2	B04_2	55	0.30909	0.90006	17.00000	0	3.00000
B04_3	B04_3	55	0.65455	1.25045	36.00000	0	4.00000
B04_4	B04_4	55	0.18182	0.54742	10.00000	0	2.00000
B05_1	B05_1	55	1.01818	1.45921	56.00000	0	4.00000
B05_2	B05_2	55	1.05455	1.50823	58.00000	0	4.00000
B05_3	B05_3	55	0.70909	1.22735	39.00000	0	4.00000
B05_4	B05_4	55	1.21818	1.38365	67.00000	0	4.00000
B05_5	B05_5	55	1.50909	1.59714	83.00000	0	4.00000
B05_6	B05_6	55	1.18182	1.55267	65.00000	0	4.00000
B05_7	B05_7	55	1.27273	1.49635	70.00000	0	4.00000
B06_1	B06_1	55	2.05455	1.14533	113.00000	1.00000	4.00000
B06_2	B06_2	55	2.09091	1.09329	115.00000	0	4.00000
B06_3	B06_3	55	2.18182	1.15616	120.00000	0	4.00000
B06_4	B06_4	55	2.09091	1.46910	115.00000	0	4.00000
B06_5	B06_5	55	0.76364	0.81567	42.00000	0	2.00000
B10	B10	55	0.65455	0.72567	36.00000	0	2.00000
B11	B11	55	0.94545	0.98917	52.00000	0	2.00000

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.811055
Standardized	0.804538

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
B01_1	0.642048	0.794396	0.643432	0.786117	B01_1
B01_2	0.655974	0.793742	0.676690	0.784774	B01_2
B01_3	0.574798	0.796652	0.576818	0.788784	B01_3
B01_4	0.714182	0.792193	0.714798	0.783227	B01_4
B01_5	0.664714	0.791587	0.682732	0.784530	B01_5
B02_1	0.628257	0.794980	0.639113	0.786291	B02_1
B02_2	0.658423	0.794072	0.667455	0.785148	B02_2
B02_3	0.577684	0.796917	0.590233	0.788250	B02_3
B02_4	0.660762	0.792676	0.692196	0.784146	B02_4
B02_5	0.572402	0.797156	0.597031	0.787978	B02_5
B03_1	0.685052	0.790916	0.651325	0.785799	B03_1
B03_2	0.686119	0.788060	0.658377	0.785514	B03_2
B03_3	0.675236	0.789045	0.661515	0.785388	B03_3
B03_4	0.643895	0.791551	0.609707	0.787471	B03_4
B03_5	-.051450	0.821087	-.051529	0.812588	B03_5
B04_1	0.320310	0.805721	0.340804	0.798010	B04_1
B04_2	0.247094	0.808276	0.283944	0.800181	B04_2
B04_3	0.309546	0.806126	0.330320	0.798412	B04_3
B04_4	0.276528	0.808606	0.298982	0.799609	B04_4
B05_1	-.186659	0.825827	-.190006	0.817514	B05_1
B05_2	-.203610	0.827177	-.222077	0.818638	B05_2
B05_3	-.097494	0.819858	-.151611	0.816159	B05_3
B05_4	-.082249	0.820996	-.105512	0.814521	B05_4
B05_5	-.076937	0.823261	-.077256	0.813511	B05_5
B05_6	-.030939	0.820837	-.067277	0.813153	B05_6
B05_7	-.002188	0.819092	-.015970	0.811304	B05_7
B06_1	0.534065	0.798811	0.529837	0.790649	B06_1
B06_2	0.596381	0.797230	0.585747	0.788429	B06_2
B06_3	0.569274	0.797535	0.575761	0.788827	B06_3

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B06_4        0.318250     0.805846     0.317287     0.798910     B06_4
B06_5       -.407628      0.822855    -.390240      0.824440     B06_5
B10         -.366347      0.820673    -.354971      0.823237     B10
B11         -.489112      0.827728    -.469064      0.827104     B11
```

Annexure B :

Descriptive statistics for each variable of the staff survey

```
                                         Cumulative   Cumulative
            Q01    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
             0          1        2.00         1          2.00
Strongly disagree        5       10.00         6         12.00
Disagree                11       22.00        17         34.00
Neutral                  6       12.00        23         46.00
Agree                   21       42.00        44         88.00
Strongly agree           6       12.00        50        100.00

                   Chi-Square Test
                 for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     29.2000
                 DF                   5
                 Pr > ChiSq      <.0001
                  Sample Size = 50


                                         Cumulative   Cumulative
            Q02    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Strongly disagree        3        6.00         3          6.00
Disagree                11       22.00        14         28.00
Neutral                  6       12.00        20         40.00
Agree                   21       42.00        41         82.00
Strongly agree           9       18.00        50        100.00

                   Chi-Square Test
                 for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     18.8000
                 DF                   4
                 Pr > ChiSq      0.0009
                  Sample Size = 50


                                         Cumulative   Cumulative
            Q03    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Strongly disagree        4        8.00         4          8.00
Disagree                11       22.00        15         30.00
Neutral                  6       12.00        21         42.00
Agree                   21       42.00        42         84.00
Strongly agree           8       16.00        50        100.00

                   Chi-Square Test
                 for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     17.8000
                 DF                   4
                 Pr > ChiSq      0.0014
                  Sample Size = 50


                                         Cumulative   Cumulative
            Q04    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
             0          1        2.00         1          2.00
Strongly disagree        5       10.00         6         12.00
Disagree                12       24.00        18         36.00
Neutral                  6       12.00        24         48.00
Agree                   21       42.00        45         90.00
Strongly agree           5       10.00        50        100.00

                   Chi-Square Test
                 for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     30.6400
                 DF                   5
                 Pr > ChiSq      <.0001
                  Sample Size = 50


                                         Cumulative   Cumulative
            Q05    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
             0          1        2.00         1          2.00
Strongly disagree        2        4.00         3          6.00
Disagree                10       20.00        13         26.00
Neutral                  6       12.00        19         38.00
Agree                   18       36.00        37         74.00
Strongly agree          13       26.00        50        100.00

                   Chi-Square Test
                 for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     26.0800
                 DF                   5
                 Pr > ChiSq      <.0001
                  Sample Size = 50


                                         Cumulative   Cumulative
            Q06    Frequency   Percent    Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
             0          1        2.00         1          2.00
Strongly disagree        2        4.00         3          6.00
Disagree                11       22.00        14         28.00
Neutral                  5       10.00        19         38.00
Agree                   21       42.00        40         80.00
Strongly agree          10       20.00        50        100.00
```

```
                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    33.0400
                  DF                   5
                  Pr > ChiSq     <.0001
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q07    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                0            2        4.00            2         4.00
Strongly disagree            6       12.00            8        16.00
Disagree                    10       20.00           18        36.00
Neutral                      7       14.00           25        50.00
Agree                       21       42.00           46        92.00
Strongly agree               4        8.00           50       100.00

                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    27.5200
                  DF                   5
                  Pr > ChiSq     <.0001
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q08    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                0            1        2.00            1         2.00
Strongly disagree            2        4.00            3         6.00
Disagree                     8       16.00           11        22.00
Neutral                      8       16.00           19        38.00
Agree                       24       48.00           43        86.00
Strongly agree               7       14.00           50       100.00

                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    40.9600
                  DF                   5
                  Pr > ChiSq     <.0001
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q09    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Strongly disagree            3        6.00            3         6.00
Disagree                     9       18.00           12        24.00
Neutral                     11       22.00           23        46.00
Agree                       16       32.00           39        78.00
Strongly agree              11       22.00           50       100.00

                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square     8.8000
                  DF                   4
                  Pr > ChiSq     0.0663
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q10    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                0            2        4.00            2         4.00
Strongly disagree            2        4.00            4         8.00
Disagree                     7       14.00           11        22.00
Neutral                      6       12.00           17        34.00
Agree                       24       48.00           41        82.00
Strongly agree               9       18.00           50       100.00

                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    40.0000
                  DF                   5
                  Pr > ChiSq     <.0001
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q11    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Strongly disagree            3        6.00            3         6.00
Disagree                     8       16.00           11        22.00
Neutral                      8       16.00           19        38.00
Agree                       20       40.00           39        78.00
Strongly agree              11       22.00           50       100.00

                      Chi-Square Test
                    for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    15.8000
                  DF                   4
                  Pr > ChiSq     0.0033
                   Sample Size = 50

                                            Cumulative   Cumulative
              Q12    Frequency     Percent    Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                0            2        4.00            2         4.00
Strongly disagree            2        4.00            4         8.00
Disagree                     9       18.00           13        26.00
Neutral                      5       10.00           18        36.00
Agree                       16       32.00           34        68.00
Strongly agree              16       32.00           50       100.00
```

```
                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     25.1200
                 DF                   5
                 Pr > ChiSq      0.0001
                  Sample Size = 50

                                        Cumulative    Cumulative
         Q13       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0              3        6.00          3         6.00
Strongly disagree         12       24.00         15        30.00
Disagree                   5       10.00         20        40.00
Neutral                    4        8.00         24        48.00
Agree                     16       32.00         40        80.00
Strongly agree            10       20.00         50       100.00

                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     16.0000
                 DF                   5
                 Pr > ChiSq      0.0068
                  Sample Size = 50


                                        Cumulative    Cumulative
         Q14       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0              1        2.00          1         2.00
Strongly disagree          4        8.00          5        10.00
Disagree                   9       18.00         14        28.00
Neutral                   10       20.00         24        48.00
Agree                     17       34.00         41        82.00
Strongly agree             9       18.00         50       100.00

                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     18.1600
                 DF                   5
                 Pr > ChiSq      0.0028
                  Sample Size = 50

                                        Cumulative    Cumulative
         Q15       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0              1        2.00          1         2.00
Strongly disagree          7       14.00          8        16.00
Disagree                   6       12.00         14        28.00
Neutral                    5       10.00         19        38.00
Agree                     17       34.00         36        72.00
Strongly agree            14       28.00         50       100.00

                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     21.5200
                 DF                   5
                 Pr > ChiSq      0.0006
                  Sample Size = 50

                                        Cumulative    Cumulative
         Q16       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Strongly disagree          6       12.00          6        12.00
Disagree                   9       18.00         15        30.00
Neutral                    5       10.00         20        40.00
Agree                     25       50.00         45        90.00
Strongly agree             5       10.00         50       100.00

                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     29.2000
                 DF                   4
                 Pr > ChiSq      <.0001
                  Sample Size = 50

                                        Cumulative    Cumulative
         Q17       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0              2        4.00          2         4.00
Strongly disagree          5       10.00          7        14.00
Disagree                   7       14.00         14        28.00
Neutral                   12       24.00         26        52.00
Agree                     20       40.00         46        92.00
Strongly agree             4        8.00         50       100.00

                    Chi-Square Test
                  for Equal Proportions
                 ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                 Chi-Square     26.5600
                 DF                   5
                 Pr > ChiSq      <.0001
                  Sample Size = 50

                                        Cumulative    Cumulative
         Q18       Frequency     Percent  Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0              2        4.00          2         4.00
Strongly disagree          3        6.00          5        10.00
Disagree                   6       12.00         11        22.00
Neutral                   10       20.00         21        42.00
Agree                     18       36.00         39        78.00
Strongly agree            11       22.00         50       100.00
```

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                            Chi-Square Test
                         for Equal Proportions
                         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                         Chi-Square    21.2800
                         DF                  5
                         Pr > ChiSq     0.0007
                          Sample Size = 50

                                              Cumulative   Cumulative
                 Q19    Frequency    Percent   Frequency     Percent
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                   0            2       4.00           2        4.00
         Strongly disagree     5      10.00           7       14.00
         Disagree              4       8.00          11       22.00
         Neutral              13      26.00          24       48.00
         Agree                22      44.00          46       92.00
         Strongly agree        4       8.00          50      100.00

                            Chi-Square Test
                         for Equal Proportions
                         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                         Chi-Square    35.6800
                         DF                  5
                         Pr > ChiSq     <.0001
                          Sample Size = 50

                                              Cumulative   Cumulative
                 Q20    Frequency    Percent   Frequency     Percent
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
         Strongly disagree     3       6.00           3        6.00
         Disagree              4       8.00           7       14.00
         Neutral              16      32.00          23       46.00
         Agree                19      38.00          42       84.00
         Strongly agree        8      16.00          50      100.00

                            Chi-Square Test
                         for Equal Proportions
                         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                         Chi-Square    20.6000
                         DF                  4
                         Pr > ChiSq     0.0004
                          Sample Size = 50
```

				Cumulative
Q21			Frequency	Percent	Frequency
Percent					

```
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
```

Q21	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Cape Grace	22	44.00	22	44.00
Peninsula	28	56.00	50	100.00

```
                            Chi-Square Test
                         for Equal Proportions
                         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                         Chi-Square     0.7200
                         DF                  1
                         Pr > ChiSq     0.3961
                          Sample Size = 50
```

Descriptive statistics for each variable of the guest survey

A01	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Dr	2	6.25	2	6.25
Miss	2	6.25	4	12.50
Mr	12	37.50	16	50.00
Mr&Mrs	4	12.50	20	62.50
Mrs	10	31.25	30	93.75
Ms	1	3.13	31	96.88
Prof	1	3.13	32	100.00

Effective Sample Size = 32
Frequency Missing = 23
WARNING: 42% of the data are missing.

A02	Frequency	Percent	Cumulative Frequency	Cumulative Percent
A Ismail	2	5.56	2	5.56
Alexander	1	2.78	3	8.33
Angelo Michael Hess	1	2.78	4	11.11
BPPD Mudde	1	2.78	5	13.89
Barbara D Gilfillan	1	2.78	6	16.67
DH Dunmow	1	2.78	7	19.44
Diane Court	1	2.78	8	22.22
Elzje Mare	1	2.78	9	25.00
FL Cairs	1	2.78	10	27.78
GT Naidoo	1	2.78	11	30.56
Gounden	1	2.78	12	33.33
Greaves	1	2.78	13	36.11
Ina Fourie	1	2.78	14	38.89
Inez Kachelhoffer	1	2.78	15	41.67
JA Boy	1	2.78	16	44.44
KP Tomlinson	1	2.78	17	47.22
L Anter	1	2.78	18	50.00
MA Campbell	1	2.78	19	52.78
Marco Antonio Solis Sanchez	1	2.78	20	55.56
Maumen Lancaster	1	2.78	21	58.33
NAK Mostert	1	2.78	22	61.11
Qoinlan	1	2.78	23	63.89
R Beger	1	2.78	24	66.67
RD Muggenburg	1	2.78	25	69.44
RV Moosa	1	2.78	26	72.22
Robert Dickinson	1	2.78	27	75.00
S Weaver	1	2.78	28	77.78
SD Barsathy	1	2.78	29	80.56
SM Mouton	1	2.78	30	83.33
Sid Nothard	1	2.78	31	86.11
Sieu Khui	1	2.78	32	88.89
Victoria Mckenzie	1	2.78	33	91.67
WP Swanepoel	1	2.78	34	94.44
Willem&Susan Hijbeer	1	2.78	35	97.22
vd Westhuizen	1	2.78	36	100.00

Effective Sample Size = 36
Frequency Missing = 19
WARNING: 35% of the data are missing.

A03	Frequency	Percent
10 Linum Place Malabar PE	1	3.03
100054 Moreletapark 0044	1	3.03
2 Albertus Court Rertreat	1	3.03
27 Erica str. George	1	3.03
28 Maiana. Maiana ave Bruhherm	1	3.03
314 Pinegownie 2123	1	3.03
33 Falcon st.	1	3.03

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43 4th Avenue Rondebosch 7780
1        3.03
4Barnard Road PE
1        3.03
55 Lyndin Crescent Lansdowne 7780
1        3.03
61 2nd Avenue
1        3.03
7
1        3.03
8 Spaxton CL. B.O.S. TA8 2FE.UK
1        3.03
833 Rant en Dal
1        3.03
98 A Brecon Road Merthys Tydfil
1        3.03
PO Box 11450 Silver Lakes
1        3.03
PO Box 127 Paarl 7622
1        3.03
PO Box 1412 Ballito 4420
1        3.03
PO Box 155 Montagu
1        3.03
PO Box 1774 Nelspruit 1200
1        3.03
PO Box 2075 Malmesburg
1        3.03
PO Box 2480 Edenvale 1610
1        3.03
PO Box 2892 Northcliff 2115
1        3.03
PO Box 302 Knysna 6570
1        3.03
PO Box 396 Ruimsig 1732
1        3.03
PO Box 465 McGregor 6708
1        3.03
PO Box 53 Elandsboy 8110
1        3.03
PO Box 56272
1        3.03
PO Box 57463, Springfield Jhb 2137
1        3.03
PO Box 84094 Greenside Jhb 2034
1        3.03
PO Box 9396
2        6.06
Santabarbarade Heredia Costa Rica
1        3.03
```

                                        Effective Sample Size = 33
                                         Frequency Missing = 22
                              WARNING: 40% of the data are missing.

Cumulative   Cumulative

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A04	Frequency	Percent	Frequency	Cumulative Percent
011 413 2288	2	6.45	2	6.45
011 646 4798	1	3.23	3	9.68
011 787 4780	1	3.23	4	12.90
011 954 6595	1	3.23	5	16.13
012 809 2118	1	3.23	6	19.35
021 691 7149	1	3.23	7	22.58
021 6973580	1	3.23	8	25.81
021 701 5301	1	3.23	9	29.03
021 872 6988	1	3.23	10	32.26
0224822075	1	3.23	11	35.48
023 614 2474	1	3.23	12	38.71
023 6255 1199	1	3.23	13	41.94
031 401 4559	1	3.23	14	45.16
031 708 6154	1	3.23	15	48.39
031 767 5000	1	3.23	16	51.61
032 947 2543	1	3.23	17	54.84
041 360 5677	1	3.23	18	58.06
044 382 5719	1	3.23	19	61.29
073 255 7191	1	3.23	20	64.52
082 372 4250	1	3.23	21	67.74
082 416 2665	1	3.23	22	70.97
082 448 4574	1	3.23	23	74.19
082 707 8062	1	3.23	24	77.42
082 922 2195	1	3.23	25	80.65
082 926 5695	1	3.23	26	83.87
082 976 5652	1	3.23	27	87.10
083 259 1805	1	3.23	28	90.32
083 397 2390	1	3.23	29	93.55
506 2269 7961	1	3.23	30	96.77
Linden 2195 Jhb	1	3.23	31	100.00

Effective Sample Size = 31
Frequency Missing = 24
WARNING: 44% of the data are missing.

A05	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Anter@netactive.co.za	1	4.55	1	4.55
alsan@telkomsa.net	1	4.55	2	9.09
barbara.cilfillan@fco.gov.uk	1	4.55	3	13.64
bobmudde@global.co.za	1	4.55	4	18.18
busybee91@yahoo.com	1	4.55	5	22.73
cairs@3w.co.za	1	4.55	6	27.27
cambie@iafrica.com	1	4.55	7	31.82
capedoor@telkomsa.net	1	4.55	8	36.36
dmare@sanlam4u.co.za	1	4.55	9	40.91
eliza.dunmow@betterband.co.za	1	4.55	10	45.45
ina.fourie@up.ac.za	1	4.55	11	50.00
marcosolisd@hotmail.com	1	4.55	12	54.55
marelyv@absamail.co.za	1	4.55	13	59.09
mwpennyq@mweb.co.za	1	4.55	14	63.64
pault@3i.co.za	1	4.55	15	68.18
rashid@tooltec.co.za	1	4.55	16	72.73
selvann@acoustextrim.co.za	1	4.55	17	77.27
sgna@mweb.co.za	1	4.55	18	81.82
smanaraj1@telkomsa.net	1	4.55	19	86.36
stdclean@mweb.co.za	1	4.55	20	90.91
vickymckenzie@btinternet.com	1	4.55	21	95.45

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	wynandps@icon.co.za	1	4.55	22

Effective Sample Size = 22
Frequency Missing = 33
WARNING: 60% of the data are missing.

A06	Frequency	Percent	Cumulative Frequency	Cumulative Percent
ƒƒƒ				
Peninsula	13	86.67	13	86.67
Peninsula All suite Hotel	1	6.67	14	93.33
RCI	1	6.67	15	100.00

Effective Sample Size = 15
Frequency Missing = 40
WARNING: 73% of the data are missing.

A07	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	6	10.91	6	10.91
4	1	1.82	7	12.73
101	3	5.45	10	18.18
102	1	1.82	11	20.00
107	2	3.64	13	23.64
111	1	1.82	14	25.45
121	1	1.82	15	27.27
201	2	3.64	17	30.91
203	1	1.82	18	32.73
206	1	1.82	19	34.55
207	2	3.64	21	38.18
211	3	5.45	24	43.64
214	2	3.64	26	47.27
303	1	1.82	27	49.09
304	1	1.82	28	50.91
306	1	1.82	29	52.73
307	1	1.82	30	54.55
308	1	1.82	31	56.36
312	1	1.82	32	58.18
316	1	1.82	33	60.00
403	1	1.82	34	61.82
407	1	1.82	35	63.64
410	4	7.27	39	70.91
411	1	1.82	40	72.73
419	1	1.82	41	74.55
420	1	1.82	42	76.36
505	1	1.82	43	78.18
508	1	1.82	44	80.00
601	1	1.82	45	81.82
602	1	1.82	46	83.64
604	2	3.64	48	87.27
608	1	1.82	49	89.09
706	1	1.82	50	90.91
709	1	1.82	51	92.73
801	1	1.82	52	94.55
803	1	1.82	53	96.36
806	1	1.82	54	98.18
808	1	1.82	55	100.00

Sample Size = 55

Timestay	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	2	5.00	2	5.00
2	1	2.50	3	7.50
3	4	10.00	7	17.50
4	10	25.00	17	42.50
5	1	2.50	18	45.00
6	2	5.00	20	50.00
7	13	32.50	33	82.50
14	4	10.00	37	92.50
101	3	7.50	40	100.00

Effective Sample Size = 40
Frequency Missing = 15
WARNING: 27% of the data are missing.

A10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
ƒƒƒ				
DVC	1	3.45	1	3.45
Dream vacations	1	3.45	2	6.90
Holiday Club	1	3.45	3	10.34
Leisure club	1	3.45	4	13.79
Mrs Schreuder	1	3.45	5	17.24
Pamphlet	1	3.45	6	20.69
Previous visit	1	3.45	7	24.14
RCI	13	44.83	20	68.97
Time Share	7	24.14	27	93.10
Word of mouth	2	6.90	29	100.00

Effective Sample Size = 29
Frequency Missing = 26
WARNING: 47% of the data are missing.

B01_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	3	5.45	3	5.45
Excellent	24	43.64	27	49.09
Good	8	14.55	35	63.64

```
Average           12         21.82            47            85.45
Poor               8         14.55            55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    22.9091
                    DF                  4
                    Pr > ChiSq     0.0001
                     Sample Size = 55

                                    Cumulative    Cumulative
      B01_2    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0           1       1.82           1             1.82
Excellent          25      45.45          26            47.27
Good                9      16.36          35            63.64
Average             9      16.36          44            80.00
Poor               11      20.00          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    27.6364
                    DF                  4
                    Pr > ChiSq     <.0001
                     Sample Size = 55

                                    Cumulative    Cumulative
      B01_3    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0           2       3.64           2             3.64
Excellent          22      40.00          24            43.64
Good               11      20.00          35            63.64
Average             9      16.36          44            80.00
Poor               11      20.00          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    18.7273
                    DF                  4
                    Pr > ChiSq     0.0009
                     Sample Size = 55

                                    Cumulative    Cumulative
      B01_4    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0           4       7.27           4             7.27
Excellent          21      38.18          25            45.45
Good               12      21.82          37            67.27
Average            11      20.00          48            87.27
Poor                7      12.73          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    15.0909
                    DF                  4
                    Pr > ChiSq     0.0045
                     Sample Size = 55

                                    Cumulative    Cumulative
      B01_5    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0          11      20.00          11            20.00
Excellent          15      27.27          26            47.27
Good               13      23.64          39            70.91
Average             5       9.09          44            80.00
Poor               11      20.00          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square     5.0909
                    DF                  4
                    Pr > ChiSq     0.2781
                     Sample Size = 55

                                    Cumulative    Cumulative
      B02_1    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0           1       1.82           1             1.82
Excellent          22      40.00          23            41.82
Good               11      20.00          34            61.82
Average            10      18.18          44            80.00
Poor               11      20.00          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    20.1818
                    DF                  4
                    Pr > ChiSq     0.0005
                     Sample Size = 55

                                    Cumulative    Cumulative
      B02_2    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          0           2       3.64           2             3.64
Excellent          19      34.55          21            38.18
Good                9      16.36          30            54.55
Average            16      29.09          46            83.64
Poor                9      16.36          55           100.00

                      Chi-Square Test
                    for Equal Proportions
                    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                    Chi-Square    16.1818
                    DF                  4
                    Pr > ChiSq     0.0028
                     Sample Size = 55

                                    Cumulative    Cumulative
      B02_3    Frequency    Percent   Frequency      Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
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            0         3        5.45          3         5.45
Excellent   13       23.64         16        29.09
Good        16       29.09         32        58.18
Average     12       21.82         44        80.00
Poor        11       20.00         55       100.00
                     Chi-Square Test
                   for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                   Chi-Square      8.5455
                   DF                   4
                   Pr > ChiSq     0.0735
                    Sample Size = 55


                                     Cumulative   Cumulative
      B02_4   Frequency     Percent   Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            0         7       12.73          7        12.73
Excellent   14       25.45         21        38.18
Good        16       29.09         37        67.27
Average      7       12.73         44        80.00
Poor        11       20.00         55       100.00
                     Chi-Square Test
                   for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                   Chi-Square      6.0000
                   DF                   4
                   Pr > ChiSq     0.1991
                    Sample Size = 55


                                     Cumulative   Cumulative
      B02_5   Frequency     Percent   Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            0         3        5.45          3         5.45
Excellent   13       23.64         16        29.09
Good        12       21.82         28        50.91
Average     17       30.91         45        81.82
Poor        10       18.18         55       100.00
                     Chi-Square Test
                   for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                   Chi-Square      9.6364
                   DF                   4
                   Pr > ChiSq     0.0470
                    Sample Size = 55
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                                          Cumulative  Cumulative
      B03_1    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            11        20.00            11        20.00
Excellent           5         9.09            16        29.09
Good               13        23.64            29        52.73
Average            16        29.09            45        81.82
Poor               10        18.18            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    6.0000
                  DF                 4
                  Pr > ChiSq    0.1991
                   Sample Size = 55


                                          Cumulative  Cumulative
      B03_2    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            21        38.18            21        38.18
Excellent           3         5.45            24        43.64
Good                8        14.55            32        58.18
Average             9        16.36            41        74.55
Poor               14        25.45            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square   16.9091
                  DF                 4
                  Pr > ChiSq    0.0020
                   Sample Size = 55


      B03_3    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            22        40.00            22        40.00
Excellent           2         3.64            24        43.64
Good                9        16.36            33        60.00
Average            11        20.00            44        80.00
Poor               11        20.00            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square   18.7273
                  DF                 4
                  Pr > ChiSq    0.0009
                   Sample Size = 55


                                          Cumulative  Cumulative
      B03_4    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            13        23.64            13        23.64
Excellent           6        10.91            19        34.55
Good               10        18.18            29        52.73
Average            13        23.64            42        76.36
Poor               13        23.64            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square    3.4545
                  DF                 4
                  Pr > ChiSq    0.4848
                   Sample Size = 55


                                          Cumulative  Cumulative
      B03_5    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            29        52.73            29        52.73
Excellent           5         9.09            34        61.82
Good                8        14.55            42        76.36
Average             6        10.91            48        87.27
Poor                7        12.73            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square   37.2727
                  DF                 4
                  Pr > ChiSq    <.0001
                   Sample Size = 55


                                          Cumulative  Cumulative
      B04_1    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            42        76.36            42        76.36
Excellent           1         1.82            43        78.18
Good                3         5.45            46        83.64
Average             6        10.91            52        94.55
Poor                3         5.45            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square  110.3636
                  DF                 4
                  Pr > ChiSq    <.0001
                   Sample Size = 55


                                          Cumulative  Cumulative
      B04_2    Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0            49        89.09            49        89.09
Good                1         1.82            50        90.91
Average             5         9.09            55       100.00

                    Chi-Square Test
                  for Equal Proportions
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                  Chi-Square   77.3818
                  DF                 2
                  Pr > ChiSq    <.0001
                   Sample Size = 55
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                                      Cumulative  Cumulative
  B04_3   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          42       76.36            42        76.36
Excellent        1        1.82            43        78.18
Good             3        5.45            46        83.64
Average          7       12.73            53        96.36
Poor             2        3.64            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square   111.0909
                DF                   4
                Pr > ChiSq      <.0001
                 Sample Size = 55

                                      Cumulative  Cumulative
  B04_4   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          49       89.09            49        89.09
Yes              2        3.64            51        92.73
No               4        7.27            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    77.0545
                DF                   2
                Pr > ChiSq      <.0001
                 Sample Size = 55

                                      Cumulative  Cumulative
  B05_1   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          35       63.64            35        63.64
Excellent        2        3.64            37        67.27
Good             4        7.27            41        74.55
Average         10       18.18            51        92.73
Poor             4        7.27            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    68.7273
                DF                   4
                Pr > ChiSq      <.0001
                 Sample Size = 55

                                      Cumulative  Cumulative
  B05_2   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          35       63.64            35        63.64
Excellent        2        3.64            37        67.27
Good             3        5.45            40        72.73
Average         10       18.18            50        90.91
Poor             5        9.09            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    68.9091
                DF                   4
                Pr > ChiSq      <.0001
                 Sample Size = 55

                                      Cumulative  Cumulative
  B05_3   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          40       72.73            40        72.73
Excellent        1        1.82            41        74.55
Good             5        9.09            46        83.64
Average          8       14.55            54        98.18
Poor             1        1.82            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    98.7273
                DF                   4
                Pr > ChiSq      <.0001
                 Sample Size = 55

                                      Cumulative  Cumulative
  B05_4   Frequency     Percent       Frequency    Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
      0          26       47.27            26        47.27
Excellent        8       14.55            34        61.82
Good             8       14.55            42        76.36
Average          9       16.36            51        92.73
Poor             4        7.27            55       100.00

                 Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    26.9091
                DF                   4
                Pr > ChiSq      <.0001
                 Sample Size = 55
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                                          Cumulative  Cumulative
        B05_5  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0         26      47.27              26       47.27
Excellent          2       3.64              28       50.91
Good               9      16.36              37       67.27
Average            9      16.36              46       83.64
Poor               9      16.36              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    28.9091
                DF                  4
                Pr > ChiSq    <.0001
                 Sample Size = 55


                                          Cumulative  Cumulative
        B05_6  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0         33      60.00              33       60.00
Excellent          1       1.82              34       61.82
Good               5       9.09              39       70.91
Average           10      18.18              49       89.09
Poor               6      10.91              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    58.7273
                DF                  4
                Pr > ChiSq    <.0001
                 Sample Size = 55


                                          Cumulative  Cumulative
        B05_7  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0         30      54.55              30       54.55
Excellent          1       1.82              31       56.36
Good               7      12.73              38       69.09
Average           13      23.64              51       92.73
Poor               4       7.27              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    48.1818
                DF                  4
                Pr > ChiSq    <.0001
                 Sample Size = 55


                                          Cumulative  Cumulative
        B06_1  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Excellent         24      43.64              24       43.64
Good              14      25.45              38       69.09
Average            7      12.73              45       81.82
Poor              10      18.18              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    11.9818
                DF                  3
                Pr > ChiSq    0.0074
                 Sample Size = 55


                                          Cumulative  Cumulative
        B06_2  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0          1       1.82               1        1.82
Excellent         19      34.55              20       36.36
Good              17      30.91              37       67.27
Average           10      18.18              47       85.45
Poor               8      14.55              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    19.0909
                DF                  4
                Pr > ChiSq    0.0008
                 Sample Size = 55


                                          Cumulative  Cumulative
        B06_3  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0          1       1.82               1        1.82
Excellent         19      34.55              20       36.36
Good              14      25.45              34       61.82
Average           11      20.00              45       81.82
Poor              10      18.18              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square    15.8182
                DF                  4
                Pr > ChiSq    0.0033
                 Sample Size = 55


                                          Cumulative  Cumulative
        B06_4  Frequency    Percent       Frequency     Percent
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
           0         11      20.00              11       20.00
Excellent         10      18.18              21       38.18
Good              10      18.18              31       56.36
Average           11      20.00              42       76.36
Poor              13      23.64              55      100.00

                  Chi-Square Test
                for Equal Proportions
                ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
                Chi-Square     0.5455
                DF                  4
                Pr > ChiSq    0.9689
```

B06_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	26	47.27	26	47.27
Yes	16	29.09	42	76.36
No	13	23.64	55	100.00

Chi-Square Test
for Equal Proportions
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square   5.0545
DF   2
Pr > ChiSq   0.0799
Sample Size = 55

B07	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	2	3.64	2	3.64
Holiday	35	63.64	37	67.27
Conference	7	12.73	44	80.00
Business	8	14.55	52	94.55
Other	3	5.45	55	100.00

Chi-Square Test
for Equal Proportions
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square   67.8182
DF   4
Pr > ChiSq   <.0001
Sample Size = 55

B07_1

Frequency	Percent
Honeymoon	
1	100.00

Effective Sample Size = 1
Frequency Missing = 54
WARNING: 98% of the data are missing.

B08_1

Frequency	Percent
Dream vacation club	
2	7.69
Flexi club	
3	11.54
Holiday Club	
2	7.69
Leisure club	
1	3.85
Mrs Schreuder	
1	3.85
QVC	
1	3.85
RCI	
12	46.15
RCI/Intrawest Club	
1	3.85
Self	
1	3.85
Time Share	
2	7.69

WARNING: The table cells have expected counts less
than 5. Chi-Square may not be a valid test.
Effective Sample Size = 26
Frequency Missing = 29
WARNING: 53% of the data are missing.

B09_1

Frequency	Percent
A fax-machine in the room will be very helpful	
1	2.63
Best place I've been to so far	
1	2.63
Bus service helpful and Moosa very helpful	
1	2.63
Cape Malay Evening well advertised	
1	2.63
Cockroaches galore, noisy neighbours, complimentary dinner very average	
1	2.63
Cooking odours throughout the hotel	
1	2.63
Courtesy bus & drivers - excellent	
1	2.63
Drainage very bad	
1	2.63
Enjoyable stay	
1	2.63
Enjoyed our stay, will come back with other family members	
1	2.63
Ensure my room is ready on arrival	
1	2.63
Excellent	
1	2.63
Excellent experience, staff very good & obliging	
1	2.63
Excellent stay	
1	2.63
Exceptional service from Geoffrey, Portia and Brian	
1	2.63
Games for children	
1	2.63
Give your staff a good training	
1	2.63
I would like to get some low fat milk next time I come	

1   2.63
Improve your menu
1   2.63
Internet connection slow and expensive, otherwise I enjoyed my stay
1   2.63
Internet too expensive
1   2.63
Katherina was wonderful and really looked after us
1   2.63
Look at rooms - no attention to details at all
1   2.63
Lovely week
1   2.63
Our stay was truly lovely. A pity the apartment didn't have a DVD machine
1   2.63
Parking facility very poor, noisy room improvement (OO3)
1   2.63
Please connect DSTV Indian Boutique
1   2.63
Please train your personnel and staff
1   2.63
Prices on food menu is incorrect, false advertising
1   2.63
Provide complimentary shuttle service
1   2.63
TV in main bedroom not working
1   2.63
Thoroughly enjoyed our stay, Thank you for your concern, especially courtesy bus driver Moosa
1   2.63
Try to keep the breakfast time when bringing it to the room
1   2.63
Turnaround time for my breakfast was slow
1   2.63
Very slow room service; menu's not value for money
1   2.63
Very slow service and failed promises
1   2.63
We enjoy our visits here
1   2.63
Your cleaning personnel are loud and rude, please talk to them
1   2.63

| | | | Cumulative | Cumulative |
B10	Frequency	Percent	Frequency	Percent
0	27	49.09	27	49.09
Yes	20	36.36	47	85.45
No	8	14.55	55	100.00

Chi-Square Test
for Equal Proportions
Chi-Square   10.0727
DF   2
Pr > ChiSq   0.0065
Sample Size = 55

| | | | Cumulative | Cumulative |
B11	Frequency	Percent	Frequency	Percent
0	28	50.91	28	50.91
Yes	2	3.64	30	54.55
No	25	45.45	55	100.00

Chi-Square Test
for Equal Proportions
Chi-Square   22.0727
DF   2
Pr > ChiSq   <.0001
Sample Size = 55

| | | | Cumulative | Cumulative |
Hotel	Frequency	Percent	Frequency	Percent
Cape Grac	36	65.45	36	65.45
Peninsula	19	34.55	55	100.00

Chi-Square Test
for Equal Proportions
Chi-Square   5.2545
DF   1
Pr > ChiSq   0.0219
Sample Size = 55

Annexure C :
Inferential statistics for Staff survey

```
                              Table of Q21 by Q01
                  Frequency      ,
                  Percent        ,
                  Row Pct        ,
                  Col Pct        ,Disagree,Neutral ,Agree to,  Total
                                 , to Stro,        ,  Strongl,
                                 ,ngly dis,        ,y agree ,
                                 ,agree   ,        ,        ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Cape Grace     ,      2 ,      5 ,     15 ,     22
                                 ,   4.08 ,  10.20 ,  30.61 ,  44.90
                                 ,   9.09 ,  22.73 ,  68.18 ,
                                 ,  12.50 ,  83.33 ,  55.56 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Peninsula      ,     14 ,      1 ,     12 ,     27
                                 ,  28.57 ,   2.04 ,  24.49 ,  55.10
                                 ,  51.85 ,   3.70 ,  44.44 ,
                                 ,  87.50 ,  16.67 ,  44.44 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Total               16        6       27       49
                                   32.65    12.24    55.10   100.00

                      Statistics for Table of Q21 by Q01
            Statistic                     DF       Value      Prob
            ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            Chi-Square                     2     11.6107    0.0030
            Likelihood Ratio Chi-Square    2     12.8580    0.0016
            Mantel-Haenszel Chi-Square     1      7.6762    0.0056
            Phi Coefficient                       0.4868
            Contingency Coefficient               0.4377
            Cramer's V                            0.4868
             WARNING: 33% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                       Effective Sample Size = 49
                          Frequency Missing = 1

                              Table of Q21 by Q02
                  Frequency      ,
                  Percent        ,
                  Row Pct        ,
                  Col Pct        ,Disagree,Neutral ,Agree to,  Total
                                 , to Stro,        ,  Strongl,
                                 ,ngly dis,        ,y agree ,
                                 ,agree   ,        ,        ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Cape Grace     ,      3 ,      4 ,     15 ,     22
                                 ,   6.00 ,   8.00 ,  30.00 ,  44.00
                                 ,  13.64 ,  18.18 ,  68.18 ,
                                 ,  21.43 ,  66.67 ,  50.00 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Peninsula      ,     11 ,      2 ,     15 ,     28
                                 ,  22.00 ,   4.00 ,  30.00 ,  56.00
                                 ,  39.29 ,   7.14 ,  53.57 ,
                                 ,  78.57 ,  33.33 ,  50.00 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Total               14        6       30       50
                                   28.00    12.00    60.00   100.00

                      Statistics for Table of Q21 by Q02
            Statistic                     DF       Value      Prob
            ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            Chi-Square                     2      4.5841    0.1011
            Likelihood Ratio Chi-Square    2      4.8177    0.0899
            Mantel-Haenszel Chi-Square     1      3.0521    0.0806
            Phi Coefficient                       0.3028
            Contingency Coefficient               0.2898
            Cramer's V                            0.3028
             WARNING: 33% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                          Sample Size = 50

                              Table of Q21 by Q03
                  Frequency      ,
                  Percent        ,
                  Row Pct        ,
                  Col Pct        ,Disagree,Neutral ,Agree to,  Total
                                 , to Stro,        ,  Strongl,
                                 ,ngly dis,        ,y agree ,
                                 ,agree   ,        ,        ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Cape Grace     ,      3 ,      5 ,     14 ,     22
                                 ,   6.00 ,  10.00 ,  28.00 ,  44.00
                                 ,  13.64 ,  22.73 ,  63.64 ,
                                 ,  20.00 ,  83.33 ,  48.28 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Peninsula      ,     12 ,      1 ,     15 ,     28
                                 ,  24.00 ,   2.00 ,  30.00 ,  56.00
                                 ,  42.86 ,   3.57 ,  53.57 ,
                                 ,  80.00 ,  16.67 ,  51.72 ,
                  ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
                  Total               15        6       29       50
                                   30.00    12.00    58.00   100.00

                      Statistics for Table of Q21 by Q03
            Statistic                     DF       Value      Prob
            ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            Chi-Square                     2      7.4890    0.0236
            Likelihood Ratio Chi-Square    2      8.0061    0.0183
            Mantel-Haenszel Chi-Square     1      3.1840    0.0744
            Phi Coefficient                       0.3870
            Contingency Coefficient               0.3609
            Cramer's V                            0.3870
             WARNING: 33% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                          Sample Size = 50

                              Table of Q21 by Q04
                  Frequency      ,
                  Percent        ,
                  Row Pct        ,
```

```
Col Pct        ,Disagree,Neutral ,Agree to,  Total
               , to Stro,        , Strongl,
               ,ngly dis,        ,y agree ,
               ,agree   ,        ,         ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Cape Grace     ,      4 ,      3 ,     15 ,     22
               ,   8.16 ,   6.12 ,  30.61 ,  44.90
               ,  18.18 ,  13.64 ,  68.18 ,
               ,  23.53 ,  50.00 ,  57.69 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Peninsula      ,     13 ,      3 ,     11 ,     27
               ,  26.53 ,   6.12 ,  22.45 ,  55.10
               ,  48.15 ,  11.11 ,  40.74 ,
               ,  76.47 ,  50.00 ,  42.31 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Total               17       6      26       49
                  34.69   12.24   53.06   100.00

        Statistics for Table of Q21 by Q04
Statistic                    DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                    2      4.9211     0.0854
Likelihood Ratio Chi-Square   2      5.1235     0.0772
Mantel-Haenszel Chi-Square    1      4.7923     0.0286
Phi Coefficient                      0.3169
Contingency Coefficient              0.3021
Cramer's V                           0.3169
     WARNING: 33% of the cells have expected counts less
           than 5. Chi-Square may not be a valid test.
                 Effective Sample Size = 49
                   Frequency Missing = 1


                Table of Q21 by Q05
Frequency      ,
Percent        ,
Row Pct        ,
Col Pct        ,Disagree,Neutral ,Agree to,  Total
               , to Stro,        , Strongl,
               ,ngly dis,        ,y agree ,
               ,agree   ,        ,         ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Cape Grace     ,      1 ,      4 ,     16 ,     21
               ,   2.04 ,   8.16 ,  32.65 ,  42.86
               ,   4.76 ,  19.05 ,  76.19 ,
               ,   8.33 ,  66.67 ,  51.61 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Peninsula      ,     11 ,      2 ,     15 ,     28
               ,  22.45 ,   4.08 ,  30.61 ,  57.14
               ,  39.29 ,   7.14 ,  53.57 ,
               ,  91.67 ,  33.33 ,  48.39 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Total               12       6      31       49
                  24.49   12.24   63.27   100.00

        Statistics for Table of Q21 by Q05
Statistic                    DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                    2      8.1996     0.0166
Likelihood Ratio Chi-Square   2      9.4599     0.0088
Mantel-Haenszel Chi-Square    1      6.2051     0.0127
Phi Coefficient                      0.4091
Contingency Coefficient              0.3786
Cramer's V                           0.4091
     WARNING: 33% of the cells have expected counts less
           than 5. Chi-Square may not be a valid test.
                 Effective Sample Size = 49
                   Frequency Missing = 1

                Table of Q21 by Q06
Frequency      ,
Percent        ,
Row Pct        ,
Col Pct        ,Disagree,Neutral ,Agree to,  Total
               , to Stro,        , Strongl,
               ,ngly dis,        ,y agree ,
               ,agree   ,        ,         ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Cape Grace     ,      3 ,      1 ,     18 ,     22
               ,   6.12 ,   2.04 ,  36.73 ,  44.90
               ,  13.64 ,   4.55 ,  81.82 ,
               ,  23.08 ,  20.00 ,  58.06 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Peninsula      ,     10 ,      4 ,     13 ,     27
               ,  20.41 ,   8.16 ,  26.53 ,  55.10
               ,  37.04 ,  14.81 ,  48.15 ,
               ,  76.92 ,  80.00 ,  41.94 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒ
Total               13       5      31       49
                  26.53   10.20   63.27   100.00

        Statistics for Table of Q21 by Q06
Statistic                    DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                    2      5.9272     0.0516
Likelihood Ratio Chi-Square   2      6.2029     0.0450
Mantel-Haenszel Chi-Square    1      4.5679     0.0326
Phi Coefficient                      0.3478
Contingency Coefficient              0.3285
Cramer's V                           0.3478
```

```
                      Table of Q21 by Q07
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Cape Grace     ,      3 ,      3 ,     15 ,     21
                   ,   6.25 ,   6.25 ,  31.25 ,  43.75
                   ,  14.29 ,  14.29 ,  71.43 ,
                   ,  18.75 ,  42.86 ,  60.00 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Peninsula      ,     13 ,      4 ,     10 ,     27
                   ,  27.08 ,   8.33 ,  20.83 ,  56.25
                   ,  48.15 ,  14.81 ,  37.04 ,
                   ,  81.25 ,  57.14 ,  40.00 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Total                16        7       25         48
                      33.33    14.58    52.08     100.00
```

```
                 Statistics for Table of Q21 by Q07
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     2      6.7483    0.0342
Likelihood Ratio Chi-Square    2      7.1364    0.0282
Mantel-Haenszel Chi-Square     1      6.5804    0.0103
Phi Coefficient                       0.3750
Contingency Coefficient               0.3511
Cramer's V                            0.3750
```

```
                      Table of Q21 by Q08
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Cape Grace     ,      2 ,      2 ,     18 ,     22
                   ,   4.08 ,   4.08 ,  36.73 ,  44.90
                   ,   9.09 ,   9.09 ,  81.82 ,
                   ,  20.00 ,  25.00 ,  58.06 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Peninsula      ,      8 ,      6 ,     13 ,     27
                   ,  16.33 ,  12.24 ,  26.53 ,  55.10
                   ,  29.63 ,  22.22 ,  48.15 ,
                   ,  80.00 ,  75.00 ,  41.94 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Total                10        8       31         49
                      20.41    16.33    63.27     100.00
```

```
                 Statistics for Table of Q21 by Q08
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     2      5.9583    0.0508
Likelihood Ratio Chi-Square    2      6.2468    0.0440
Mantel-Haenszel Chi-Square     1      4.7439    0.0294
Phi Coefficient                       0.3487
Contingency Coefficient               0.3293
Cramer's V                            0.3487
```

```
                      Table of Q21 by Q09
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Cape Grace     ,      2 ,      7 ,     13 ,     22
                   ,   4.00 ,  14.00 ,  26.00 ,  44.00
                   ,   9.09 ,  31.82 ,  59.09 ,
                   ,  16.67 ,  63.64 ,  48.15 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Peninsula      ,     10 ,      4 ,     14 ,     28
                   ,  20.00 ,   8.00 ,  28.00 ,  56.00
                   ,  35.71 ,  14.29 ,  50.00 ,
                   ,  83.33 ,  36.36 ,  51.85 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
    Total                12       11       27         50
                      24.00    22.00    54.00     100.00
```

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```
                    Statistics for Table of Q21 by Q09
Statistic                          DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2      5.5484    0.0624
Likelihood Ratio Chi-Square         2      5.9660    0.0506
Mantel-Haenszel Chi-Square          1      3.1354    0.0766
Phi Coefficient                            0.3331
Contingency Coefficient                    0.3160
Cramer's V                                 0.3331
                         Sample Size = 50


                       Table of Q21 by Q10
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,   Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree   ,        ,        ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Cape Grace     ,      2 ,      1 ,     17 ,      20
                   ,   4.17 ,   2.08 ,  35.42 ,   41.67
                   ,  10.00 ,   5.00 ,  85.00 ,
                   ,  22.22 ,  16.67 ,  51.52 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Peninsula      ,      7 ,      5 ,     16 ,      28
                   ,  14.58 ,  10.42 ,  33.33 ,   58.33
                   ,  25.00 ,  17.86 ,  57.14 ,
                   ,  77.78 ,  83.33 ,  48.48 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Total                 9        6       33         48
                      18.75    12.50    68.75     100.00
                    Statistics for Table of Q21 by Q10
Statistic                          DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2      4.2597    0.1189
Likelihood Ratio Chi-Square         2      4.5437    0.1031
Mantel-Haenszel Chi-Square          1      2.8541    0.0911
Phi Coefficient                            0.2979
Contingency Coefficient                    0.2855
Cramer's V                                 0.2979
    WARNING: 50% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 48
                    Frequency Missing = 2


                       Table of Q21 by Q11
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,   Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree   ,        ,        ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Cape Grace     ,      3 ,      1 ,     18 ,      22
                   ,   6.00 ,   2.00 ,  36.00 ,   44.00
                   ,  13.64 ,   4.55 ,  81.82 ,
                   ,  27.27 ,  12.50 ,  58.06 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Peninsula      ,      8 ,      7 ,     13 ,      28
                   ,  16.00 ,  14.00 ,  26.00 ,   56.00
                   ,  28.57 ,  25.00 ,  46.43 ,
                   ,  72.73 ,  87.50 ,  41.94 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Total                11        8       31         50
                      22.00    16.00    62.00     100.00
                    Statistics for Table of Q21 by Q11
Statistic                          DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2      6.9594    0.0308
Likelihood Ratio Chi-Square         2      7.5086    0.0234
Mantel-Haenszel Chi-Square          1      3.5036    0.0612
Phi Coefficient                            0.3731
Contingency Coefficient                    0.3495
Cramer's V                                 0.3731
    WARNING: 50% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
                    Sample Size = 50


                       Table of Q21 by Q12
    Frequency      ,
    Percent        ,
    Row Pct        ,
    Col Pct        ,Disagree,Neutral ,Agree to,   Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree   ,        ,        ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Cape Grace     ,      2 ,      1 ,     18 ,      21
                   ,   4.17 ,   2.08 ,  37.50 ,   43.75
                   ,   9.52 ,   4.76 ,  85.71 ,
                   ,  18.18 ,  20.00 ,  56.25 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Peninsula      ,      9 ,      4 ,     14 ,      27
                   ,  18.75 ,   8.33 ,  29.17 ,   56.25
                   ,  33.33 ,  14.81 ,  51.85 ,
                   ,  81.82 ,  80.00 ,  43.75 ,
    ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
    Total                11        5       32         48
                      22.92    10.42    66.67     100.00
```

```
                Statistics for Table of Q21 by Q12
Statistic                         DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                         2      6.0999     0.0474
Likelihood Ratio Chi-Square        2      6.4950     0.0389
Mantel-Haenszel Chi-Square         1      4.9867     0.0255
Phi Coefficient                           0.3565
Contingency Coefficient                   0.3358
Cramer's V                                0.3565
      WARNING: 50% of the cells have expected counts less
             than 5. Chi-Square may not be a valid test.
                   Effective Sample Size = 48
                     Frequency Missing = 2


                  Table of Q21 by Q13
Frequency          ,
Percent            ,
Row Pct            ,
Col Pct            ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grace         ,       3 ,      1 ,     15 ,     19
                   ,    6.38 ,   2.13 ,  31.91 ,  40.43
                   ,   15.79 ,   5.26 ,  78.95 ,
                   ,   17.65 ,  25.00 ,  57.69 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula          ,      14 ,      3 ,     11 ,     28
                   ,   29.79 ,   6.38 ,  23.40 ,  59.57
                   ,   50.00 ,  10.71 ,  39.29 ,
                   ,   82.35 ,  75.00 ,  42.31 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total                    17        4       26         47
                      36.17     8.51    55.32     100.00

                Statistics for Table of Q21 by Q13
Statistic                         DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                         2      7.2764     0.0263
Likelihood Ratio Chi-Square        2      7.6533     0.0218
Mantel-Haenszel Chi-Square         1      6.5659     0.0104
Phi Coefficient                           0.3935
Contingency Coefficient                   0.3661
Cramer's V                                0.3935
      WARNING: 33% of the cells have expected counts less
             than 5. Chi-Square may not be a valid test.
                   Effective Sample Size = 47
                     Frequency Missing = 3


                  Table of Q21 by Q14
Frequency          ,
Percent            ,
Row Pct            ,
Col Pct            ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grace         ,       2 ,      3 ,     16 ,     21
                   ,    4.08 ,   6.12 ,  32.65 ,  42.86
                   ,    9.52 ,  14.29 ,  76.19 ,
                   ,   15.38 ,  30.00 ,  61.54 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula          ,      11 ,      7 ,     10 ,     28
                   ,   22.45 ,  14.29 ,  20.41 ,  57.14
                   ,   39.29 ,  25.00 ,  35.71 ,
                   ,   84.62 ,  70.00 ,  38.46 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total                    13       10       26         49
                      26.53    20.41    53.06     100.00

                Statistics for Table of Q21 by Q14
Statistic                         DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                         2      8.3865     0.0151
Likelihood Ratio Chi-Square        2      8.8988     0.0117
Mantel-Haenszel Chi-Square         1      7.3846     0.0066
Phi Coefficient                           0.4137
Contingency Coefficient                   0.3823
Cramer's V                                0.4137
                   Effective Sample Size = 49
                     Frequency Missing = 1


                  Table of Q21 by Q15
Frequency          ,
Percent            ,
Row Pct            ,
Col Pct            ,Disagree,Neutral ,Agree to,  Total
                   , to Stro,        , Strongl,
                   ,ngly dis,        ,y agree ,
                   ,agree
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grace         ,       3 ,      2 ,     17 ,     22
                   ,    6.12 ,   4.08 ,  34.69 ,  44.90
                   ,   13.64 ,   9.09 ,  77.27 ,
                   ,   23.08 ,  40.00 ,  54.84 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula          ,      10 ,      3 ,     14 ,     27
                   ,   20.41 ,   6.12 ,  28.57 ,  55.10
                   ,   37.04 ,  11.11 ,  51.85 ,
                   ,   76.92 ,  60.00 ,  45.16 ,
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total                    13        5       31         49
                      26.53    10.20    63.27     100.00
```

```
                Statistics for Table of Q21 by Q15
Statistic                           DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                           2      3.7888    0.1504
Likelihood Ratio Chi-Square          2      3.9576    0.1382
Mantel-Haenszel Chi-Square           1      3.6794    0.0551
Phi Coefficient                             0.2781
Contingency Coefficient                     0.2679
Cramer's V                                  0.2781
      WARNING: 33% of the cells have expected counts less
            than 5. Chi-Square may not be a valid test.
                 Effective Sample Size = 49
                   Frequency Missing = 1

                    Table of Q21 by Q16
      Frequency        ,
      Percent          ,
      Row Pct          ,
      Col Pct          ,Disagree,Neutral ,Agree to,  Total
                       , to Stro,        , Strongl,
                       ,ngly dis,        ,y agree ,
                       ,agree
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Cape Grace       ,       3 ,      3 ,     16 ,     22
                       ,   6.00 ,   6.00 ,  32.00 ,  44.00
                       ,  13.64 ,  13.64 ,  72.73 ,
                       ,  20.00 ,  60.00 ,  53.33 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Peninsula        ,      12 ,      2 ,     14 ,     28
                       ,  24.00 ,   4.00 ,  28.00 ,  56.00
                       ,  42.86 ,   7.14 ,  50.00 ,
                       ,  80.00 ,  40.00 ,  46.67 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Total                 15        5       30         50
                         30.00    10.00    60.00     100.00

                Statistics for Table of Q21 by Q16
Statistic                           DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                           2      5.0866    0.0786
Likelihood Ratio Chi-Square          2      5.3954    0.0674
Mantel-Haenszel Chi-Square           1      4.4192    0.0355
Phi Coefficient                             0.3190
Contingency Coefficient                     0.3039
Cramer's V                                  0.3190
      WARNING: 33% of the cells have expected counts less
            than 5. Chi-Square may not be a valid test.
                      Sample Size = 50


                    Table of Q21 by Q17
      Frequency        ,
      Percent          ,
      Row Pct          ,
      Col Pct          ,Disagree,Neutral ,Agree to,  Total
                       , to Stro,        , Strongl,
                       ,ngly dis,        ,y agree ,
                       ,agree
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Cape Grace       ,       3 ,      8 ,     11 ,     22
                       ,   6.25 ,  16.67 ,  22.92 ,  45.83
                       ,  13.64 ,  36.36 ,  50.00 ,
                       ,  25.00 ,  66.67 ,  45.83 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Peninsula        ,       9 ,      4 ,     13 ,     26
                       ,  18.75 ,   8.33 ,  27.08 ,  54.17
                       ,  34.62 ,  15.38 ,  50.00 ,
                       ,  75.00 ,  33.33 ,  54.17 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Total                 12       12       24         48
                         25.00    25.00    50.00     100.00

                Statistics for Table of Q21 by Q17
Statistic                           DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                           2      4.1958    0.1227
Likelihood Ratio Chi-Square          2      4.3318    0.1146
Mantel-Haenszel Chi-Square           1      1.3695    0.2419
Phi Coefficient                             0.2957
Contingency Coefficient                     0.2835
Cramer's V                                  0.2957
                 Effective Sample Size = 48
                   Frequency Missing = 2


                    Table of Q21 by Q18
      Frequency        ,
      Percent          ,
      Row Pct          ,
      Col Pct          ,Disagree,Neutral ,Agree to,  Total
                       , to Stro,        , Strongl,
                       ,ngly dis,        ,y agree ,
                       ,agree
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Cape Grace       ,       4 ,      6 ,     12 ,     22
                       ,   8.33 ,  12.50 ,  25.00 ,  45.83
                       ,  18.18 ,  27.27 ,  54.55 ,
                       ,  44.44 ,  60.00 ,  41.38 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Peninsula        ,       5 ,      4 ,     17 ,     26
                       ,  10.42 ,   8.33 ,  35.42 ,  54.17
                       ,  19.23 ,  15.38 ,  65.38 ,
                       ,  55.56 ,  40.00 ,  58.62 ,
      ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ ƒƒƒƒƒƒƒƒ
      Total                  9       10       29         48
                         18.75    20.83    60.42     100.00
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                    Statistics for Table of Q21 by Q18
Statistic                          DF         Value       Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2         1.0471      0.5924
Likelihood Ratio Chi-Square         2         1.0467      0.5925
Mantel-Haenszel Chi-Square          1         0.0685      0.7935
Phi Coefficient                               0.1477
Contingency Coefficient                       0.1461
Cramer's V                                    0.1477
          WARNING: 50% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                      Effective Sample Size = 48
                        Frequency Missing = 2



                          Table of Q21 by Q19
           Frequency        ,
           Percent          ,
           Row Pct          ,
           Col Pct          ,Disagree,Neutral ,Agree to, Total
                            , to Stro,        , Strongl,
                            ,ngly dis,        ,y agree ,
                            ,agree   ,        ,        ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Cape Grace       ,      3 ,      5 ,     13 ,    21
                            ,   6.25 ,  10.42 ,  27.08 , 43.75
                            ,  14.29 ,  23.81 ,  61.90 ,
                            ,  33.33 ,  38.46 ,  50.00 ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Peninsula        ,      6 ,      8 ,     13 ,    27
                            ,  12.50 ,  16.67 ,  27.08 , 56.25
                            ,  22.22 ,  29.63 ,  48.15 ,
                            ,  66.67 ,  61.54 ,  50.00 ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Total                  9       13       26       48
                              18.75    27.08    54.17   100.00

                    Statistics for Table of Q21 by Q19
Statistic                          DF         Value       Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2         0.9573      0.6196
Likelihood Ratio Chi-Square         2         0.9660      0.6169
Mantel-Haenszel Chi-Square          1         0.8034      0.3701
Phi Coefficient                               0.1412
Contingency Coefficient                       0.1398
Cramer's V                                    0.1412
                      Effective Sample Size = 48
                        Frequency Missing = 2



                          Table of Q21 by Q20
           Frequency        ,
           Percent          ,
           Row Pct          ,
           Col Pct          ,Disagree,Neutral ,Agree to, Total
                            , to Stro,        , Strongl,
                            ,ngly dis,        ,y agree ,
                            ,agree   ,        ,        ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Cape Grace       ,      3 ,      6 ,     13 ,    22
                            ,   6.00 ,  12.00 ,  26.00 , 44.00
                            ,  13.64 ,  27.27 ,  59.09 ,
                            ,  42.86 ,  37.50 ,  48.15 ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Peninsula        ,      4 ,     10 ,     14 ,    28
                            ,   8.00 ,  20.00 ,  28.00 , 56.00
                            ,  14.29 ,  35.71 ,  50.00 ,
                            ,  57.14 ,  62.50 ,  51.85 ,
           ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒ'
           Total                  7       16       27       50
                              14.00    32.00    54.00   100.00

                    Statistics for Table of Q21 by Q20
Statistic                          DF         Value       Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                          2         0.4666      0.7919
Likelihood Ratio Chi-Square         2         0.4693      0.7908
Mantel-Haenszel Chi-Square          1         0.1262      0.7224
Phi Coefficient                               0.0966
Contingency Coefficient                       0.0962
Cramer's V                                    0.0966
          WARNING: 33% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                        Sample Size = 50

                          The NPAR1WAY Procedure
                Wilcoxon Scores (Rank Sums) for Variable Q01
                       Classified by Variable Q21
                         Sum of     Expected      Std Dev        Mean
Q21              N       Scores     Under H0      Under H0       Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace      22       655.0       550.0       47.343324     29.772727
Peninsula       27       570.0       675.0       47.343324     21.111111
                    Average scores were used for ties.

                        Wilcoxon Two-Sample Test
                   Statistic              655.0000
                   Normal Approximation
                   Z                        2.2073
                   One-Sided Pr >  Z         0.0136
                   Two-Sided Pr > |Z|        0.0273
                   t Approximation
                   One-Sided Pr >  Z         0.0161
                   Two-Sided Pr > |Z|        0.0321
              Z includes a continuity correction of 0.5.
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                          Kruskal-Wallis Test
                      Chi-Square              4.9188
                      DF                           1
                      Pr > Chi-Square         0.0266


            Wilcoxon Scores (Rank Sums) for Variable Q02
                       Classified by Variable Q21
                              Sum of     Expected      Std Dev         Mean
Q21                  N        Scores     Under H0      Under H0        Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace          22        653.0        561.0      48.751967     29.681818
Peninsula           28        622.0        714.0      48.751967     22.214286
                        Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                      Statistic            653.0000
                      Normal Approximation
                      Z                      1.8768
                      One-Sided Pr >  Z      0.0303
                      Two-Sided Pr > |Z|     0.0605
                      t Approximation
                      One-Sided Pr >  Z      0.0332
                      Two-Sided Pr > |Z|     0.0665
                      Z includes a continuity correction of 0.5.

                          Kruskal-Wallis Test
                      Chi-Square              3.5612
                      DF                           1
                      Pr > Chi-Square         0.0591

            Wilcoxon Scores (Rank Sums) for Variable Q03
                       Classified by Variable Q21
                              Sum of     Expected      Std Dev         Mean
Q21                  N        Scores     Under H0      Under H0        Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace          22        628.0        561.0      48.790631     28.545455
Peninsula           28        647.0        714.0      48.790631     23.107143
                        Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                      Statistic            628.0000
                      Normal Approximation
                      Z                      1.3630
                      One-Sided Pr >  Z      0.0864
                      Two-Sided Pr > |Z|     0.1729
                      t Approximation
                      One-Sided Pr >  Z      0.0896
                      Two-Sided Pr > |Z|     0.1791
                      Z includes a continuity correction of 0.5.

                          Kruskal-Wallis Test
                      Chi-Square              1.8857
                      DF                           1
                      Pr > Chi-Square         0.1697

            Wilcoxon Scores (Rank Sums) for Variable Q04
                       Classified by Variable Q21
                              Sum of     Expected      Std Dev         Mean
Q21                  N        Scores     Under H0      Under H0        Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace          22        639.50       550.0      47.275260     29.068182
Peninsula           27        585.50       675.0      47.275260     21.685185
                        Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                      Statistic            639.5000
                      Normal Approximation
                      Z                      1.8826
                      One-Sided Pr >  Z      0.0299
                      Two-Sided Pr > |Z|     0.0598
                      t Approximation
                      One-Sided Pr >  Z      0.0329
                      Two-Sided Pr > |Z|     0.0658
                      Z includes a continuity correction of 0.5.

                          Kruskal-Wallis Test
                      Chi-Square              3.5841
                      DF                           1
                      Pr > Chi-Square         0.0583

            Wilcoxon Scores (Rank Sums) for Variable Q05
                       Classified by Variable Q21
                              Sum of     Expected      Std Dev         Mean
Q21                  N        Scores     Under H0      Under H0        Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace          21        643.0        525.0      47.521048     30.619048
Peninsula           28        582.0        700.0      47.521048     20.785714
                        Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                      Statistic            643.0000
                      Normal Approximation
                      Z                      2.4726
                      One-Sided Pr >  Z      0.0067
                      Two-Sided Pr > |Z|     0.0134
                      t Approximation
                      One-Sided Pr >  Z      0.0085
                      Two-Sided Pr > |Z|     0.0170
                      Z includes a continuity correction of 0.5.

                          Kruskal-Wallis Test
                      Chi-Square              6.1658
                      DF                           1
                      Pr > Chi-Square         0.0130
```

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                  Wilcoxon Scores (Rank Sums) for Variable Q06
                          Classified by Variable Q21
                              Sum of      Expected      Std Dev          Mean
Q21              N           Scores      Under H0      Under H0         Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       22          695.0        550.0        47.215123    31.590909
Peninsula        27          530.0        675.0        47.215123    19.629630
                       Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                         Statistic           695.0000
                         Normal Approximation
                         Z                     3.0605
                         One-Sided Pr >  Z     0.0011
                         Two-Sided Pr > |Z|    0.0022
                         t Approximation
                         One-Sided Pr >  Z     0.0018
                         Two-Sided Pr > |Z|    0.0036
                   Z includes a continuity correction of 0.5.

                            Kruskal-Wallis Test
                         Chi-Square            9.4313
                         DF                         1
                         Pr > Chi-Square       0.0021



                  Wilcoxon Scores (Rank Sums) for Variable Q07
                          Classified by Variable Q21
                              Sum of      Expected      Std Dev          Mean
Q21              N           Scores      Under H0      Under H0         Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       21          621.50       514.50       45.697912    29.595238
Peninsula        27          554.50       661.50       45.697912    20.537037
                       Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                         Statistic           621.5000
                         Normal Approximation
                         Z                     2.3305
                         One-Sided Pr >  Z     0.0099
                         Two-Sided Pr > |Z|    0.0198
                         t Approximation
                         One-Sided Pr >  Z     0.0121
                         Two-Sided Pr > |Z|    0.0241
                   Z includes a continuity correction of 0.5.

                            Kruskal-Wallis Test
                         Chi-Square            5.4825
                         DF                         1
                         Pr > Chi-Square       0.0192

                  Wilcoxon Scores (Rank Sums) for Variable Q08
                          Classified by Variable Q21
                              Sum of      Expected      Std Dev          Mean
Q21              N           Scores      Under H0      Under H0         Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       22          679.0        550.0        46.434409    30.863636
Peninsula        27          546.0        675.0        46.434409    20.222222
                       Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                         Statistic           679.0000
                         Normal Approximation
                         Z                     2.7673
                         One-Sided Pr >  Z     0.0028
                         Two-Sided Pr > |Z|    0.0057
                         t Approximation
                         One-Sided Pr >  Z     0.0040
                         Two-Sided Pr > |Z|    0.0080
                   Z includes a continuity correction of 0.5.

                            Kruskal-Wallis Test
                         Chi-Square            7.7179
                         DF                         1
                         Pr > Chi-Square       0.0055

                  Wilcoxon Scores (Rank Sums) for Variable Q09
                          Classified by Variable Q21
                              Sum of      Expected      Std Dev          Mean
Q21              N           Scores      Under H0      Under H0         Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       22          667.0        561.0        49.614629    30.318182
Peninsula        28          608.0        714.0        49.614629    21.714286
                       Average scores were used for ties.

                         Wilcoxon Two-Sample Test
                         Statistic           667.0000
                         Normal Approximation
                         Z                     2.1264
                         One-Sided Pr >  Z     0.0167
                         Two-Sided Pr > |Z|    0.0335
                         t Approximation
                         One-Sided Pr >  Z     0.0193
                         Two-Sided Pr > |Z|    0.0385
                   Z includes a continuity correction of 0.5.

                            Kruskal-Wallis Test
                         Chi-Square            4.5645
                         DF                         1
                         Pr > Chi-Square       0.0326
```

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                    Wilcoxon Scores (Rank Sums) for Variable Q10
                           Classified by Variable Q21
                              Sum of      Expected        Std Dev         Mean
Q21              N           Scores       Under H0        Under H0        Score
ffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffff
Cape Grace      20           603.0         490.0          44.439775       30.150000
Peninsula       28           573.0         686.0          44.439775       20.464286
                        Average scores were used for ties.

                            Wilcoxon Two-Sample Test
                         Statistic          603.0000
                         Normal Approximation
                         Z                    2.5315
                         One-Sided Pr >  Z     0.0057
                         Two-Sided Pr > |Z|    0.0114
                         t Approximation
                         One-Sided Pr >  Z     0.0074
                         Two-Sided Pr > |Z|    0.0148
                         Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                         Chi-Square           6.4657
                         DF                        1
                         Pr > Chi-Square      0.0110

                    Wilcoxon Scores (Rank Sums) for Variable Q11
                           Classified by Variable Q21
                              Sum of      Expected        Std Dev         Mean
Q21              N           Scores       Under H0        Under H0        Score
ffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffff
Cape Grace      22           734.0         561.0          49.005306       33.363636
Peninsula       28           541.0         714.0          49.005306       19.321429
                        Average scores were used for ties.

                            Wilcoxon Two-Sample Test
                         Statistic          734.0000
                         Normal Approximation
                         Z                    3.5200
                         One-Sided Pr >  Z     0.0002
                         Two-Sided Pr > |Z|    0.0004
                         t Approximation
                         One-Sided Pr >  Z     0.0005
                         Two-Sided Pr > |Z|    0.0009
                         Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                         Chi-Square          12.4625
                         DF                        1
                         Pr > Chi-Square      0.0004

                    Wilcoxon Scores (Rank Sums) for Variable Q12
                           Classified by Variable Q21
                              Sum of      Expected        Std Dev         Mean
Q21              N           Scores       Under H0        Under H0        Score
ffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffff
Cape Grace      21           671.50        514.50         46.115366       31.976190
Peninsula       27           504.50        661.50         46.115366       18.685185
                        Average scores were used for ties.

                            Wilcoxon Two-Sample Test
                         Statistic          671.5000
                         Normal Approximation
                         Z                    3.3937
                         One-Sided Pr >  Z     0.0003
                         Two-Sided Pr > |Z|    0.0007
                         t Approximation
                         One-Sided Pr >  Z     0.0007
                         Two-Sided Pr > |Z|    0.0014
                         Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                         Chi-Square          11.5907
                         DF                        1
                         Pr > Chi-Square      0.0007


                    Wilcoxon Scores (Rank Sums) for Variable Q13
                           Classified by Variable Q21
                              Sum of      Expected        Std Dev         Mean
Q21              N           Scores       Under H0        Under H0        Score
ffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffff
Cape Grace      19           581.0         456.0          44.555104       30.578947
Peninsula       28           547.0         672.0          44.555104       19.535714
                        Average scores were used for ties.

                            Wilcoxon Two-Sample Test
                         Statistic          581.0000
                         Normal Approximation
                         Z                    2.7943
                         One-Sided Pr >  Z     0.0026
                         Two-Sided Pr > |Z|    0.0052
                         t Approximation
                         One-Sided Pr >  Z     0.0038
                         Two-Sided Pr > |Z|    0.0076
                         Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                         Chi-Square           7.8709
                         DF                        1
                         Pr > Chi-Square      0.0050

                    Wilcoxon Scores (Rank Sums) for Variable Q14
                           Classified by Variable Q21
                              Sum of      Expected        Std Dev         Mean
Q21              N           Scores       Under H0        Under H0        Score
ffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffffff
Cape Grace      21           644.0         525.0          47.917899       30.666667
Peninsula       28           581.0         700.0          47.917899       20.750000
                        Average scores were used for ties.

                            Wilcoxon Two-Sample Test
                         Statistic          644.0000
                         Normal Approximation
                         Z                    2.4730
                         One-Sided Pr >  Z     0.0067
```

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                        Two-Sided Pr > |Z|        0.0134
                        t Approximation
                        One-Sided Pr >  Z         0.0085
                        Two-Sided Pr > |Z|        0.0170
                   Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                        Chi-Square                6.1673
                        DF                             1
                        Pr > Chi-Square           0.0130

              Wilcoxon Scores (Rank Sums) for Variable Q15
                        Classified by Variable Q21
                              Sum of     Expected     Std Dev        Mean
         Q21        N        Scores     Under H0     Under H0       Score
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
         Cape Grace  22       680.0       550.0     47.963395    30.909091
         Peninsula   27       545.0       675.0     47.963395    20.185185
                       Average scores were used for ties.

                              Wilcoxon Two-Sample Test
                        Statistic               680.0000
                        Normal Approximation
                        Z                         2.7000
                        One-Sided Pr >  Z         0.0035
                        Two-Sided Pr > |Z|        0.0069
                        t Approximation
                        One-Sided Pr >  Z         0.0048
                        Two-Sided Pr > |Z|        0.0095
                   Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                        Chi-Square                7.3463
                        DF                             1
                        Pr > Chi-Square           0.0067


              Wilcoxon Scores (Rank Sums) for Variable Q16
                        Classified by Variable Q21
                              Sum of     Expected     Std Dev        Mean
         Q21        N        Scores     Under H0     Under H0       Score
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
         Cape Grace  22       645.0       561.0     47.609123    29.318182
         Peninsula   28       630.0       714.0     47.609123    22.500000
                       Average scores were used for ties.

                              Wilcoxon Two-Sample Test
                        Statistic               645.0000
                        Normal Approximation
                        Z                         1.7539
                        One-Sided Pr >  Z         0.0397
                        Two-Sided Pr > |Z|        0.0795
                        t Approximation
                        One-Sided Pr >  Z         0.0429
                        Two-Sided Pr > |Z|        0.0857
                   Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                        Chi-Square                3.1130
                        DF                             1
                        Pr > Chi-Square           0.0777

              Wilcoxon Scores (Rank Sums) for Variable Q17
                        Classified by Variable Q21
                              Sum of     Expected     Std Dev        Mean
         Q21        N        Scores     Under H0     Under H0       Score
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
         Cape Grace  22       566.50      539.0     46.042360    25.750000
         Peninsula   26       609.50      637.0     46.042360    23.442308
                       Average scores were used for ties.

                              Wilcoxon Two-Sample Test
                        Statistic               566.5000
                        Normal Approximation
                        Z                         0.5864
                        One-Sided Pr >  Z         0.2788
                        Two-Sided Pr > |Z|        0.5576
                        t Approximation
                        One-Sided Pr >  Z         0.2802
                        Two-Sided Pr > |Z|        0.5604
                   Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                        Chi-Square                0.3567
                        DF                             1
                        Pr > Chi-Square           0.5503

              Wilcoxon Scores (Rank Sums) for Variable Q18
                        Classified by Variable Q21
                              Sum of     Expected     Std Dev        Mean
         Q21        N        Scores     Under H0     Under H0       Score
         ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
         Cape Grace  22       562.0       539.0     46.465813    25.545455
         Peninsula   26       614.0       637.0     46.465813    23.615385
                       Average scores were used for ties.

                              Wilcoxon Two-Sample Test
                        Statistic               562.0000
                        Normal Approximation
                        Z                         0.4842
                        One-Sided Pr >  Z         0.3141
                        Two-Sided Pr > |Z|        0.6282
                        t Approximation
                        One-Sided Pr >  Z         0.3152
                        Two-Sided Pr > |Z|        0.6305
                   Z includes a continuity correction of 0.5.

                              Kruskal-Wallis Test
                        Chi-Square                0.2450
                        DF                             1
                        Pr > Chi-Square           0.6206


              Wilcoxon Scores (Rank Sums) for Variable Q19
```

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```
                          Classified by Variable Q21
                          Sum of      Expected     Std Dev       Mean
Q21               N       Scores      Under H0     Under H0      Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       21       550.50      514.50       45.187707     26.214286
Peninsula        27       625.50      661.50       45.187707     23.166667
                     Average scores were used for ties.

                       Wilcoxon Two-Sample Test
                   Statistic            550.5000
                   Normal Approximation
                   Z                      0.7856
                   One-Sided Pr >  Z       0.2160
                   Two-Sided Pr > |Z|      0.4321
                   t Approximation
                   One-Sided Pr >  Z       0.2180
                   Two-Sided Pr > |Z|      0.4360
                 Z includes a continuity correction of 0.5.

                         Kruskal-Wallis Test
                   Chi-Square             0.6347
                   DF                          1
                   Pr > Chi-Square        0.4256

           Wilcoxon Scores (Rank Sums) for Variable Q20
                          Classified by Variable Q21
                          Sum of      Expected     Std Dev       Mean
Q21               N       Scores      Under H0     Under H0      Score
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Cape Grace       22       585.50      561.0        48.753256     26.613636
Peninsula        28       689.50      714.0        48.753256     24.625000
                     Average scores were used for ties.

                       Wilcoxon Two-Sample Test
                   Statistic            585.5000
                   Normal Approximation
                   Z                      0.4923
                   One-Sided Pr >  Z       0.3113
                   Two-Sided Pr > |Z|      0.6225

                   t Approximation
                   One-Sided Pr >  Z       0.3124
                   Two-Sided Pr > |Z|      0.6247
                 Z includes a continuity correction of 0.5.

                         Kruskal-Wallis Test
                   Chi-Square             0.2525
                   DF                          1
                   Pr > Chi-Square        0.6153
```

Inferential statistics for Guest survey

```
                    Table of Hotel by B01_1
Frequency  ,
Percent    ,
Row Pct    ,
Col Pct    ,Excellen,Good    ,Average ,Poor    , Total
           ,t
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Cape Grac  ,     23 ,      7 ,      3 ,      0 ,     33
           ,  44.23 ,  13.46 ,   5.77 ,   0.00 ,  63.46
           ,  69.70 ,  21.21 ,   9.09 ,   0.00 ,
           ,  95.83 ,  87.50 ,  25.00 ,   0.00 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Peninsula  ,      1 ,      1 ,      9 ,      8 ,     19
           ,   1.92 ,   1.92 ,  17.31 ,  15.38 ,  36.54
           ,   5.26 ,   5.26 ,  47.37 ,  42.11 ,
           ,   4.17 ,  12.50 ,  75.00 , 100.00 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Total            24       8       12        8       52
               46.15   15.38   23.08    15.38   100.00
```

```
             Statistics for Table of Hotel by B01_1
Statistic                      DF        Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                      3       34.3902    <.0001
Likelihood Ratio Chi-Square     3       40.4330    <.0001
Mantel-Haenszel Chi-Square      1       31.7406    <.0001
Phi Coefficient                         0.8132
Contingency Coefficient                 0.6309
Cramer's V                              0.8132
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 52
                 Frequency Missing = 3
```

```
                    Table of Hotel by B01_2
Frequency  ,
Percent    ,
Row Pct    ,
Col Pct    ,Excellen,Good    ,Average ,Poor    , Total
           ,t
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Cape Grac  ,     23 ,      7 ,      4 ,      1 ,     35
           ,  42.59 ,  12.96 ,   7.41 ,   1.85 ,  64.81
           ,  65.71 ,  20.00 ,  11.43 ,   2.86 ,
           ,  92.00 ,  77.78 ,  44.44 ,   9.09 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Peninsula  ,      2 ,      2 ,      5 ,     10 ,     19
           ,   3.70 ,   3.70 ,   9.26 ,  18.52 ,  35.19
           ,  10.53 ,  10.53 ,  26.32 ,  52.63 ,
           ,   8.00 ,  22.22 ,  55.56 ,  90.91 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Total            25       9        9       11       54
               46.30   16.67   16.67    20.37   100.00
```

```
             Statistics for Table of Hotel by B01_2
Statistic                      DF        Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                      3       25.3799    <.0001
Likelihood Ratio Chi-Square     3       27.5067    <.0001
Mantel-Haenszel Chi-Square      1       24.2835    <.0001
Phi Coefficient                         0.6856
Contingency Coefficient                 0.5654
Cramer's V                              0.6856
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 54
                 Frequency Missing = 1
```

```
                    Table of Hotel by B01_3
Frequency  ,
Percent    ,
Row Pct    ,
Col Pct    ,Excellen,Good    ,Average ,Poor    , Total
           ,t
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Cape Grac  ,     21 ,      9 ,      2 ,      2 ,     34
           ,  39.62 ,  16.98 ,   3.77 ,   3.77 ,  64.15
           ,  61.76 ,  26.47 ,   5.88 ,   5.88 ,
           ,  95.45 ,  81.82 ,  22.22 ,  18.18 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Peninsula  ,      1 ,      2 ,      7 ,      9 ,     19
           ,   1.89 ,   3.77 ,  13.21 ,  16.98 ,  35.85
           ,   5.26 ,  10.53 ,  36.84 ,  47.37 ,
           ,   4.55 ,  18.18 ,  77.78 ,  81.82 ,
ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
Total            22      11        9       11       53
               41.51   20.75   16.98    20.75   100.00
```

```
             Statistics for Table of Hotel by B01_3
Statistic                      DF        Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                      3       27.8545    <.0001
Likelihood Ratio Chi-Square     3       30.6370    <.0001
Mantel-Haenszel Chi-Square      1       25.0582    <.0001
Phi Coefficient                         0.7250
Contingency Coefficient                 0.5869
Cramer's V                              0.7250
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 53
                 Frequency Missing = 2
```

```
                    Table of Hotel by B01_4
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     21 ,      9 ,      1 ,      1 ,     32
          ,  41.18 ,  17.65 ,   1.96 ,   1.96 ,  62.75
          ,  65.63 ,  28.13 ,   3.13 ,   3.13 ,
          , 100.00 ,  75.00 ,   9.09 ,  14.29 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      0 ,      3 ,     10 ,      6 ,     19
          ,   0.00 ,   5.88 ,  19.61 ,  11.76 ,  37.25
          ,   0.00 ,  15.79 ,  52.63 ,  31.58 ,
          ,   0.00 ,  25.00 ,  90.91 ,  85.71 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           21       12       11        7        51
              41.18    23.53    21.57    13.73   100.00

          Statistics for Table of Hotel by B01_4
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     33.8187    <.0001
Likelihood Ratio Chi-Square    3     41.4108    <.0001
Mantel-Haenszel Chi-Square     1     29.5587    <.0001
Phi Coefficient                       0.8143
Contingency Coefficient               0.6314
Cramer's V                            0.8143
 WARNING: 50% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
             Effective Sample Size = 51
                Frequency Missing = 4

                    Table of Hotel by B01_5
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     14 ,      8 ,      1 ,      2 ,     25
          ,  31.82 ,  18.18 ,   2.27 ,   4.55 ,  56.82
          ,  56.00 ,  32.00 ,   4.00 ,   8.00 ,
          ,  93.33 ,  61.54 ,  20.00 ,  18.18 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      1 ,      5 ,      4 ,      9 ,     19
          ,   2.27 ,  11.36 ,   9.09 ,  20.45 ,  43.18
          ,   5.26 ,  26.32 ,  21.05 ,  47.37 ,
          ,   6.67 ,  38.46 ,  80.00 ,  81.82 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           15       13        5       11        44
              34.09    29.55    11.36    25.00   100.00

          Statistics for Table of Hotel by B01_5
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     17.7249    0.0005
Likelihood Ratio Chi-Square    3     20.0700    0.0002
Mantel-Haenszel Chi-Square     1     16.4118    <.0001
Phi Coefficient                       0.6347
Contingency Coefficient               0.5359
Cramer's V                            0.6347
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
             Effective Sample Size = 44
                Frequency Missing = 11
          WARNING: 20% of the data are missing.

                    Table of Hotel by B02_1
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     21 ,     10 ,      3 ,      1 ,     35
          ,  38.89 ,  18.52 ,   5.56 ,   1.85 ,  64.81
          ,  60.00 ,  28.57 ,   8.57 ,   2.86 ,
          ,  95.45 ,  90.91 ,  30.00 ,   9.09 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      1 ,      1 ,      7 ,     10 ,     19
          ,   1.85 ,   1.85 ,  12.96 ,  18.52 ,  35.19
          ,   5.26 ,   5.26 ,  36.84 ,  52.63 ,
          ,   4.55 ,   9.09 ,  70.00 ,  90.91 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           22       11       10       11        54
              40.74    20.37    18.52    20.37   100.00

          Statistics for Table of Hotel by B02_1
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     32.6333    <.0001
Likelihood Ratio Chi-Square    3     36.2900    <.0001
Mantel-Haenszel Chi-Square     1     29.3358    <.0001
Phi Coefficient                       0.7774
Contingency Coefficient               0.6137
Cramer's V                            0.7774
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
             Effective Sample Size = 54
                Frequency Missing = 1
```

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```
                        Table of Hotel by B02_2
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     19 ,      7 ,      7 ,      1 ,     34
          ,  35.85 ,  13.21 ,  13.21 ,   1.89 ,  64.15
          ,  55.88 ,  20.59 ,  20.59 ,   2.94 ,
          , 100.00 ,  77.78 ,  43.75 ,  11.11 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      0 ,      2 ,      9 ,      8 ,     19
          ,   0.00 ,   3.77 ,  16.98 ,  15.09 ,  35.85
          ,   0.00 ,  10.53 ,  47.37 ,  42.11 ,
          ,   0.00 ,  22.22 ,  56.25 ,  88.89 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           19        9       16        9       53
             35.85    16.98    30.19    16.98   100.00

          Statistics for Table of Hotel by B02_2
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     25.2494     <.0001
Likelihood Ratio Chi-Square    3     31.4260     <.0001
Mantel-Haenszel Chi-Square     1     24.6082     <.0001
Phi Coefficient                       0.6902
Contingency Coefficient               0.5680
Cramer's V                            0.6902
 WARNING: 25% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
              Effective Sample Size = 53
                Frequency Missing = 2

                        Table of Hotel by B02_3
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     12 ,     16 ,      4 ,      1 ,     33
          ,  23.08 ,  30.77 ,   7.69 ,   1.92 ,  63.46
          ,  36.36 ,  48.48 ,  12.12 ,   3.03 ,
          ,  92.31 , 100.00 ,  33.33 ,   9.09 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      1 ,      0 ,      8 ,     10 ,     19
          ,   1.92 ,   0.00 ,  15.38 ,  19.23 ,  36.54
          ,   5.26 ,   0.00 ,  42.11 ,  52.63 ,
          ,   7.69 ,   0.00 ,  66.67 ,  90.91 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           13       16       12       11       52
             25.00    30.77    23.08    21.15   100.00

          Statistics for Table of Hotel by B02_3
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     32.5983     <.0001
Likelihood Ratio Chi-Square    3     39.2419     <.0001
Mantel-Haenszel Chi-Square     1     26.1059     <.0001
Phi Coefficient                       0.7918
Contingency Coefficient               0.6208
Cramer's V                            0.7918
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
              Effective Sample Size = 52
                Frequency Missing = 3

                        Table of Hotel by B02_4
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,     14 ,     12 ,      2 ,      3 ,     31
          ,  29.17 ,  25.00 ,   4.17 ,   6.25 ,  64.58
          ,  45.16 ,  38.71 ,   6.45 ,   9.68 ,
          , 100.00 ,  75.00 ,  28.57 ,  27.27 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      0 ,      4 ,      5 ,      8 ,     17
          ,   0.00 ,   8.33 ,  10.42 ,  16.67 ,  35.42
          ,   0.00 ,  23.53 ,  29.41 ,  47.06 ,
          ,   0.00 ,  25.00 ,  71.43 ,  72.73 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total           14       16        7       11       48
             29.17    33.33    14.58    22.92   100.00

          Statistics for Table of Hotel by B02_4
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3     19.0999     0.0003
Likelihood Ratio Chi-Square    3     23.1374     <.0001
Mantel-Haenszel Chi-Square     1     17.4674     <.0001
Phi Coefficient                       0.6308
Contingency Coefficient               0.5335
Cramer's V                            0.6308
 WARNING: 50% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
              Effective Sample Size = 48
                Frequency Missing = 7
          WARNING: 13% of the data are missing.
```

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```
                     Table of Hotel by B02_5
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grac ,     13 ,     10 ,      9 ,      1 ,     33
          ,  25.00 ,  19.23 ,  17.31 ,   1.92 ,  63.46
          ,  39.39 ,  30.30 ,  27.27 ,   3.03 ,
          , 100.00 ,  83.33 ,  52.94 ,  10.00 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula ,      0 ,      2 ,      8 ,      9 ,     19
          ,   0.00 ,   3.85 ,  15.38 ,  17.31 ,  36.54
          ,   0.00 ,  10.53 ,  42.11 ,  47.37 ,
          ,   0.00 ,  16.67 ,  47.06 ,  90.00 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total           13      12      17      10        52
              25.00   23.08   32.69   19.23   100.00

              Statistics for Table of Hotel by B02_5
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3      22.6659    <.0001
Likelihood Ratio Chi-Square    3      27.4479    <.0001
Mantel-Haenszel Chi-Square     1      21.3123    <.0001
Phi Coefficient                       0.6602
Contingency Coefficient               0.5510
Cramer's V                            0.6602
 WARNING: 38% of the cells have expected counts less
         than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 52
                 Frequency Missing = 3
                     Table of Hotel by B03_1
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grac ,      4 ,     10 ,      7 ,      4 ,     25
          ,   9.09 ,  22.73 ,  15.91 ,   9.09 ,  56.82
          ,  16.00 ,  40.00 ,  28.00 ,  16.00 ,
          ,  80.00 ,  76.92 ,  43.75 ,  40.00 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula ,      1 ,      3 ,      9 ,      6 ,     19
          ,   2.27 ,   6.82 ,  20.45 ,  13.64 ,  43.18
          ,   5.26 ,  15.79 ,  47.37 ,  31.58 ,
          ,  20.00 ,  23.08 ,  56.25 ,  60.00 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total            5      13      16      10        44
              11.36   29.55   36.36   22.73   100.00

              Statistics for Table of Hotel by B03_1
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3       5.5034    0.1384
Likelihood Ratio Chi-Square    3       5.7366    0.1252
Mantel-Haenszel Chi-Square     1       4.4491    0.0349
Phi Coefficient                       0.3537
Contingency Coefficient               0.3334
Cramer's V                            0.3537
 WARNING: 38% of the cells have expected counts less
         than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 44
                 Frequency Missing = 11
          WARNING: 20% of the data are missing.
                     Table of Hotel by B03_2
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Cape Grac ,      2 ,      4 ,      5 ,      4 ,     15
          ,   5.88 ,  11.76 ,  14.71 ,  11.76 ,  44.12
          ,  13.33 ,  26.67 ,  33.33 ,  26.67 ,
          ,  66.67 ,  50.00 ,  55.56 ,  28.57 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Peninsula ,      1 ,      4 ,      4 ,     10 ,     19
          ,   2.94 ,  11.76 ,  11.76 ,  29.41 ,  55.88
          ,   5.26 ,  21.05 ,  21.05 ,  52.63 ,
          ,  33.33 ,  50.00 ,  44.44 ,  71.43 ,
ƒƒƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'ƒƒƒƒƒƒƒƒ'
Total            3       8       9      14        34
               8.82   23.53   26.47   41.18   100.00

              Statistics for Table of Hotel by B03_2
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3       2.5810    0.4608
Likelihood Ratio Chi-Square    3       2.6360    0.4512
Mantel-Haenszel Chi-Square     1       1.8526    0.1735
Phi Coefficient                       0.2755
Contingency Coefficient               0.2656
Cramer's V                            0.2755
 WARNING: 63% of the cells have expected counts less
         than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 34
                 Frequency Missing = 21
          WARNING: 38% of the data are missing.
```

```
                    Table of Hotel by B03_3
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    , Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,      1 ,      4 ,      7 ,      2 ,     14
          ,   3.03 ,  12.12 ,  21.21 ,   6.06 ,  42.42
          ,   7.14 ,  28.57 ,  50.00 ,  14.29 ,
          ,  50.00 ,  44.44 ,  63.64 ,  18.18 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      1 ,      5 ,      4 ,      9 ,     19
          ,   3.03 ,  15.15 ,  12.12 ,  27.27 ,  57.58
          ,   5.26 ,  26.32 ,  21.05 ,  47.37 ,
          ,  50.00 ,  55.56 ,  36.36 ,  81.82 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total            2        9       11       11        33
              6.06    27.27    33.33    33.33   100.00

             Statistics for Table of Hotel by B03_3
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3      4.7350    0.1923
Likelihood Ratio Chi-Square    3      4.9977    0.1720
Mantel-Haenszel Chi-Square     1      1.4143    0.2343
Phi Coefficient                       0.3788
Contingency Coefficient               0.3542
Cramer's V                            0.3788
 WARNING: 63% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 33
                 Frequency Missing = 22
            WARNING: 40% of the data are missing.

                    Table of Hotel by B03_4
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    , Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,      5 ,      5 ,      7 ,      6 ,     23
          ,  11.90 ,  11.90 ,  16.67 ,  14.29 ,  54.76
          ,  21.74 ,  21.74 ,  30.43 ,  26.09 ,
          ,  83.33 ,  50.00 ,  53.85 ,  46.15 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      1 ,      5 ,      6 ,      7 ,     19
          ,   2.38 ,  11.90 ,  14.29 ,  16.67 ,  45.24
          ,   5.26 ,  26.32 ,  31.58 ,  36.84 ,
          ,  16.67 ,  50.00 ,  46.15 ,  53.85 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total            6       10       13       13        42
             14.29    23.81    30.95    30.95   100.00

             Statistics for Table of Hotel by B03_4
Statistic                     DF       Value      Prob
ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
Chi-Square                     3      2.4619    0.4822
Likelihood Ratio Chi-Square    3      2.6835    0.4430
Mantel-Haenszel Chi-Square     1      1.4493    0.2286
Phi Coefficient                       0.2421
Contingency Coefficient               0.2353
Cramer's V                            0.2421
 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
               Effective Sample Size = 42
                 Frequency Missing = 13
            WARNING: 24% of the data are missing.

                    Table of Hotel by B03_5
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    , Total
          ,t       ,        ,        ,        ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Cape Grac ,      5 ,      8 ,      6 ,      7 ,     26
          ,  19.23 ,  30.77 ,  23.08 ,  26.92 , 100.00
          ,  19.23 ,  30.77 ,  23.08 ,  26.92 ,
          , 100.00 , 100.00 , 100.00 , 100.00 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Peninsula ,      0 ,      0 ,      0 ,      0 ,      0
          ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,   0.00
          ,      . ,      . ,      . ,      . ,
          ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
Total            5        8        6        7        26
             19.23    30.77    23.08    26.92   100.00

             Statistics for Table of Hotel by B03_5
    Row or column sum zero. No statistics computed for this table.
               Effective Sample Size = 26
                 Frequency Missing = 29
```

```
                   Table of Hotel by B04_1
          Frequency ,
          Percent   ,
          Row Pct   ,
          Col Pct   ,Excellen,Good    ,Average ,Poor    , Total
                    ,t
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Cape Grac ,      1 ,      1 ,      3 ,      0 ,      5
                    ,   7.69 ,   7.69 ,  23.08 ,   0.00 ,  38.46
                    ,  20.00 ,  20.00 ,  60.00 ,   0.00 ,
                    , 100.00 ,  33.33 ,  50.00 ,   0.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Peninsula ,      0 ,      2 ,      3 ,      3 ,      8
                    ,   0.00 ,  15.38 ,  23.08 ,  23.08 ,  61.54
                    ,   0.00 ,  25.00 ,  37.50 ,  37.50 ,
                    ,   0.00 ,  66.67 ,  50.00 , 100.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Total            1        3        6        3       13
                        7.69    23.08    46.15    23.08   100.00

                 Statistics for Table of Hotel by B04_1
          Statistic                     DF       Value      Prob
          ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          Chi-Square                     3      3.8458    0.2786
          Likelihood Ratio Chi-Square    3      5.1864    0.1586
          Mantel-Haenszel Chi-Square     1      2.0024    0.1571
          Phi Coefficient                       0.5439
          Contingency Coefficient               0.4778
          Cramer's V                            0.5439

          WARNING: 100% of the cells have expected counts less
                 than 5. Chi-Square may not be a valid test.
                     Effective Sample Size = 13
                        Frequency Missing = 42
             WARNING: 76% of the data are missing.


                   Table of Hotel by B04_2
          Frequency ,
          Percent   ,
          Row Pct   ,
          Col Pct   ,Good    ,Average , Total

          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Cape Grac ,      1 ,      5 ,      6
                    ,  16.67 ,  83.33 , 100.00
                    ,  16.67 ,  83.33 ,
                    , 100.00 , 100.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Peninsula ,      0 ,      0 ,      0
                    ,   0.00 ,   0.00 ,   0.00
                    ,      . ,      . ,
                    ,   0.00 ,   0.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Total            1        5        6
                       16.67    83.33   100.00

                 Statistics for Table of Hotel by B04_2
          Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 6
                        Frequency Missing = 49

                   Table of Hotel by B04_3
          Frequency ,
          Percent   ,
          Row Pct   ,
          Col Pct   ,Excellen,Good    ,Average ,Poor    , Total
                    ,t
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Cape Grac ,      1 ,      2 ,      1 ,      1 ,      5
                    ,   7.69 ,  15.38 ,   7.69 ,   7.69 ,  38.46
                    ,  20.00 ,  40.00 ,  20.00 ,  20.00 ,
                    , 100.00 ,  66.67 ,  14.29 ,  50.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Peninsula ,      0 ,      1 ,      6 ,      1 ,      8
                    ,   0.00 ,   7.69 ,  46.15 ,   7.69 ,  61.54
                    ,   0.00 ,  12.50 ,  75.00 ,  12.50 ,
                    ,   0.00 ,  33.33 ,  85.71 ,  50.00 ,
          ƒƒƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹ƒƒƒƒƒƒƒƒ¹
          Total            1        3        7        2       13
                        7.69    23.08    53.85    15.38   100.00

                 Statistics for Table of Hotel by B04_3
          Statistic                     DF       Value      Prob
          ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
          Chi-Square                     3      4.4494    0.2168
          Likelihood Ratio Chi-Square    3      4.9899    0.1725
          Mantel-Haenszel Chi-Square     1      1.6000    0.2059
          Phi Coefficient                       0.5850
          Contingency Coefficient               0.5050
          Cramer's V                            0.5850

          WARNING: 100% of the cells have expected counts less
                 than 5. Chi-Square may not be a valid test.
                     Effective Sample Size = 13
                        Frequency Missing = 42
             WARNING: 76% of the data are missing.
```

```
                     Table of Hotel by B04_4
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Yes    ,No     ,    Total
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,      2 ,      4 ,        6
                      ,  33.33 ,  66.67 ,  100.00
                      ,  33.33 ,  66.67 ,
                      , 100.00 , 100.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      0 ,        0
                      ,   0.00 ,   0.00 ,     0.00
                      ,      . ,      . ,
                      ,   0.00 ,   0.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            2        4           6
                         33.33    66.67      100.00

                  Statistics for Table of Hotel by B04_4
        Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 6
                      Frequency Missing = 49

                     Table of Hotel by B05_1
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Excellen,Good    ,Average ,Poor    ,    Total
                      ,t       ,        ,        ,        ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,      2 ,      4 ,     10 ,      4 ,       20
                      ,  10.00 ,  20.00 ,  50.00 ,  20.00 ,  100.00
                      ,  10.00 ,  20.00 ,  50.00 ,  20.00 ,
                      , 100.00 , 100.00 , 100.00 , 100.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      0 ,      0 ,      0 ,        0
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,     0.00
                      ,      . ,      . ,      . ,      . ,
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            2        4       10        4          20
                         10.00    20.00    50.00    20.00      100.00

                  Statistics for Table of Hotel by B05_1
        Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 20
                      Frequency Missing = 35

                     Table of Hotel by B05_2
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Excellen,Good    ,Average ,Poor    ,    Total
                      ,t       ,        ,        ,        ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,      2 ,      3 ,     10 ,      5 ,       20
                      ,  10.00 ,  15.00 ,  50.00 ,  25.00 ,  100.00
                      ,  10.00 ,  15.00 ,  50.00 ,  25.00 ,
                      , 100.00 , 100.00 , 100.00 , 100.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      0 ,      0 ,      0 ,        0
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,     0.00
                      ,      . ,      . ,      . ,      . ,
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            2        3       10        5          20
                         10.00    15.00    50.00    25.00      100.00

                  Statistics for Table of Hotel by B05_2
        Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 20
                      Frequency Missing = 35

                     Table of Hotel by B05_3
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Excellen,Good    ,Average ,Poor    ,    Total
                      ,t       ,        ,        ,        ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,      1 ,      5 ,      8 ,      1 ,       15
                      ,   6.67 ,  33.33 ,  53.33 ,   6.67 ,  100.00
                      ,   6.67 ,  33.33 ,  53.33 ,   6.67 ,
                      , 100.00 , 100.00 , 100.00 , 100.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      0 ,      0 ,      0 ,        0
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,     0.00
                      ,      . ,      . ,      . ,      . ,
                      ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            1        5        8        1          15
                          6.67    33.33    53.33     6.67      100.00

                  Statistics for Table of Hotel by B05_3
        Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 15
                      Frequency Missing = 40
```

```
                 Table of Hotel by B05_4
        Frequency ,
        Percent   ,
        Row Pct   ,
        Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
                  ,t       ,        ,        ,        ,
        ƒƒƒƒƒƒƒƒƒƒ˕ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˖
        Cape Grac ,      8 ,      8 ,      9 ,      4 ,     29
                  ,  27.59 ,  27.59 ,  31.03 ,  13.79 , 100.00
                  ,  27.59 ,  27.59 ,  31.03 ,  13.79 ,
                  , 100.00 , 100.00 , 100.00 , 100.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Peninsula ,      0 ,      0 ,      0 ,      0 ,      0
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,   0.00
                  ,      . ,      . ,      . ,      . ,
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Total            8        8        9        4         29
                     27.59    27.59    31.03    13.79    100.00

              Statistics for Table of Hotel by B05_4
    Row or column sum zero. No statistics computed for this table.
                 Effective Sample Size = 29
                   Frequency Missing = 26

                 Table of Hotel by B05_5
        Frequency ,
        Percent   ,
        Row Pct   ,
        Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
                  ,t       ,        ,        ,        ,
        ƒƒƒƒƒƒƒƒƒƒ˕ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˖
        Cape Grac ,      2 ,      9 ,      9 ,      9 ,     29
                  ,   6.90 ,  31.03 ,  31.03 ,  31.03 , 100.00
                  ,   6.90 ,  31.03 ,  31.03 ,  31.03 ,
                  , 100.00 , 100.00 , 100.00 , 100.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Peninsula ,      0 ,      0 ,      0 ,      0 ,      0
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,   0.00
                  ,      . ,      . ,      . ,      . ,
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Total            2        9        9        9         29
                      6.90    31.03    31.03    31.03    100.00

              Statistics for Table of Hotel by B05_5
    Row or column sum zero. No statistics computed for this table.
                 Effective Sample Size = 29
                   Frequency Missing = 26

                 Table of Hotel by B05_6
        Frequency ,
        Percent   ,
        Row Pct   ,
        Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
                  ,t       ,        ,        ,        ,
        ƒƒƒƒƒƒƒƒƒƒ˕ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˖
        Cape Grac ,      1 ,      5 ,     10 ,      6 ,     22
                  ,   4.55 ,  22.73 ,  45.45 ,  27.27 , 100.00
                  ,   4.55 ,  22.73 ,  45.45 ,  27.27 ,
                  , 100.00 , 100.00 , 100.00 , 100.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Peninsula ,      0 ,      0 ,      0 ,      0 ,      0
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,   0.00
                  ,      . ,      . ,      . ,      . ,
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Total            1        5       10        6         22
                      4.55    22.73    45.45    27.27    100.00

              Statistics for Table of Hotel by B05_6
    Row or column sum zero. No statistics computed for this table.
                 Effective Sample Size = 22
                   Frequency Missing = 33

                 Table of Hotel by B05_7
        Frequency ,
        Percent   ,
        Row Pct   ,
        Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
                  ,t       ,        ,        ,        ,
        ƒƒƒƒƒƒƒƒƒƒ˕ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˛ƒƒƒƒƒƒƒƒ˖
        Cape Grac ,      1 ,      7 ,     13 ,      4 ,     25
                  ,   4.00 ,  28.00 ,  52.00 ,  16.00 , 100.00
                  ,   4.00 ,  28.00 ,  52.00 ,  16.00 ,
                  , 100.00 , 100.00 , 100.00 , 100.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Peninsula ,      0 ,      0 ,      0 ,      0 ,      0
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,   0.00
                  ,      . ,      . ,      . ,      . ,
                  ,   0.00 ,   0.00 ,   0.00 ,   0.00 ,
        ƒƒƒƒƒƒƒƒƒƒ˗ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˘ƒƒƒƒƒƒƒƒ˙
        Total            1        7       13        4         25
                      4.00    28.00    52.00    16.00    100.00

              Statistics for Table of Hotel by B05_7
    Row or column sum zero. No statistics computed for this table.
                 Effective Sample Size = 25
                   Frequency Missing = 30
```

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```
                      Table of Hotel by B06_1
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
          ffffffffffffffffffffffffffffffffffffffffff
Cape Grac ,    24 ,    10 ,     1 ,     1 ,    36
          ,  43.64 ,  18.18 ,   1.82 ,   1.82 ,  65.45
          ,  66.67 ,  27.78 ,   2.78 ,   2.78 ,
          , 100.00 ,  71.43 ,  14.29 ,  10.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Peninsula ,     0 ,     4 ,     6 ,     9 ,    19
          ,   0.00 ,   7.27 ,  10.91 ,  16.36 ,  34.55
          ,   0.00 ,  21.05 ,  31.58 ,  47.37 ,
          ,   0.00 ,  28.57 ,  85.71 ,  90.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Total          24      14       7      10       55
             43.64   25.45   12.73   18.18   100.00

          Statistics for Table of Hotel by B06_1
Statistic                      DF       Value      Prob
ffffffffffffffffffffffffffffffffffffffffffffffffffff
Chi-Square                      3     34.5933    <.0001
Likelihood Ratio Chi-Square     3     41.9098    <.0001
Mantel-Haenszel Chi-Square      1     32.3240    <.0001
Phi Coefficient                        0.7931
Contingency Coefficient                0.6214
Cramer's V                             0.7931
 WARNING: 50% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
                   Sample Size = 55

                      Table of Hotel by B06_2
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
          ffffffffffffffffffffffffffffffffffffffffff
Cape Grac ,    19 ,    13 ,     3 ,     0 ,    35
          ,  35.19 ,  24.07 ,   5.56 ,   0.00 ,  64.81
          ,  54.29 ,  37.14 ,   8.57 ,   0.00 ,
          , 100.00 ,  76.47 ,  30.00 ,   0.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Peninsula ,     0 ,     4 ,     7 ,     8 ,    19
          ,   0.00 ,   7.41 ,  12.96 ,  14.81 ,  35.19
          ,   0.00 ,  21.05 ,  36.84 ,  42.11 ,
          ,   0.00 ,  23.53 ,  70.00 , 100.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Total          19      17      10       8       54
             35.19   31.48   18.52   14.81   100.00

          Statistics for Table of Hotel by B06_2
Statistic                      DF       Value      Prob
ffffffffffffffffffffffffffffffffffffffffffffffffffff
Chi-Square                      3     31.3788    <.0001
Likelihood Ratio Chi-Square     3     39.2797    <.0001
Mantel-Haenszel Chi-Square      1     30.2067    <.0001
Phi Coefficient                        0.7623
Contingency Coefficient                0.6062
Cramer's V                             0.7623
 WARNING: 25% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
                Effective Sample Size = 54
                   Frequency Missing = 1

                      Table of Hotel by B06_3
Frequency ,
Percent   ,
Row Pct   ,
Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
          ,t       ,        ,        ,        ,
          ffffffffffffffffffffffffffffffffffffffffff
Cape Grac ,    19 ,    12 ,     2 ,     2 ,    35
          ,  35.19 ,  22.22 ,   3.70 ,   3.70 ,  64.81
          ,  54.29 ,  34.29 ,   5.71 ,   5.71 ,
          , 100.00 ,  85.71 ,  18.18 ,  20.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Peninsula ,     0 ,     2 ,     9 ,     8 ,    19
          ,   0.00 ,   3.70 ,  16.67 ,  14.81 ,  35.19
          ,   0.00 ,  10.53 ,  47.37 ,  42.11 ,
          ,   0.00 ,  14.29 ,  81.82 ,  80.00 ,
          ffffffffffffffffffffffffffffffffffffffffff
Total          19      14      11      10       54
             35.19   25.93   20.37   18.52   100.00

          Statistics for Table of Hotel by B06_3
Statistic                      DF       Value      Prob
ffffffffffffffffffffffffffffffffffffffffffffffffffff
Chi-Square                      3     32.2916    <.0001
Likelihood Ratio Chi-Square     3     38.1249    <.0001
Mantel-Haenszel Chi-Square      1     27.5941    <.0001
Phi Coefficient                        0.7733
Contingency Coefficient                0.6117
Cramer's V                             0.7733

 WARNING: 38% of the cells have expected counts less
          than 5. Chi-Square may not be a valid test.
                Effective Sample Size = 54
                   Frequency Missing = 1
```

```
                     Table of Hotel by B06_4
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Excellen,Good    ,Average ,Poor    ,  Total
                      ,t       ,        ,        ,        ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,     10 ,      8 ,      6 ,      2 ,      26
                      ,  22.73 ,  18.18 ,  13.64 ,   4.55 ,  59.09
                      ,  38.46 ,  30.77 ,  23.08 ,   7.69 ,
                      , 100.00 ,  80.00 ,  54.55 ,  15.38 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      2 ,      5 ,     11 ,      18
                      ,   0.00 ,   4.55 ,  11.36 ,  25.00 ,  40.91
                      ,   0.00 ,  11.11 ,  27.78 ,  61.11 ,
                      ,   0.00 ,  20.00 ,  45.45 ,  84.62 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            10       10       11       13       44
                          22.73    22.73    25.00    29.55   100.00

                 Statistics for Table of Hotel by B06_4
            Statistic                     DF       Value      Prob
            ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            Chi-Square                     3     19.0985    0.0003
            Likelihood Ratio Chi-Square    3     23.2056    <.0001
            Mantel-Haenszel Chi-Square     1     18.2356    <.0001
            Phi Coefficient                       0.6588
            Contingency Coefficient               0.5502
            Cramer's V                            0.6588
             WARNING: 38% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                     Effective Sample Size = 44
                       Frequency Missing = 11
                  WARNING: 20% of the data are missing.

                     Table of Hotel by B06_5
            Frequency ,
            Percent   ,
            Row Pct   ,
            Col Pct   ,Yes     ,No      ,  Total
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Cape Grac ,     16 ,     13 ,      29
                      ,  55.17 ,  44.83 , 100.00
                      ,  55.17 ,  44.83 ,
                      , 100.00 , 100.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Peninsula ,      0 ,      0 ,       0
                      ,   0.00 ,   0.00 ,    0.00
                      ,      . ,      . ,
                      ,   0.00 ,   0.00 ,
            ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
            Total            16       13       29
                          55.17    44.83   100.00

                 Statistics for Table of Hotel by B06_5
          Row or column sum zero. No statistics computed for this table.
                     Effective Sample Size = 29
                       Frequency Missing = 26

                     Table of Hotel by B07
  Frequency ,
  Percent   ,
  Row Pct   ,
  Col Pct   ,       0,Holiday ,Conferen,Business,Other   ,  Total
            ,        ,        ,ce      ,        ,        ,
  ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
  Cape Grac ,      1 ,     31 ,      2 ,      1 ,      1 ,      36
            ,   1.82 ,  56.36 ,   3.64 ,   1.82 ,   1.82 ,  65.45
            ,   2.78 ,  86.11 ,   5.56 ,   2.78 ,   2.78 ,
            ,  50.00 ,  88.57 ,  28.57 ,  12.50 ,  33.33 ,
  ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
  Peninsula ,      1 ,      4 ,      5 ,      7 ,      2 ,      19
            ,   1.82 ,   7.27 ,   9.09 ,  12.73 ,   3.64 ,  34.55
            ,   5.26 ,  21.05 ,  26.32 ,  36.84 ,  10.53 ,
            ,  50.00 ,  11.43 ,  71.43 ,  87.50 ,  66.67 ,
  ƒƒƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆƒƒƒƒƒƒƒƒˆ
  Total            2       35        7        8        3       55
                3.64    63.64    12.73    14.55     5.45   100.00

                 Statistics for Table of Hotel by B07
            Statistic                     DF       Value      Prob
            ƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒƒ
            Chi-Square                     4     23.9845    <.0001
            Likelihood Ratio Chi-Square    4     25.0320    <.0001
            Mantel-Haenszel Chi-Square     1     14.0917    0.0002
            Phi Coefficient                       0.6604
            Contingency Coefficient               0.5511
            Cramer's V                            0.6604
             WARNING: 70% of the cells have expected counts less
                   than 5. Chi-Square may not be a valid test.
                         Sample Size = 55
```

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TABLE 5.3: Descriptive statistics for categorical variables of staff survey

Variables	Categories	Frequency	Percentage out of total
Hotel	Cape Grace	22	44.0%
	Peninsula	28	56.0%
1. Management is keen to introduce a new management style, where quality is brought to every department.	Strongly Disagree	5	10.0%
	Disagree	11	22.0%
	Neutral	6	12.0%
	Agree	21	42.0%
	Strongly Agree	6	12.0%
	Unknown	1	2.0%
2. Top management communicate the company policy and values to customers, employees and suppliers.	Strongly Disagree	3	6.0%
	Disagree	11	22.0%
	Neutral	6	12.0%
	Agree	21	42.0%
	Strongly Agree	9	18.0%
	Unknown	0	0.0%
3. Top management assumes the responsibility for the quality of performance.	Strongly Disagree	4	8.0%
	Disagree	11	22.0%
	Neutral	6	12.0%
	Agree	21	42.0%
	Strongly Agree	8	16.0%
	Unknown	0	0.0%
4. Managers of this hotel assume active roles as facilitators of continuous improvement, coaches of new methods, and mentors and leader of empowered employees.	Strongly Disagree	5	10.0%
	Disagree	12	24.0%
	Neutral	6	12.0%
	Agree	21	42.0%
	Strongly Agree	5	10.0%
	Unknown	1	2.0%
5. The managers share information and guest experiences with their workers.	Strongly Disagree	2	4.0%
	Disagree	10	20.0%
	Neutral	6	12.0%
	Agree	18	36.0%

Variables	Categories	Frequency	Percentage out of total
	Strongly Agree	13	26.0%
	Unknown	1	2.0%
6. This hotel implements strategies focused on quality.	Strongly Disagree	2	4.0%
	Disagree	11	22.0%
	Neutral	5	10.0%
	Agree	21	42.0%
	Strongly Agree	10	20.0%
	Unknown	1	2.0%
7. Inspection, review and checking of the processes are implemented on a sustained basis.	Strongly Disagree	6	12.0%
	Disagree	10	20.0%
	Neutral	7	14.0%
	Agree	21	42.0%
	Strongly Agree	4	8.0%
	Unknown	2	4.0%
8. Work standards are based on quality rather than quantity alone.	Strongly Disagree	2	4.0%
	Disagree	8	16.0%
	Neutral	8	16.0%
	Agree	24	48.0%
	Strongly Agree	7	14.0%
	Unknown	1	2.0%
9. There is a system for recognition and appreciation of quality efforts and success of individuals and teams.	Strongly Disagree	3	6.0%
	Disagree	9	18.0%
	Neutral	11	22.0%
	Agree	16	32.0%
	Strongly Agree	11	22.0%
	Unknown	0	0.0%
10. This hotel compares its customer's satisfaction with competitors.	Strongly Disagree	2	4.0%
	Disagree	7	14.0%
	Neutral	6	12.0%
	Agree	24	48.0%
	Strongly Agree	9	18.0%
	Unknown	2	4.0%
11. There is a specific process to gathering	Strongly Disagree	3	6.0%

Variables	Categories	Frequency	Percentage out of total
customer suggestions, feedbacks and complaints, to assess customer satisfaction.	Disagree	8	16.0%
	Neutral	8	16.0%
	Agree	20	40.0%
	Strongly Agree	11	22.0%
	Unknown	0	0.0%
12. The hotel has developed a program to maintain good customer relations.	Strongly Disagree	2	4.0%
	Disagree	9	18.0%
	Neutral	5	10.0%
	Agree	16	32.0%
	Strongly Agree	16	32.0%
	Unknown	2	4.0%
13. Initial work training offered to workers, is sufficient.	Strongly Disagree	12	24.0%
	Disagree	5	10.0%
	Neutral	4	8.0%
	Agree	16	32.0%
	Strongly Agree	10	20.0%
	Unknown	3	6.0%
14. Quality related training is given to managers, supervisors and employees.	Strongly Disagree	4	8.0%
	Disagree	9	18.0%
	Neutral	10	20.0%
	Agree	17	34.0%
	Strongly Agree	9	18.0%
	Unknown	1	2.0%
15. Quality is important when designing new service processes in this hotel.	Strongly Disagree	7	14.0%
	Disagree	6	12.0%
	Neutral	5	10.0%
	Agree	17	34.0%
	Strongly Agree	14	28.0%
	Unknown	1	2.0%
16. The service processes are specified and clarified.	Strongly Disagree	6	12.0%
	Disagree	9	18.0%
	Neutral	5	10.0%
	Agree	25	50.0%

Variables	Categories	Frequency	Percentage out of total
	Strongly Agree	5	10.0%
	Unknown	0	0.0%
17. I can freely practice the decisions that my work requires.	Strongly Disagree	5	10.0%
	Disagree	7	14.0%
	Neutral	12	24.0%
	Agree	20	40.0%
	Strongly Agree	4	8.0%
	Unknown	2	4.0%
18. An analysis of customer requirements in respect to service development is implemented in this hotel.	Strongly Disagree	3	6.0%
	Disagree	6	12.0%
	Neutral	10	20.0%
	Agree	18	36.0%
	Strongly Agree	11	22.0%
	Unknown	2	4.0%
19. Effective top-down and bottom-up communication exists in this hotel.	Strongly Disagree	5	10.0%
	Disagree	4	8.0%
	Neutral	13	26.0%
	Agree	22	44.0%
	Strongly Agree	4	8.0%
	Unknown	2	4.0%
20. The hotel involves the suppliers in the product development process.	Strongly Disagree	3	6.0%
	Disagree	4	8.0%
	Neutral	16	32.0%
	Agree	19	38.0%
	Strongly Agree	8	16.0%
	Unknown	0	0.0%

TABLE 5. 4: Descriptive statistics for categorical variables of guest survey

Variables	Categories	Frequency	Percentage out of total
Reception			
1.1 Efficiency of reservation	Excellent	24	43.6%
	Good	8	14.6%
	Average	12	21.8%
	Poor	8	14.6%
	Unknown	3	5.4%
1.2 Courtesy of receptionist	Excellent	25	45.4%
	Good	9	16.4%
	Average	9	16.4%
	Poor	11	20.0%
	Unknown	1	1.8%
1.3 Efficiency of check in / check out	Excellent	22	40.0%
	Good	11	20.0%
	Average	9	16.4%
	Poor	11	20.0%
	Unknown	2	3.6%
1.4 Delivery of baggage	Excellent	21	38.2%
	Good	12	21.8%
	Average	11	20.0%
	Poor	7	12.7%
	Unknown	4	7.3%
1.5 Switchboard and message service	Excellent	15	27.3%
	Good	13	23.6%
	Average	5	9.1%
	Poor	11	20.0%
	Unknown	11	20.0%
Room Experience			
2.1 Cleanliness	Excellent	22	40.0%
	Good	11	20.0%
	Average	10	18.2%
	Poor	11	20.0%
	Unknown	1	1.8%

Variables	Categories	Frequency	Percentage out of total
2.2 Quality, comfort and decor	Excellent	19	34.6%
	Good	9	16.4%
	Average	16	29.1%
	Poor	9	16.4%
	Unknown	2	3.6%
2.3 Quality of quest amenities	Excellent	13	23.6%
	Good	16	29.1%
	Average	12	21.8%
	Poor	11	20.0%
	Unknown	3	5.4%
2.4 Attention to special requests	Excellent	14	25.4%
	Good	16	29.1%
	Average	7	12.7%
	Poor	11	20.0%
	Unknown	7	12.7%
2.5 Room maintenance	Excellent	13	23.6%
	Good	12	21.8%
	Average	17	30.9%
	Poor	10	18.2%
	Unknown	3	5.4%
Meal Experience			
3.1 Quality, comfort and decor	Excellent	5	9.1%
	Good	13	23.6%
	Average	16	29.1%
	Poor	10	18.2%
	Unknown	11	20.0%
3.2 At lunch	Excellent	3	5.4%
	Good	8	14.6%
	Average	9	16.4%
	Poor	14	25.4%
	Unknown	21	38.2%
3.3 At breakfast	Excellent	2	3.6%
	Good	9	16.4%

Variables	Categories	Frequency	Percentage out of total
	Average	11	20.0%
	Poor	11	20.0%
	Unknown	22	40.0%
3.4 At dinner	Excellent	6	10.9%
	Good	10	18.2%
	Average	13	23.6%
	Poor	13	23.6%
	Unknown	13	23.6%
3.5 Did the service meet your expectations?	Excellent	5	9.1%
	Good	8	14.6%
	Average	6	10.9%
	Poor	7	12.7%
	Unknown	29	52.7%
Conference / Banqueting Facilities			
4.1 Did the service meet your expectations?	Excellent	1	1.8%
	Good	3	5.4%
	Average	6	10.9%
	Poor	3	5.4%
	Unknown	42	76.4%
4.2 Food and beverage quality	Excellent	0	0.0%
	Good	1	1.8%
	Average	5	9.1%
	Poor	0	0.0%
	Unknown	49	89.1%
4.3 Condition and working order of equipment	Excellent	1	1.8%
	Good	3	5.4%
	Average	7	12.7%
	Poor	2	3.6%
	Unknown	42	76.4%
4.4 Were you met at arrival?	Yes	2	3.6%
	No	4	7.3%
	Unknown	49	89.1%
Other Services			
5.1 Quality of service - swimming pool	Excellent	2	3.6%

Variables	Categories	Frequency	Percentage out of total
	Good	4	7.3%
	Average	10	18.2%
	Poor	4	7.3%
	Unknown	35	63.6%
5.2 Swimming pool - loungers and towelling	Excellent	2	3.6%
	Good	3	5.4%
	Average	10	18.2%
	Poor	5	9.1%
	Unknown	35	63.6%
5.3 Gift shop - quality and merchandise	Excellent	1	1.8%
	Good	5	9.1%
	Average	8	14.6%
	Poor	1	1.8%
	Unknown	40	72.7%
5.4 Maintenance of grounds and gardens	Excellent	8	14.6%
	Good	8	14.6%
	Average	9	16.4%
	Poor	4	7.3%
	Unknown	26	47.3%
5.5 Guest entertainment	Excellent	2	3.6%
	Good	9	16.4%
	Average	9	16.4%
	Poor	9	16.4%
	Unknown	26	47.3%
5.6 Wellness/ Spa – experience	Excellent	1	1.8%
	Good	5	9.1%
	Average	10	18.2%
	Poor	6	10.9%
	Unknown	33	60.0%
5.7 Laundry/Valet	Excellent	1	1.8%
	Good	7	12.7%
	Average	13	23.6%
	Poor	4	7.3%

Variables	Categories	Frequency	Percentage out of total
	Unknown	30	54.6%
Staff			
6.1 Friendliness and courtesy	Excellent	24	43.6%
	Good	14	25.4%
	Average	7	12.7%
	Poor	10	18.2%
	Unknown	0	0.0%
6.2 Efficiency	Excellent	19	34.6%
	Good	17	30.9%
	Average	10	18.2%
	Poor	8	14.6%
	Unknown	1	1.8%
6.3 Neatness and professionalism	Excellent	19	34.6%
	Good	14	25.4%
	Average	11	20.0%
	Poor	10	18.2%
	Unknown	1	1.8%
6.4 Knowledge of product	Excellent	10	18.2%
	Good	10	18.2%
	Average	11	20.0%
	Poor	13	23.6%
	Unknown	11	20.0%
6.5 Did you meet the general manager?	Yes	16	29.1%
	No	13	23.6%
	Unknown	26	47.3%
General			
7. Purpose of visit.	Holiday	35	63.6%
	Conference	7	12.7%
	Tour Group	0	0.0%
	Business	8	14.6%
	Incentive	0	0.0%
	Other	3	5.4%
	Unknown	2	3.6%
10 Would you like to receive updates on our	Yes	20	36.4%

Variables	Categories	Frequency	Percentage out of total
news and promotions?	No	8	14.6%
	Unknown	27	49.1%
11 Are you a Preferred Quest card holder?	Yes	2	3.6%
	No	25	45.4%
	Unknown	28	50.9%
Hotel	Cape Grace	19	34.6%
	Peninsula	36	65.4%

TABLE 5. 5: Descriptive statistics for the statements of staff questionnaire

Variable	N	Mean	Median	Standard Deviation	Range
1. The management wishes a new management style where quality is brought to every department.	49	3.24	4.0	1.2337	4
2. Top management communicate the company's policy, and value to customers, employees and suppliers.	50	3.44	4.0	1.1980	4
3. Top management assumes responsibilities for quality performance.	50	3.36	4.0	1.2249	4
4. Managers of this hotel assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leader of empowered employees.	49	3.18	4.0	1.2192	4
5. The manager's shares information and quest experiences with their workers.	49	3.61	4.0	1.2044	4
6. This hotel implements strategies focused on quality.	49	3.53	4.0	1.1744	4
7. Inspection, review and checking the processes implement continuously.	48	3.15	4.0	1.2202	4
8. Work standards are based on quality and quantity rather than quantity alone.	49	3.53	4.0	1.0627	4
9. There is a system for recognition and appreciation of quality efforts and success of individuals and teams.	50	3.46	4.0	1.1988	4
10. This hotel compares its customer's satisfaction with competitors.	48	3.65	4.0	1.0816	4

11.	There is a specific process to gathering customer's suggestions, feedbacks and complaints to assess customer satisfaction.	50	3.56	4.0	1.1808	4
12.	The hotel has developed a program to maintain good customer relations.	48	3.73	4.0	1.2332	4
13.	Starting-work training offered to workers is sufficient.	47	3.15	4.0	1.5320	4
14.	Quality related training given to managers, supervisors and employees.	49	3.37	4.0	1.2195	4
15.	Quality is important to design new service processes in this hotel.	49	3.51	4.0	1.4012	4
16.	The service processes are specified and clarified.	50	3.28	4.0	1.2296	4
17.	I can freely practice the decisions that my work requires.	48	3.23	3.5	1.1344	4
18.	Analysis of customer requirements in service development is noted in this hotel.	48	3.58	4.0	1.1639	4
19.	Effective top-down and bottom-up communication exists in this hotel.	48	3.33	4.0	1.0980	4
20.	The hotel involves the suppliers in the product development process.	50	3.50	4.0	1.0546	4