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Research Article

MODEL OF QMS ADOPTION IN THE HOTEL INDUSTRY: A CASE STUDY OF HOTELS IN ZIMBABWE

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Abstract

The article is the construction of a model of quality management system (QMS) adoption in the hotel industry grounded on a multiple case study of hotels in Zimbabwe. QMSs in the hotel industry are adopted to guarantee certain levels of quality required by customers are achieved. Achievement of certain levels of quality can result in better customer satisfaction, which is important to ensure sustainable operations for hotels. The study was concerned with the late adoption of QMSs in the hotel industry due to several internal and external factors. This study is an extract from a Ph.D. project, which objects to investigate external and internal factors affecting QMS adoption in the hotel industry. To attain the objectives, interviews were conducted with hotel managers and key stakeholders while focus groups were conducted with hotel staff to outline the factors affecting the adoption of QMSs and to get general enablers for adopting these systems. Directed content analysis and NVivo 12 were used to analyse data. Eisenhardt's Model of developing theory from case studies was used. The study draws upon QMSs from the 1970s to 2020s. The main factors affecting the adoption of QMSs were established and their interrelatedness established. The BASERA-MWENJE model of QMS adoption was developed. The model has not been tested, besides some parts of it, during work. Model differences and similarities were identified from literature to fortify the BASERA-MWENJE model of QMSs adoption. This model will be offered to the hotel industry and other industries, in general, to simplify and improve the adoption of QMSs under Zimbabwe's National Development Strategy 1 (NDS) to realise Vision 2030 "Towards a Prosperous and Empowered Upper Middle-Income Society".

Keywords: Quality Management Systems, Hotels, Internal factors, External factors, Model.

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1. INTRODUCTION

The construction of a model fit for implementing quality management systems (QMS) is presented. The article features the main internal and external factors that were founded in research including nine case study hotels in Zimbabwe. There is late adoption of QMSs in the hotel industry with few organisations having adopted certified QMSs (Basera, Mwenje, & Ruturi, 2020). Hotels were not spared from tough competition resultant from globalisation and volatile operating environment in the country. Some hotels closed while others had low-capacity utilisation due to low competitiveness (Zimbabwe Tourism Authority, 2016). Others persisted and remained competitively operational; researchers believed that adoption of QMS is among many other reasons that enabled their survival (Zengeni, Mapingure, Zengeni, & Marimbe, 2014). Since independence in 1980 Zimbabwe went through different phases of economic challenges putting into effect different economic turnaround strategies with little to no positive results. The ushering in of the Second Republic in 2017 introduced Transitional Economic Stabilisation Programme (TESP) and National Development Strategy 1 (NDS1) as strategies towards achieving Vision 2030 of “Towards a Prosperous and Empowered Upper Middle-Income Society” (Government of Zimbabwe, 2021). The study intended to offer an appropriate model for successfully adopting QMSs in the hotel industry in Zimbabwe for the realisation of Vision 2030 since tourism is one of the key pillars for achieving sustainable economic development. The Grounded Theory method as appraised by the Eisenhardt Model (1989) was used in this study. Internal and external factors impacting hotels in their quest to successfully adopt QMSs are presented in this article and were used in the construction of the BASERA-MWENJE model of QMS adoption. This model is suggested for use by hotels and other firms that seek to effectively adopt QMSs.

The tourism and hospitality industry has undergone enormous growth globally, this growth affords the industry huge opportunities and equally huge challenges; change in demand, new tourist profiles, aggressive competition, use of new technology, and the emergence of traveler communities (United Nations World Tourism Organisation, 2018). The new challenges require the hotel companies to improve their in-house efficiency and maintain a sustainable advantage (Muzapu & Sibanda, 2016). One of the most widespread ways of dealing with challenges of this nature involves the institution of certified quality management systems. Such systems have helped thousands of companies to be competitive the world over using quality management practices that are audited by independent third parties (Wang, Chen, & Chen, 2012). According to Islam and Habes (2016) obtaining quality certification is a ‘market signal’ that enables ‘an organisation to communicate about its unobserved quality attributes and consequently a certified organisation may be able to gain an advantage against its non-certified competitors’.

Implementing a quality management system can bring benefits to hotel organisations, as it can improve efficiency and corporate image. A quality management system can be used as a management tool that changes the operations and internal processes of hotels. Motives for the adoption of QMS by organisations are improving internal control, reducing cost, enhancing service quality to reduce failures and complaints, improving efficiency, increasing labour productivity, and motivating employees or providing the first step toward more developed quality models, such as Total Quality Management (TQM) (Ahmed, Coffey, & Xia, 2017). Certification improves hotel quality image and quality differentiation; it can be implemented in response to pressure from customers or competitors. QMS have been researched especially in the manufacturing industry by many authors from around the 1950s (Deming, 1986; Juran, 2016; Crosby, 1979; Ishikawa, 1979; Oakland, 2011; Shingo, 1985), and later on around the 1980s research focused on quality in the service industry (Parasuraman, Zeithaml, & Berry, 1990). QMS is a set of coordinated activities to lead and control an organisation in terms of quality (ISO, 2015).

Zimbabwe is the second largest tourist destination in Southern Africa and the total contribution of tourism to Gross Domestic Product (GDP) in 2016 was \$USD0.5 billion which contributed 3.5% of the total GDP (World Tourism Council, 2018). The tourism sector in Zimbabwe contributed about 5.1% of jobs in the country with around 159 500 employed in the industry for 2016 alone (Zimbabwe Tourism Authority, 2016). In 2016, the total contribution of Travel and Tourism to employment, including jobs indirectly supported by Visitor exports generated USD0.2bn, which is 7.3% of total exports (World Tourism Council, 2018). Whilst the industry was second-best in Southern Africa, its contribution was significantly very little as compared to USD 8.7 billion to the GDP of South Africa (World Tourism Council, 2018). A study by Zengeni, Mapingure, Zengeni, and Marimbe (2014) showed that local hotels are increasingly facing quality problems and need to adopt quality management systems to improve their competitive advantage by reducing costs of services, improving service delivery, and improving the quality of products. Hotels have failed to adopt quality management systems due

to a variety of reasons such as lack of finance, lack of support from the owners, resisting change, cultural and religious beliefs, and high cost of finance (Basera, Mwenje, & Ruturi, 2019). Hotels in Zimbabwe seem to be struggling with the adoption of QMS. Recent efforts by the Hospitality Association of Zimbabwe (HAZ), Standards Association of Zimbabwe (SAZ), and Zimbabwe Tourism Authority (ZTA) to engage hotels to standardise their products and services have not yielded much-anticipated results as most of them fail to acquire credit or working capital to standardise their products (Zhou, 2018). Research shows that failure to standardise products and services results in the variation of product quality, poor service, and wastage of resources and ultimately results in reducing customer base which affects the revenue of hotels.

2. THEORETICAL FRAMEWORK

The philosophy of quality management, factors affecting QMS is principally credited to some quality gurus, and strategic management gurus such as Deming (1986, 1950, 1993), Juran (1988, 2012), Oakland (2003, 2014, 2011, 2006), Shingo (1989) and others. As competition intensifies adopting QMSs is a desirable goal necessary for business survival. ISO 9000 posits that companies that adopt QMS continuously outperform others meeting global business excellences, know closely their suppliers and customers, understand their competitors' performance capabilities, and understand their employees. Successful adoption of QMSs in organisations has led to the sustainable competitiveness of businesses. Organisations that are quality certified have access to markets in the global village thereby increasing competition. Globalisation is the key driver of QMS adoption. Globalisation is the process of integration and interaction among people, companies, and governments worldwide through advanced transportation, communication, and trade (PIIE, 2021).

2.1. Quality Management Systems

Quality management system is a set of coordinated activities to lead and control an organisation in terms of quality (ISO, 2015). Pereira-Moliner, et al., (2012) and Fonseca (2015) observed a number of authors defined QMS as that part of management system which focused on leading and controlling an organisation in relation to quality. There are macro quality management systems which are applicable in any organisation and there are micro quality management systems which are industry specific. Macro QMS include total quality management, ISO 9001, continuous improvement, six sigma, lean production, benchmarking, Business Excellence and micro QMS are industry specific. The micro QMS in the hotel industry include Hazardous Analysis Critical Control Point (HACCP), ISO 22000 Food Safety Management (FSM), Assured Safe Catering (ASC) and ISO 22483:2020 Tourism and related services- Hotels Service requirements.

Table 1. Summary of quality management systems

| Quality Management System | Brief notes on quality management system | Year introduced |
|----------------------------------|--|------------------------|
| Total Quality Management (TQM) | TQM is a way used by management to enhance efficiency, flexibility and competitiveness of a business as a whole. To attain implementation of TQM, management must be tangled in the improvement of quality, organisation culture must change, develop quality strategy, staff must be trained, and determine quality costs. Introduced by Feigenbaum through his concepts of Total Quality Control (Feigenbaum, 1991). | 1952 |
| ISO 9001:2015 | This standard is based on some quality management principles including a strong customer focus, the motivation and implication of top management, the process approach, and continual improvement. It is founded on the same quality principles of ISO 9001:2008 but adds new requirements of risk-based approach and knowledge management. Introduced by International Standards Organisation (ISO, 2015). | 1987 |
| ISO 22483: 2020 | This standard establishes quality requirements and recommendations for hotels regarding staff, service, events, entertainment activities, safety and security, maintenance, cleanliness, supply management, and guest satisfaction (ISO, 2020). | 2020 |

| | | |
|--|--|------------|
| Lean production | Its main principle is to focus on time and effort on identifying and refining steps in an operation that the customer deems valuable and to eliminate wasteful or unnecessary steps in a process. Originated in the Toyota motor corporation (Heizer & Render, 2014). | 1991 |
| Six Sigma | Is a controlled, data-driven approach and methodology for eliminating defects in any process from manufacturing to transactional and from product to service. Was first introduced at Motorola as a method to measure and improve high-volume production processes (Ramphal, 2017). | 1980's |
| Benchmarking | Organisations compare themselves with the best and constantly review their processes, practices, and methods to guarantee the strength of their competitive position relative to their competitors. Xerox executives started talking of benchmarking as a quality improvement tool (Hemmington, Kim, & Wang, 2018). | 1980 |
| Continuous Quality Improvement (CQI) | Is a philosophy that focuses on improving processes to enable companies to give customers what they want the first time, every time subject to improvement. It came into existence initially in manufacturing as an alternate improved approach to TQM to improve products, services, or processes (Farrington, Antony, & O'Gorman, 2018). | The 1970s' |
| Business Excellence Models | Provide guidelines for effective quality management and may be used as self-assessment models. TQM is the basis of also BE because the fundamental philosophies are the same; participation of top management, stakeholder involvement, and holistic approach. The most distinguished BE models applied the world over are the Deming Prize, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM) model, Australian Quality Award (AQA), and Canadian Quality Award (Kanji, 2012). | 1988 |
| Statistical processes control (SPC) | Uses statistical means to manage a process to confirm that it functions at its full potential to produce a product meeting requirement. Control charts, graphs, scatter diagrams, cause, and effect diagrams, Pareto charts, histograms, and check sheets are seven tools in SPC. It was first laid at Bell Laboratories by Walter A. Shewhart (Madanhire & Mbohwa, 2016). | 1920 |
| Hazard analysis critical control point (HACCP) | It is a science-based quality management system with the focal goal to stop contamination of food. HACCP is used to identify and evaluate chemical, microbiological and physical hazards. It was first developed by the U.S. National Aeronautics and Space Administration (NASA) (Ibrahim, 2020). | 1960 |
| Assured safe catering (ASC) | ASC is a system developed for and with caterer and food producers to control food safety problems based upon principles of hazard analysis and critical control points (Somorin & Uko-Aviomoh, 2015). | The 1980s |

3. METHODOLOGY

Nine hotels that are 1 to 3 - star rated were studied using Eisenhardt's Model of building theory from case studies. Eisenhardt's (1989) approach of building the model was used to explain and understand the integrally dynamic nature of numerous factors affecting QMS adoption. The research implemented a positivist interpretation of research, relying greatly on previous literature and pragmatic data as well as on the insights of the researchers to construct a stronger model. The steps of building a model from case study research (getting started, selecting cases, crafting instruments and protocols, entering the field, analysing data, shaping hypothesis, unfolding literature, reaching closure) were followed as given by Eisenhardt's (1989). Model construction from case study research is likely to have important strengths like novelty, testability, and empirical validity which arise from the intimate linkage with empirical evidence. The case hotels are identified in this article by the key codes H1, H2, H3, H4, H5, H6, H7, H8, H9. It was with the view that adoption of

QMS had been late among low-rated hotels and those that intended to adopt QMS produced unfavorable results. All the nine case hotels have attempted to implement and or implemented QMS with different levels of success. Data was collected using focus group discussions and interviews to answer the research questions. Focus group interviews were done with a hotel employee, in-depth interviews were done with hotel managers and key stakeholders. The case hotels were purposively selected, interviews and focus groups were done until theoretical saturation was reached.

4. RESULTS AND DISCUSSIONS

There were many QMSs that have been established over the years but the case hotels had adopted those shown in Table 2.

Table 2. Quality management systems adopted

| QMS | H1 | H2 | H3 | H4 | H5 | H6 | H7 | H8 | H9 |
|--|----|----|----|----|----|----|----|----|----|
| Total Quality Management (TQM) | ✓ | | ✓ | | | | ✓ | | |
| ISO 9001:2015 | ✓ | | ✓ | | | | | | |
| ISO 22483: 2020 | | | | | | | | | |
| Lean production | ✓ | | | | ✓ | | ✓ | | |
| Six Sigma | | | | | | | | | |
| Benchmarking | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Continuous Quality Improvement (CQI) | ✓ | | ✓ | | | | ✓ | | |
| Business Excellence Models | ✓ | ✓ | ✓ | | | ✓ | ✓ | | |
| Statistical processes control (SPC) | | | | | | | | | |
| Hazard analysis critical control point (HACCP) | ✓ | | ✓ | | | | ✓ | | |
| Assured safe catering (ASC) | | | | ✓ | ✓ | | | | ✓ |

All the hotels adopted benchmarking and not even a single hotel had adopted ISO22483: 2020 and Six Sigma quality management systems. Six Sigma is more applicable in the manufacturing industry more than the service industry and its adoption in the service industry is low (Pai-Bhale, Srividhya, Mariappan, Sony, & Belokar, 2017). ISO22483:2020 are quality management standards that are specific to hotels and had been launched recently in 2020 which might be the reason why no hotel had adopted them. Relative. Key factors were revealed that are contributing to the late adoption of QMS in the hotel industry.

4.1. Key factors

Eighteen factors were established across the nine case hotels. Cheah, Wong, and Deng's (2012) model was used to rank the factors displaying the connection that exist among the factors. Level I factor, are the internal factors, those that are highly controllable by the hotel; dependent and affected by other external factors. Level I is at the core of any QMS adoption strategy and the top of priority. Level II factors are those that are affected by Level III factors and also influencing Level I. Level III factors to affect all the others and are independent to some extent. Classified associations of the key factors in the study are shown in Figure 1. The factors that arose from case analysis and their brief description are given in Table 2. The factors were the imperative pointers from case-evidence of the vital considerations by hotels during the adoption of QMSs. The relationship between the factors and their impact was established and it was used in constructing a model for adopting QMS.

Figure 1. Classified classification of factors



Changing political and economic environment dictates management to establish a favorable environment that will aid in enhancing the success in the adoption of QMSs. Management/ Leadership needs to put strategies in place that mitigate the impact of Level III factors (external factors). Table 2 shows brief explanations of the factors.

Table 2. Brief explanation on factors

| Internal factors | Explanation |
|----------------------------------|---|
| Employee involvement | Employee involvement deals with how the firm empowers and enables its employees to develop their potential and how the employees are inspired to attain the firm's objectives. Employee involvement in decision-making is one of the sustainable ways of adopting QMS in hotels. Employees are at all times know and understand customer needs better and they are a key part of QMS. Employees are capable of repairing the dented quality of the service. |
| Effective management/ leadership | Management or leadership of hotels should be responsible and accountable for forming and communicating a quality vision and QMS adoption strategies for organisation's continuous improvement. Effective leadership or management style should be adopted that involve employees in decision making to achieve positive business results |
| Trend technology | The hotels need to implement the latest technology in their operations; communication in and outside their organisation and storing information like this reduces operating costs and affords adoption of QMS |
| Strategic Management | Management of hotels is required to come up with a vision that embraces quality and strategies for QMS adoption in the hotels that control the allocation of resources, product offerings, and systems to manage ambiguities prevailing in the business environment. |
| Qualified and skilled employees | Hotels should hire qualified and skilled employees so that they add value to their quality strategies |
| Quality function/ committee | The management of hotels is supposed to set up specialised quality management department responsible for quality issues or at least a quality committee if resources do not permit |
| Product development | Hotels need to involve employees and customers when coming up with new products, service delivery systems, and any new way of doing things. ** |

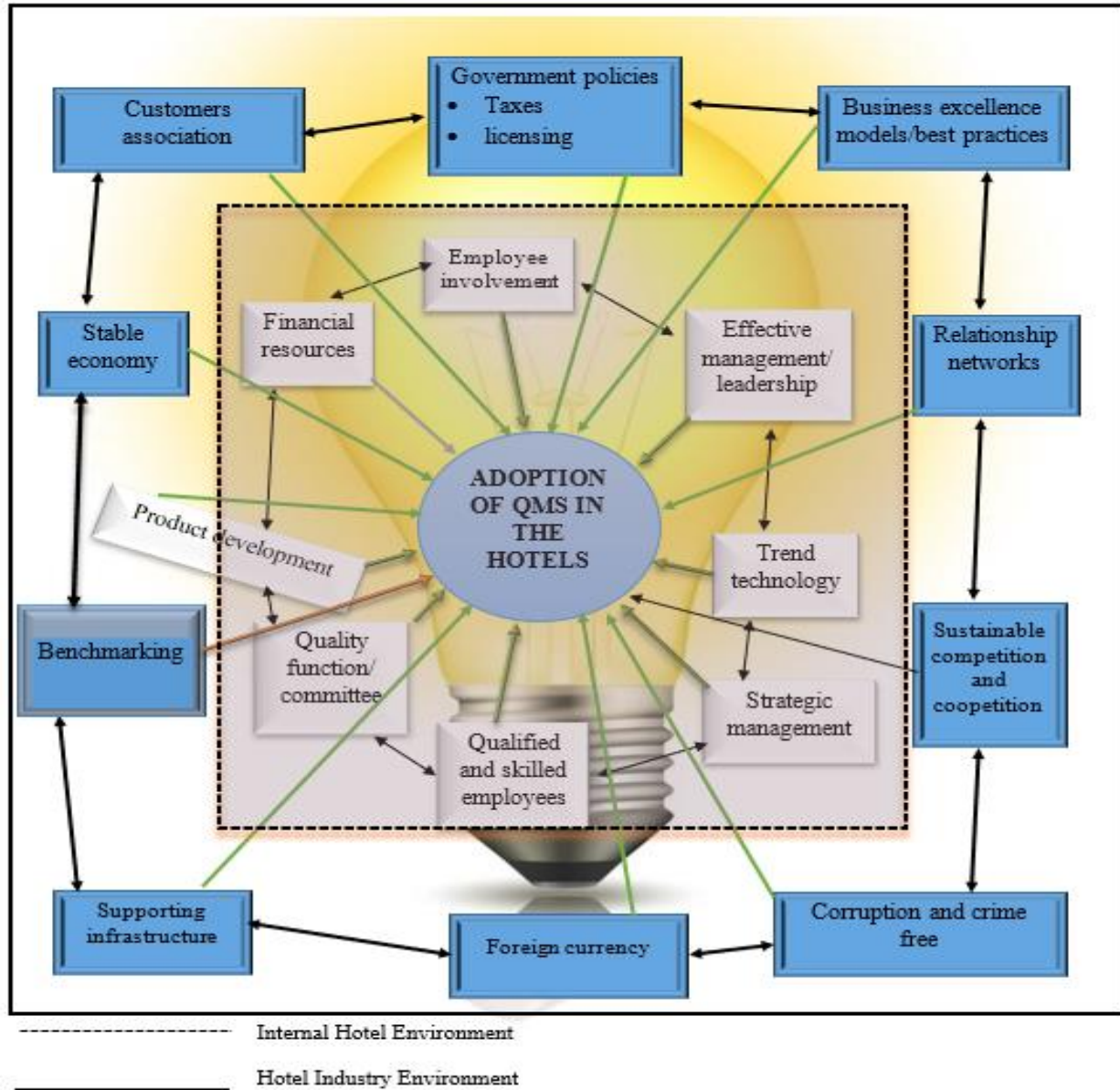
| | | |
|--|--------------------|---|
| Financial resources | | The hotels need to set aside a budget for implementation of QMS, to train staff, hire or pay quality consultants, procurement of necessary equipment, and associated costs. |
| External factors | Explanation | |
| Government policies | | The taxes and license fees should be designed in a way that encourages the adoption of QMS in the hotel industry. Access to cheap funds and rebates encourages hotels to improve the quality of their products. |
| Business excellence models/ best practices | | There is a need for Business Excellence Models since they provide guidelines for effective quality management and may be used as self-assessment models. |
| Relationship networks | | Hotels need to affiliate or relate to key industry stakeholders, to cooperate and exchange resources, ideas, knowledge, and information in the industry for improved adoption of QMS |
| Sustainable competition and cooptition | and | Hotels need to consider sustainable competition and competition as fundamental pillars of QMS adoption. |
| Corruption crime-free | and | Hotels are supposed not to tolerate corruption in the licensing process and remittance of statutory fees if they are to embrace genuine quality in their organisations |
| Foreign currency | | Availability of foreign currency is very critical for quality improvement in the hospitality industry |
| Supporting infrastructure | | There is a need to make sure that there is an adequate and reliable supply of water, electricity, and internet as they are basics of quality in the hotels |
| Benchmarking | | Hotels need to learn from each other, copying quality strategies from those performing well, generating new ideas on how to improve |
| Stable economy | | Hotels can easily adopt QMS when operating in a normal economy with consistent economic policies for them to plan and invest towards it. Management of hotels should come up with mechanisms of dealings with economic shocks so that the quality strategies are not disturbed. |
| Customers | | It is important to listen to customers voice to improve quality in the hotels |

4.2. BASERA-MWENJE model for adopting QMS

A model that enables hotels to successfully adopt quality management systems were developed. All 9 case hotels provided useful insights but of importance were successes of QMS adoption from H1, H2, H7 and failures of QMS adoption from H4, H8, and H9 as presented in Table 1. Case evidence from H3, H5, and H7 were not disregarded as they were merged in the subsequent cross-case analysis. This evidence linked with found gaps in literature developed the foundation of the BASERA-MWENJE model for adopting QMS shown in Figure 2. The model is named using Ubuntu values, using the surnames of the researchers. Coincidentally, *Basera means something given as extra, and Mwenje means light* thus BASERA-MWENJE means extra-light needed in the successful adoption of QMSs.

The house metaphor was used in the model. A strong house withstands adverse environmental conditions and continues to serve while a weak one gives in to the same environmental conditions. In much the same way hotels that desire to adopt QMSs that would be successful and sustainable need to consider the house metaphor. The internal factors are the foundations and the external factors are the walls and the roof is the outcome of sustainable competitive hotel operations. An eighteen-step model to constructing the BASERA- MWENJE model of QMS adoption was developed from the identified factors affecting QMS in the hotel industry. BASERA-MWENJE model's key objective is to alleviate and overcome the key factors that were found from the research delaying the adoption of QMS as well as ensuring sustained sustainability of the adopted QMSs.

Figure 2. BASERA- MWENJE model of QMS adoption



4.2.1. Steps for the adoption of the BASERA-MWENJE model

The model consists of eighteen steps, seven internal steps, ten external steps, and one step which integrates internal steps and external steps. The eighteen (18) BASERA-MWENJE steps of implementing QMS are shown in Figure 3 and each is described subsequently. Each step leads to the other, making the order of the steps a vital feature of BASERA-MWENJE Steps.

Figure 3. BASERA-MWENJE steps in adoption of QMSs

| | | | | | | | | | | | | | | | | | | | | |
|----------------------|---|------------------|---------------------|----------------------|----------------------|------------------|---------------------|---------------------|----------------------------|-----------------------|-------------------------|---------------------------|------------------|---------------------------|--------------|----------------|-----------|--------------------------|----|--|
| Strategic Management | Qualified employees | Quality function | Financial resources | Employee involvement | Effective leadership | Trend technology | Product development | Government policies | Business excellence models | Relationship networks | Sustainable competition | Corruption and crime free | Foreign currency | Supporting infrastructure | Benchmarking | Stable economy | Customers | SUSTAINABLE QMS ADOPTION | | |
| | | | | | | | | | | | | | | | | | | | 18 | Listening to customers voice |
| | | | | | | | | | | | | | | | | | | | 17 | Consistent economic policies and management of inflation |
| | | | | | | | | | | | | | | | | | | | 16 | Learning from each other |
| | | | | | | | | | | | | | | | | | | | 15 | Reliable supply of basic amenities for QMS adoption |
| | | | | | | | | | | | | | | | | | | | 14 | Making sure availability of foreign currency |
| | | | | | | | | | | | | | | | | | | | 13 | Taking necessary effort to achieve operating environment that is corruption and crime free |
| | | | | | | | | | | | | | | | | | | | 12 | Implementation of cooperation more than competition |
| | | | | | | | | | | | | | | | | | | | 11 | Affiliation and cooperation among hotels and stakeholders |
| | | | | | | | | | | | | | | | | | | | 10 | Self-assessment models and local awards |
| | | | | | | | | | | | | | | | | | | | 9 | Encouraging taxes and licenses with access to funding |
| | | | | | | | | | | | | | | | | | | | 8 | Consultation with both internal and external stakeholders |
| | | | | | | | | | | | | | | | | | | | 7 | Use of latest technology in hotel operations |
| | | | | | | | | | | | | | | | | | | | 6 | Efficient in communication and decision making |
| | | | | | | | | | | | | | | | | | | | 5 | Empower employees in quality decision making |
| | | | | | | | | | | | | | | | | | | | 4 | Budget and source funds for QMS adoption |
| | | | | | | | | | | | | | | | | | | | 3 | Set up quality department |
| | | | | | | | | | | | | | | | | | | | 2 | Hiring the right people to drive the vision |
| 1 | Embracing of Vision, Mission and goals with QMSs adoption | | | | | | | | | | | | | | | | | | | |

The BASERA-MWENJE model of QMS adoption reflects how the established main factors are managed in adopting QMSs with exclusive reference to the hotel industry in the Zimbabwean setting. Step 1 to Step 7 reflects what is supposed to be followed within the organisation. Step 8 involves both internal stakeholders and external stakeholders. Step 9 to Step 18 reflects what is supposed to be followed in the external environment involving industry multi-stakeholders. To comprehend the sustainable adoption of any selected QMSs, various organisations should follow the eighteen BASERA-MWENJE steps.

4.2.2. Comparison with other models

The BASERA-MWENJE model of QMS adoption was compared with other models to identify similarities and differences.

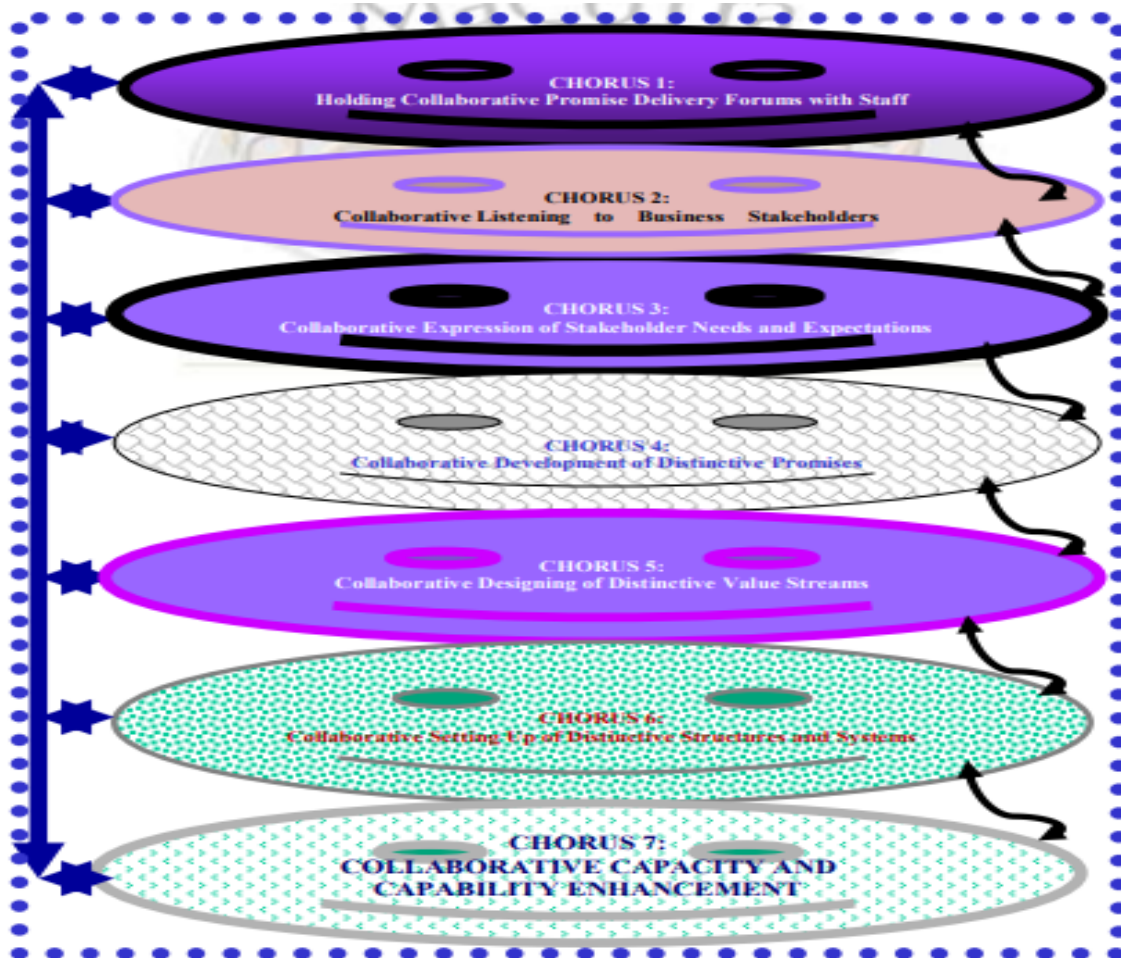
It shares certain similarities with the WILGOR Framework of Manufacturing Excellence (Goriwondo & Madzivire, 2015) and the Madzivire Collaborative Transformation (MaCoTra) Model (Madzivire, 2011b) however some differences exist. The WILGOR Framework of Manufacturing Excellence speaks to organisations that want to adopt World Class Manufacturing (WCM) status the same with BASERA-MWENJE model speaks to organisations that want to adopt QMSs. The MaCoTra Model speaks to organisations that want to transform. Organisations moving from their current status to adopting QMS requires transformation.

Some similarities were established in contrast with the SHINGO Model (The Shingo Institute, 2021). The SHINGO Model was crafted to direct organisations desiring for transforming organisational culture to attain quality results. The SHINGO Model presents "Guiding Principles" on which to ground enhancement initiatives

towards quality results and business excellence. Related to the BASERA-MWENJE model, the SHINGO Model aims to initiate organisations to adopt QMSs.

The WILGOR Framework, SHINGO Model and MaCoTra model emphasises the significance of culture and people in executing improvement initiatives. This is echoed in the BASERA-MWENJE in Steps-1, 2, 3,5, and 6 where people and culture are shaped from strategic management, employee skills, and qualifications, employees organised into workgroups/teams, and lastly the level of employee involvement in decision making at work. The MaCoTra Models highlights that transformation that achieves results required collaborative setting up of distinctive structures and systems, which is also highlighted in the Shingo Model and WILGOR Framework. BASERA-MWENJE model also highlighted the need for QMS structures in Step 3- setting up the quality department and Step 7- use of latest systems. The people are the nerve center of business operations, tools and systems alone do not operate a business, people do (The Shingo Institute, 2021). BASERA-MWENJE model application is in steps/stages like other models, it has 18 steps while the MaCoTra model has 7 steps (choruses) and WILGOR Framework has 6 steps. MaCoTra Model is shown in Figure 3.

Figure 4. The Madzivire Collaborative Transformation (MaCoTra) Model



Critical success factors that are normally found in quality improvement initiatives are management involvement and organizational commitment, project selection, management, and control skills, encouraging and accepting cultural change, and continuous education and training (Basera, Mwenje, & Ruturi, 2019; Cagnazzo, Taticchi, & Brun, 2010). Management involvement and organisational commitment are underlined as it relates to the source of interest to adopt QMSs. The BASERA-MWENJE model asserts that success in the adoption of QMS is achieved if management has a fundamental cause of motivation and not being enforced from outside as depicted in Step 1 to Step 8 which are all internal factors. This motivation should be passed on to all workers through their buy-in in the vision, mission, and goals of the organisation (strategic management).

Nevertheless, there were some differences with the BASERA-MWENJE model found in literature and application concerning other models. The models used different expressions in wording and order of steps of its implementation from WILGOR Framework and MaCoTra Model. While the BASERA-MWENJE model just like the MaCoTra model and WILGOR Framework takes communication as a building block towards the successful adoption of quality improvement initiatives. Worley and Doolen (2006) bring in the "chicken and egg argument" stating that implementation of lean in manufacturing resulted in improved communication. In their study, they noted results with improved communication with first-line workers and also noted poor communication outcomes with the adoption of lean. Worley and Doolen conclusion make it difficult as founded in BASERA- MWENJE model and hence the BASERA-MWENJE steps of QMS adoption step 6 – communication is challenging. Efficient communication and decision-making is a key internal factor that can be used as a model building block that can improve the adoption of QMSs in organisations. BASERA-MWENJE model shows the internal factors and external factors in the adoption of QMSs while the MaCoTra model and WILGOR Framework do not classify their building blocks. BASERA-MWENJE model is holistic while MaCoTra model transformative agenda and WILGOR Framework are internally focused.

5. CONCLUSION AND RECOMMENDATIONS

Model construction is particularly well situated to new research areas for which existing theory seems inadequate. This article gives pragmatic evidence on the factors contributing to the late adoption of QMSs in the hotel industry in Zimbabwe. Using concepts established from preliminary related literature analysis, the key factors and emergent factors were established.

Eisenhardt's Model of Building Theory from case studies was successfully applied in this study. A multiple case study of 9 hotels was conducted. A model surfaced that led to the construction of the BASERA-MWENJE model of QMS adoption. The model meets the tests of good theory or concept development (parsimony, testability, logical coherence) and is grounded in convincing evidence (Redmond, 2015). The model consists of the BASERA-MWENJE steps of adopting QMSs. The model was corroborated by related literature and by contrasting it with other models. The BASERA-MWENJE model of QMS adoption borrows the Ubuntu value in naming the model as it combines the surnames of the researchers, Basera meaning something given as extra, and Mwenje meaning light henceforth BASERA-MWENJE meaning "*extra light*".

The author recommends use of a bigger sample size and application of statistical modelling; Partial Least Squares and Multi-Group Comparison Analysis to confirm and compare the model in future studies. The authors recommend that the implementation of the BASERA-MWENJE model of QMS adoption be tested in the hotel industry and also in other industries. For better implementation of the model, it is recommended to use a multi-stakeholder approach in implementation of QMS. The BASERA-MWENJE model can be used at the national level to ensure the attainment of Vision 2030 - "Towards a Prosperous and Empowered Upper Middle-Income Society" under the National Development Strategy. The adoption of QMSs by organisations improves their market competitiveness and ultimately improves the state of the economy.

Limitations

There is abundant existing theory in the area of QMS and the sample size in the research can be a limitation despite careful consideration in sample selection. Hotels in the capital city Harare might not be a good representative of all hotels in Zimbabwe.

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