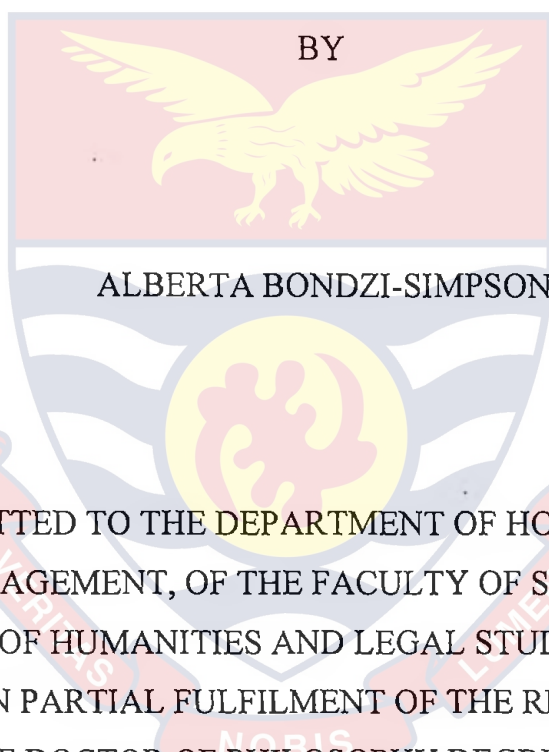



AUGMENTING THE VARIETY OF GHANAIAN DISHES ON THE HOTEL
MENU – AN ENQUIRY INTO ATTITUDES AND INTENTIONS



THESIS SUBMITTED TO THE DEPARTMENT OF HOSPITALITY AND
TOURISM MANAGEMENT, OF THE FACULTY OF SOCIAL SCIENCES, OF
THE COLLEGE OF HUMANITIES AND LEGAL STUDIES, UNIVERSITY OF
CAPE COAST IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE IN HOSPITALITY
MANAGEMENT

APRIL, 2015

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidates Signature  Date 29/9/2014


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Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature  Date 29/9/2014

Name OHENEBA AKYEAMONG

Co-Supervisor's Signature  Date 29/9/2014

Name Professor Foster E. Hanson

Food tourism has been a subject of discussion globally. Suggestions have been made for local dishes to be produced and served in tourism-oriented establishments like hotels to increase their acceptance as tourism products. The menu of hotels in Ghana on the average has 15% local dishes. Adopting a transformational mixed research design, purposive sampling was used to select menu decision makers in all 1 to 3-star rated hotels in Accra, Takoradi and Kumasi. This was to ascertain hotel menu decision-makers' perceptions on serving Ghanaian dishes in the hotels. The thesis also expanded the Theory of Planned Behaviour, which was used to examine the factors that influence attitudes and intentions in menu decision making.

Amongst other things, The study found out that even though half of the menu decision-makers had negative attitudes towards adding more varieties of Ghanaian dishes to their menu, their positive perception of customer patronage and approval of management, informed a high intention to add more Ghanaian dishes to the hotel menu. The model that was developed by extending the Theory of Planned Behaviour had statistically relevant predictive ability. In this regard, attitudes did not influence intentions.

The study recommends “ease of use”, “personality endorsements” and “customer acceptance” as positioning strategies for promoting Ghanaian dishes in hotels. It also recommends the introduction of more Ghanaian recipes in vocational and technical institutions' practicum courses to improve the attitude of menu decision-makers towards local dishes.

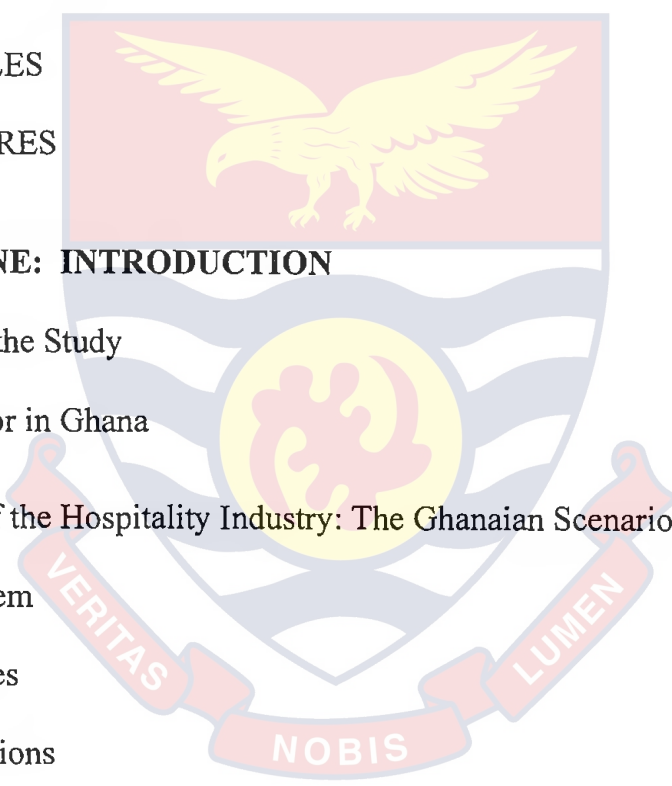
I owe a lot of gratitude to the people sent my way to support and assist me through the herculean task of undertaking a study like this. I would want to mention the immeasurable support, fatherly encouragement, dedication and guidance of my supervisors Dr. Oheneba Akyeampong and Professor Robert Hinson. I also, specially mention Dr. Kweku Boakye and Dr. Julian Ayeh who taught me the skill of conceptualising and Structural Equation Modelling respectively. I appreciate your enormous efforts. The twelve expert judges who vetted the measurement items have, in no small way, contributed to this final output with insightful criticisms and suggestions. I am thankful. The hard work and generosity of Mr. Gerald Van Dyke and his team cannot go unacknowledged, may you remain blessed. I am also grateful for the enthusiastic support and interest shown by my able assistants: Ricky Yao Nutsugbodo, Anna Arthur-Amissah and Vida Frimpong Owusu. To all of my colleagues whose gentle pressure and encouragement saw me through the timely completion of this work, I say thank you.

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To my parents and siblings: Ebenezer Snr, Harriet, Agnes, Ebenezer Jnr. Samuel, Johannes, Isaac, Frances and D.J.



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INTRODUCTION

Background to the study

Food is unquestionably a very important part of life. The provision of food away from home is an important and integral activity and product of the hotel industry (Davis, Lockwood, Pantelidis & Alcott, 2008; Hemmington & King, 2000). Food is espoused in the hospitality and tourism literature in three major concepts. First, as a form of culture: Montanari (2006) captures food, its cultivation, preparation, and consumption as a cultural act. He goes further to assert that even the choices made by primitive hunters and gatherers were determined by a culture of economics (availability) and medicine (digestibility and nutrition) that led to the development of specific social structures and traditions. From this perspective, access and availability of food determine traditional and social practices.

Kittler, Sucher and Nelms (2012), on the other hand, suggest that a group's cultural orientation dictates their eating habits and the type of dishes their food choices will normally be. This concept enables stereotyping, where a group of people of similar descent or origin can be identified by their choice of preferred food. In Ghana and other parts of the world, food plays an

Food therefore has a strong presence in the cultural dimensions of a people.

Second, the literature presents food as part of a hospitality and tourism product (Boyne, Hall & Williams, 2003; Cohen & Avieli, 2004). In this concept, food is a crucial component of a tourist's experience of a destination though it is not the core reason for the trip. It is only seen as sustaining life. In the hospitality industry, food is the main product offering by restaurants and a major support product for hotels. In other words, while the core product of hotels is to sell rooms, food acts as additional service to guarantee guests' comfort, whereas for restaurants, food is the key product and basis for operation. Hall, Sharples, Mitchell, Macionis and Cambourne (2003) and Patermann (2007) suggest that food used as a medium to express identity and culture, is an important part of cultural and heritage tourism.

Third, is the concept of food being the main reason for the trip. This concept has been labelled with various terms such as gastronomic tourism, food tourism and culinary tourism. In this respect, food is an attraction in its own right when local food is successfully implemented as the major attraction in the marketing of a destination (Hjalager & Richards, 2002; Du Rand & Heath, 2006; Barbayaneva, 2012).

According to Hall et al (2003), food is gaining its well-deserved recognition socially, culturally and academically. This is reflected in the increase in media visibility, academic research and courses dedicated to food. They further posit that the change in lifestyle and its ensuing demand on the provision and consumption of food outside the home has created the situation

where many more people do not know how to cook and thus depend on eateries outside the home for their daily nourishment. Arthur (2010) adds that the Ghanaian food system is also changing due to change in societal structures and roles.

Globally, the food service industry churns out millions of meals daily; these meals range from local or indigenous, oriental, vegetarian to health foods (Lillicrap & Cousins, 2010). Local dishes have become an important area for food service industries around the world due to the advent of food tourism, which requires destinations to provide authentic local cuisines as an attraction. Suffice it to say that food tourism tends to be largely a domestic tourism activity, with consumers within a country travelling from one place to the other to eat and drink specific (usually local) produce as observed by the Caribbean Tourism Organisation (2011). Cohen and Avieli (2004) state that for local cuisine to become a popular attraction in its own right, dishes must be filtered through tourism-oriented culinary establishments such as restaurants and hotels; by so doing, local foods will be transformed to suit tourist tastes and at the same time foreign dishes will be introduced by tourists into local cuisine and transformed to suit local tastes. However, in light of the need to sustain and improve local economies, hotels and restaurants should be encouraged to procure locally grown products and produce in the quest to promote authentic experiences (Hinrichs, 2000).

Local products and produce have great economic advantages. They provide great sources of nutrition to indigenes that eat them and income to those that cultivate and sell them (Ohiokpehai, 2003; Patermann, 2007).

such as knowledge (Agrawal, 2002), food (Labensky, Ingram & Labansky, 2003), and people (Hall & Patrinos, 2006). For food, the European Community Research into Traditional Foods (2007) defined local food as “foods that have been consumed locally or regionally for many generations”. The methods for preparation of these local specialties are passed down from generation to generation and have become part of the fabric of life in communities. In some cases, they are not formally documented recipes, but are often associated with positive health benefits and always with local history. The terms local dishes and Ghanaian dishes are used interchangeably in this study.

From the foregoing definitions, Ghanaian dishes are dishes that either have their origins in Ghana or those that were introduced to the country but are now recognised as naturalised or local. Quashigah (2008) observed that if Ghanaian dishes were prepared and presented well and safely, they could have an enviable and important role to play in the hospitality industry of Ghana. Consumers have a wide range of dishes to choose from for their meals (Marreiros & Ness, 2009). The assertion by Hall et al (2003), that many more people are eating at least one meal away from home, means, the variety of dishes at the disposal of a consumer is determined by the chef. In other words, outside the home consumers will eat what the chef presents on the menu.

The menu is the beginning of every food and beverage service operation (Drysdale & Aldrich, 2002). The menu speaks volumes about an establishment and sometimes a destination. It gives a description of the type

of food and service on offer; it hints at the traditions and culture of the establishment; it is indicative of the type or class of customers targeted; and it determines, by the dishes on offer, the type of equipment and staff required for the production and service of the dishes (Davis, Lockwood, Pantelidis & Alcott, 2008). The menu is, therefore, one of the most effective marketing tools for the food and beverage sector and it can be used to promote Ghanaian dishes. The complexity and increasing competition in the food and beverage sector is synonymous with the changing trends in menu choices.

Destinations, according to Cohen and Avieli (2004), are competing intensely for tourists (be they domestic or international). In order to distinguish themselves, destinations have to identify and emphasize on their unique products. Countries thus capitalise on their niches in order to develop their hospitality industry. France, Italy and to some extent Mexico, which have accentuated their cuisine to achieve international repute; Kenya, which uses its flora and fauna and United Arab Emirates, which has developed its hospitality industry with exceptional architecture to attract visitors. Ghana can also use its rich collection of local dishes that currently do not appear to be popular even among the indigenes (Arthur, 2010) to develop its hospitality industry. However, the ability to create a niche using Ghana's local dishes will depend on the adoption and introduction of these dishes on the menus of restaurants and hotels.

Attitude towards products and services, according to Hair, Bush and Ortinau (2011), is the closest a researcher can get to understand consumers' future behaviour towards a product or service. Consumer food behaviour

theorists such as Engel, Blackwell and Miniard (1995) and Marrieros et al (2009) acknowledge consumer attitude and perceptions of food as an individual trait that influence a consumer's choice of meals. In the same context, the attitude and intentions of hotels towards Ghanaian dishes will explain their future behaviour towards the introduction of these dishes unto their menus. This study therefore emanates from the background of the importance of food in the hospitality industry and the role Ghanaian dishes can play to enhance the attractiveness of the menu of hotels in Ghana.

The hotel sector in Ghana

Tourism is basically about travel, hence, when one travels from one destination to the other, one usually has different needs and demands that have to be met. Meeting these needs and demands, according to Karppinen (2011), is what comprises the tourism industry. The industry is divided into sub-sectors; hospitality, attractions and event, transport and travel intermediaries, among others. Thus, all of these sectors can be conceptualized as a range of businesses involved in delivering the tourism product and the travel experience. The hotel subsector falls under the hospitality sector.

The Ghana Tourism Authority (2007) defines a hotel as a category “A” accommodation establishments that holds itself out to receive or host tourists or visitors and have at least four guestrooms, a functional kitchen and a dinning room, which shall be clean and hygienic. The rooms shall be accessible from the reception without passing through the bar or restaurant.

Table 1: Number of hotels, rooms and beds (1999-2011)

Year	Number	Hotel	
		rooms	Beds
1999	834	11,384	16,184
2000	992	13,641	17,558
2001	1,053	15,453	19,648
2002	1,169	16,180	21,442
2003	1,250	17,352	22,909
2004	1,315	18,079	23,538
2005	1,345	18,752	23,924
2006	1,427	22,835	27,839
2007	1,432	20,788	26,057
2008	1,595	24,410	29,645
2009	1,775	26,047	31,702
2010	1,797	28,058	34,288
2011	2,136	34,423	39,934

Source: Ghana Tourism Authority (2012)

In Ghana, there are five main ownership types of hotels as identified by Akyeampong (2007). Most budget, 1-star and 2-star hotels are family businesses owned by Ghanaians, whereas some 3-and 4-star hotels are also owned by Ghanaian share holders. Mostly, high-end hotels, (4-star and 5-

star), such as Novotel and Movenpick are owned by Ghanaian/foreign
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 consortiums. Companies, businesses and professional associations may also
 own hotels mainly in the form of guesthouses and hostels.

As at the year 2011, there were 2,136 hotels in Ghana with 34,423 rooms and 39,934 beds as shown in Table 1. Of the 2,136 hotels, there are only two 5-star hotels located in Accra the capital, and five 4 star hotels, four located in Accra and one in Kumasi. One-star, budget and guesthouse categories are the lion's share of Ghana's hotel stock with very few upscale hotels in the three-to-five-star segment (GTA, 2012). Table 2 shows the break down.

Table 2: Hotel distribution by Regions and category in Ghana

Region	5 Star	4 Star	3 Star	2 Star	1 Star	Budget	Guest House
Greater Accra	2	4	7	75	121	411	66
Ashanti	0	1	5	44	43	274	34
Western	0	0	5	16	39	101	25
Volta	0	0	2	5	15	62	3
Central	0	0	4	7	12	95	14
Eastern	0	0	4	9	12	94	15
Brong Ahafo	0	0	0	2	4	81	0
Northern	0	0	0	8	6	62	9
Upper West	0	0	0	1	2	27	0
Upper East	0	0	0	2	3	47	2

Source: Ghana Tourism Authority (2012)

Marvel (2008) asserts that many cities have more than needed number of hotels. In Ghana, the hype of tourism that was undertaken in the eighties and nineties in conjunction with the hosting of the 2001 African Cup of Nations provoked a rush to build the hotel capacity of the country. A number of entrepreneurs also saw this move as a business opportunity. Due to the oversupply in certain key cities such as Cape Coast and Kumasi, all year round average occupancy remained depressed especially in 2 star hotels as shown in Table 3. In recent times, with the influx of foreign direct investment in the hotel sector, the country has seen some growth in the development of subsidiaries of chain hotels in the country, such as Holiday Inn and Mövenpick hotels. These developments have implications for the promotion of Ghanaian dishes in hotels.

Table 3: Ghana Hotel occupancy rates

Hotel Category	Room Occupancy (%)						
	2003	2004	2005	2006	2007	2008	2009
5-Star	74.2	74.0	79.0	86.3	94.4	93.0	74.1
4-Star	76.1	78.5	81.3	81.6	87.0	85.9	81.1
3-Star	63.1	66.5	68.2	79.0	69.9	65.4	65.2
2-Star	62.4	64.5	78.0	88.0	64.3	52.9	54.2

Source: Ghana Tourism Authority (2012)

Food section of the hospitality industry: The Ghanaian scenario

The population of Ghana according to the 2010 Population and Housing Census is 24,658,823. The country has since moved from a low per-

capita-income to a middle-per-capita-income status. The services sector is the mainstay of the economy.

Table 4: Contribution of the services sector to Ghana’s GDP (20 12)

Sector	Percentage Contribution to GDP	Percentage Contribution to Service Sector
Transport and Storage	10.1	20.7
Public Administration and Defence; Social	6.4	13.2
Trade; Repair of Vehicles; Household goods	6.3	13.0
Hotels and Restaurants	5.4	11.1
Business; Real Estate and other Services	4.7	9.6
Financial Intermediation	4.5	9.3
Education	4.2	8.7
Other Community, Social and Personal Services	3.9	8.0
Information and Communication	1.8	3.7
Health and Social Work	1.3	2.7
Total	48.5	100

Source: Ghana Statistical Service (2012)

It contributes 48.5% of the Gross Domestic Product (GDP) followed by the manufacturing sector at 25.9% and the agriculture sector at 25.6%

(GSS, 2012). Out of the 48.5% contribution made by the services sector to the countries GDP, transport and storage is the largest contributor at 10.1%. Hotels and restaurants contribute 5.4% to GDP and 11.1% to the service sector, whilst the health and social work contribute 1.3% (Ghana Statistical Service, 2012) as shown in Table 4.

Though hotels and restaurants have supported the economy reasonably over the years, the growth has been fairly unstable as depicted in Table 5. The industry can therefore use some creativity to stabilize and grow.

Table 5: Growth rate and GDP contribution by hotels and restaurants

Year	2007	2008	2009	2010	2011
Growth %	2.5	9.1	-3.6	2.7	3.6
GHC Million	917	1,000	962	988	1,023

Source: Ghana Statistical Service (2012)

Commercial food service ventures in Ghana are divided into two main sectors, the formal and informal sectors by the Ghana Tourism Board's New Harmonised Standards for Accommodation and Catering Establishments in Ghana (HSACEG) (2008). The formal sector comprises establishments that are well appointed and formally fitted for the preparation and serving of food and beverage for consumption on the premises. These include restaurants, cafeterias, and steak or grill house, fast food outlets and food courts etc. It is worth noting that, establishments that offer local cuisines are labelled as traditional catering establishments and fall under the informal sector and thus

Table 6: Categories and grading of formal and traditional catering establishments in Ghana

Formal sector	
Grade category	Description of standards
Grade One	<p>A luxury restaurant that has:</p> <ul style="list-style-type: none"> • Excellent ambience and décor • Excellent and high quality furnishing, fixtures, fittings • Extensive cuisine • Flawless, professional, impeccable and high levels of service • Superior quality tableware and linen • A wide choice of drinks and wine
Grade Two	<ul style="list-style-type: none"> • High standard cuisine • Comfortable ambience • Conducive dinning environment • Good quality furnishing • Skilled service staff • High levels of service
Grade Three	<ul style="list-style-type: none"> • Satisfactory choice of dishes, snacks or refreshments • Modest setting • Informal atmosphere • Trained staff • Satisfactory levels of service
Traditional Catering Establishments	<ul style="list-style-type: none"> • Informal setting • Equipped for the preparation and serving of local or indigenous food • Wholly or partly enclosed or completely opened with well defined service point • May use cafeteria or counter service

Source: Ghana Tourism Authority (2008)

Other establishments that fall under this sector are drinking bars and local street food vendors, referred to in the document as local fast food

vendors. Catering establishments such as restaurants may be a sole business or may be attached to a hotel. Formal catering establishments are graded depending on the facilities and services they offer. Table 6 explains the categories and grading of formal and traditional catering establishments in Ghana. From the Table the difference in standards expected from restaurants serving an assortment of continental cuisines and that of those dedicated to local food is clearly noticeable. This therefore may relegate the patronage of indigenous food to locals who are familiar with either the dishes or the establishment and daring tourists or foreigners. Thus confirming the observations of Cohen and Avieli (2004) that there may be some impediments to the attractiveness of local or traditional cuisine.

Research problem

According to the Overseas Development Institute (2008), over 80% of the world's poor countries use hospitality and tourism as a poverty reduction strategy. In Ghana, the hospitality and tourism sector has received considerable attention in the economic development strategy (Boakye, 2008). Food, being a major product of the hospitality industry, can thus not be ignored. Local food has been identified by the Scottish National Tourism Organisation (SNTTO 2010) as a key sector in the development of the hospitality and tourism industry. It is therefore imperative for any country that wishes to develop its hospitality and tourism industry to consider developing its food sector too. SNTTO's recent survey findings show that more than 70% of potential visitors to Scotland want to taste local dishes, regional specialties and fresh local produce. A second example is a report on CNN (Quest, 2011)

to attract visitors to the country. The role of Ghanaian dishes is thus very important in promoting domestic and international tourism in the country.

According to the Western Regional manager of the Ghana Tourism Authority, the authority has made frantic efforts to encourage hotels to introduce more varieties of indigenous dishes unto their menu. But, the adoption and glorification of westernised dishes and diets which has been fuelled by the copious importation of food, aggressive media advertisements and exposure to foreign media content such as DSTV programmes (Soliman & Gayao, 2005), coupled with the limitations in the dissemination of knowledge and information on local dishes, has made the results of the campaign negligible. This situation necessitates a conscious effort to revive ancient and local dishes to prevent their extinction. Pre-research investigations done prior to this study in 10 hotels in the Central and Western Regions in Ghana suggests that the food and beverage departments of hotels in these regions are not taking advantage of the numerous Ghanaian dishes available in the country to improve on their local offerings on the menu despite the benefits they offer. Averagely, foreign dishes formed 86% of the menu offering in these hotels. The variety of Ghanaian dishes was limited to eight varieties out of at least 300 Ghanaian dishes collected from 13 major ethnic groups in the country by this researcher, and the hotels required customers to order most of these dishes in advance (in some situations, 24hours notice) for them to be available.

The focus of caterers and restaurateurs was on a few nationally popularised traditional dishes such as *fufu*, *banku*, *jollof*, *kelewele*, *ampese* and

waakye. Such dishes are now sold in cosmopolitan centres and eaten by migrants and travellers; they have become familiar far beyond the regions where they were originally developed. *Waakye* and *koose* from the North can be found throughout Ghana. Restaurants founded by Ghanaian immigrants in Europe, Asia, Australia, and the Americas have also popularised these cuisines abroad (Arthur, 2010). It is very likely for one to attend functions throughout the country and meet this same array of dishes served on the menu while many other local dishes are hardly utilised in the industry.

With regard to food in hotels, lower ranked facilities within the sector, made up of budget and guest houses, by law, are not required to have restaurants on their premises (HSACEG, 2008); International chain hotels have their own culture and organizational image to maintain and as such, they introduce dishes from their mother country into the food systems of the country without necessarily adopting the local Ghanaian cuisine. This implies that, the onus lies on the 1-to-3-star rated hotels that are locally owned to promote Ghanaian dishes on their menus. There are economic, cultural and culinary tourism implications to all of these developments. Importing foreign ingredients to prepare foreign dishes connotes some kind of leakage in revenues accrued in the hotel sector in the country as found by Telfer (1996) in a study in Indonesia. Culturally, instead of high profile visitors and other visitors to the country being overwhelmed in their hotel with an assortment of Ghanaian cuisine, they are rather spoilt for choice for an assortment of cuisines from various parts of the world, the new trend being Chinese dishes. The question then arises with respect to culinary tourism: If the international high star rated hotels by virtue of their makeup do not adopt and promote

the hotel sector are not required by law to have a restaurant, what then will be Ghanaian hotels' participation in the currently developing global culinary tourism market?

Again, in the literature, research on food in the hospitality sector is dominated by consumer-based studies on issues related to attitude, acceptance and preferences (Amuquandoh & Asafo-Adjei, 2013 ; Burusnukul, Binkley & Sukalakamala, 2011). Other researches that focus on local dishes are also focused on nutrition (Pelletier, McCullum, Kraak & Asher, 2003) and agricultural issues (Hinrichs, 2000 & Macias, 2008). There seems to be a gap in the literature on how to predict the future behaviour of small and medium scale hotels with regard to the adoption of more varieties of local dishes unto their menu. Most widely accepted behaviour prediction theories such as the Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1977) and the Theory of Planned Behaviour (TPB) (Ajzen, 1991) have individuals as the measurement indices.

Even though, a number of modifications have been made to these theories to accommodate the corporate environment (Quaddus & Hofmeyer, 2007), they adopt the complex nature of corporate businesses with little attention to the unsophisticated but business-minded decision-making in small and medium scale service establishments. The reasons underlying the observation that there is seeming lack of interest of hotels to introduce more varieties of Ghanaian dishes on their menu considering the threatened extinction of these dishes is the non-availability of an appropriate behaviour prediction model to predict the intentions of the hotels to carry out the quest

Study objectives

The general objective of the study is to assess the attitude and intentions of menu decision-makers in hotels towards adding more varieties of Ghanaian dishes unto the menu using an expanded model of the Theory of Planned Behaviour. To achieve this objective, the following specific objectives were pursued:

1. Ascertain hotel perceptions of Ghanaian dishes
2. Examine the intention of menu decision-makers to place more variety of Ghanaian dishes on the hotel menu.
3. Analyse the factors that influence the intention of menu decision-makers to place more variety of Ghanaian dishes on the menu in hotels.
4. Assess the attitude of hotel menu decision-makers towards Ghanaian dishes.
5. Expand the Theory of Planned Behaviour by introducing new considerations that influence behaviour in the context of introducing new items on the menu in small scale service establishments

Research questions

1. What factors influence the placement of Ghanaian dishes on the hotel menu
2. What are the intentions of hotels to introduce more varieties of Ghanaian dishes on the menu?

3. What is the attitude of hotels towards Ghanaian dishes?
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4. What perceptions do hotels hold on Ghanaian dishes?
5. How can the Theory of Planned Behaviour be modified to accommodate, better explain and predict the attitude, intentions and behaviour of small service establishments in the context of introducing new items unto the menu?

Research hypotheses

- H1 – Perceived benefits to business positively influences attitude towards adding more varieties of Ghanaian dishes unto the menu.
- H2 - Perceived difficulties in production and service negatively influences attitude towards adding more varieties of Ghanaian dishes unto the menu.
- H3 - Perceived customer patronage positively influences attitude towards adding more varieties of Ghanaian dishes unto the menu.
- H4 - Perceived benefits to business positively influences intention to add more varieties of Ghanaian dishes unto the menu.
- H5 - Perceived difficulties in production and service negatively influences intention to add more varieties of Ghanaian dishes unto the menu.
- H6 - Perceived Customer patronage positively influences intention to add more varieties of Ghanaian dishes unto the menu.
- H7 - Attitude towards Ghanaian dishes positively influences the intention to add more varieties of Ghanaian dishes unto the menu.

- H8 - Perceived difficulties in production and service negatively influence perceived benefits to business.
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- H9 - Organisational readiness positively influences intentions to add more varieties of Ghanaian dishes unto the menu.
- H10 - Perceived customer patronage positively influences subjective norms
- H11- Subjective norms positively influences intentions to add more varieties of Ghanaian dishes unto the menu.

Significance of the study

The contribution of this study is in two folds, theoretical and practical

Theoretical contribution

The study of food in general has assumed an important role in consumer researches. The gaps in the literature are three-dimensional in nature, geo-economic, industry specific and food classification and segmentation interests. Due to the broad nature of food, certain aspects have received enormous attention while other aspects are stifled. Africa and Ghana for that matter, present a different socio-economic and cultural condition as compared to the Eurocentric dimensions explored by most studies from developed nations. Some of the issues in food as exhibited intensely in developed regions have not become major issues in less developed regions, for example, the issue of genetically modified food, organic food, food additives, adulterated processed food (as with the case of horse meat in beef products), food labelling challenges and so on. Thus, studies on such issues have not become necessary in these regions.

industries and have therefore been studied from the perspective of different industries, for example, the manufacturing industry, the agricultural industry, the tourism and hospitality industry, the health sector and the scientific research and development industry. But, studies on local food in particular, in relation to the hospitality industry are few and far between. The final theme that informs the gap in the literature is the classification of food into different segments such as processed, unprocessed, halal, traditional, local, genetically modified etc.

Majority of the studies on local food and dishes in Africa and Asia, have been in relation to food security and nutrition (Soliman & Gayao, 2005; Nandi & Bhattacharjee, 2007). Studies that focus on the promotion and development of dishes on the menu in hospitality organisations have been virtually non-existent. Thus, there is a gap in the literature in relation to the development of theories and models that explain the rationale behind the adoption of dishes on the menu in hospitality organisations. In addition, studies on food in the hotel industry, even though few and far between, have side-lined local dishes in hotels (Hemmington & King, 2000; Reid, White, Caul & Palmer, 1988; Buttle & Bok, 1996).

This study therefore bridges the gap by expanding TPB in order to better measure and explain the attitude, intention and behaviour process of adopting Ghanaian dishes on the menu, which is executed at the organisational level. Most of the existing adoption studies are aimed at individual level measurement using a number of prominent theories such as the Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1969), Theory of

(TAM) (Davis, 1989). Organisation level adoption has been studied by a number of researchers (Frambach & Schillewaert, 2002; van Everdingen & Wierenga, 2002; Bruque-Camara *et al.*, 2004; Mustonen-Ollila & Lyytinen, 2004; Gengatharen & Standing, 2005; Waarts & van Everdingen, 2005), but, none of the researches takes into consideration the personalized decision making situations in small and medium scale (SME) organisations as pertains in a large section of the hospitality industry in Ghana. This study on the other hand, takes an integrative approach by combining the individual level adoption variables of 'subjective norms', 'attitude' and 'intention' to adopt by SMEs with the organisational level adoption determinants of internal control factors, stakeholders interest, external control factors, contextual factors and cognitive and normative beliefs.

Practical contribution

From the practical viewpoint, in addition to explaining the difficulties and benefits menu decision makers ascribe to Ghanaian dishes, this study helps marketers to measure the intention of SMEs to patronise their products and services by using the model developed in the work. Corporate decision-making varies from large companies to medium and small-scale companies (Quaddus & Hofmeyer, 2007). Whereas large companies have complex decision-making structures, decision-making in medium and small-scale service companies is largely vested in one person who may be the owner manager. Therefore, the model developed by this study, will help marketers go beyond measuring the intentions of individual consumers towards their

service industries with respect to patronising or adopting their product or services.

As aforementioned, the Ghana Tourism Authority (GTA) has embarked on a sensitisation programme over recent years to encourage hotels to feature more varieties of indigenous dishes on their menu. Most of their work, according to the informant, has not yielded results. This study therefore can explain the reasons behind the non-compliance by highlighting the difficulties associated with the compliance. The study will also inform the Authority of any intentions of the hotels to comply with the directive of introducing more varieties of Ghanaian dishes unto the menu. The findings will enable the GTA and any other interested party to devise a strategy to ameliorate the perceived challenges and hype the perceived benefits of introducing more varieties of Ghanaian dishes unto the menu of the hotels and change the attitude of menu decision-makers if need be.

Limitations of the study

As previously mentioned, the study on food cuts across various concepts and categories. This study concentrates on Ghanaian dishes and the hotel industry. The study considers only eateries affiliated to hotels because they are more wide-ranging in concept. Stand-alone restaurants may be mainly themed and the topic of study may not be applicable. This study adopts the Theory of Planned Behaviour, and it focuses on small and medium scale hotels. Large hotel businesses and chain hotels will not be considered because their decision-making process goes beyond the attitudes, intentions

and behaviours of a single person. Modification of TPB will be limited to the peculiar determinants of attitude, intentions and behaviour in the adoption of new items unto the menu. Behavioural determinants in other considerations in the hotels were not explored.

Definition of terms

Small and medium scale Hotel

A place with more than fifteen rooms that temporarily offers its facilities and services for sale to transient guests.

Hotel restaurant

An area designated for dining in a hotel that provides the customer with food and drinks

Menu Decision-maker

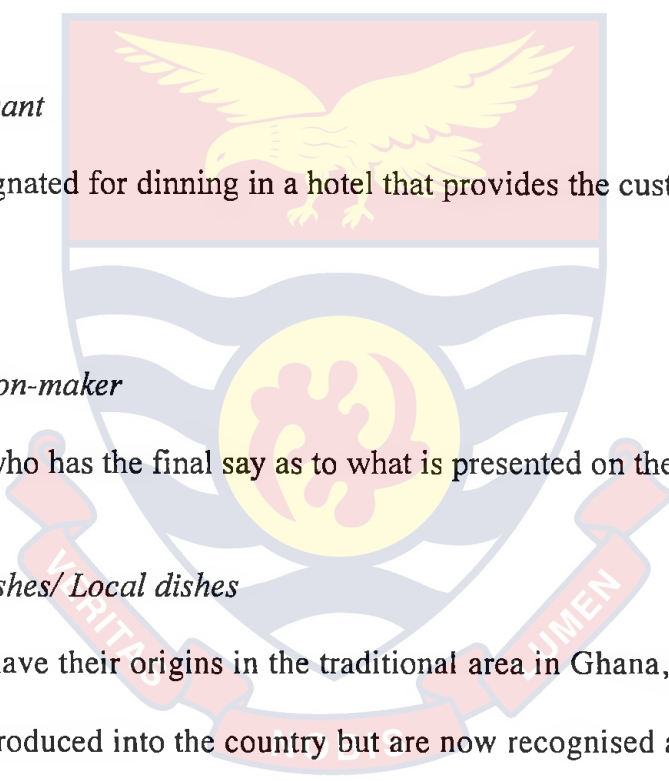
The person who has the final say as to what is presented on the hotel's menu

Ghanaian dishes/ Local dishes

Dishes that have their origins in the traditional area in Ghana, including those that were introduced into the country but are now recognised as naturalised or traditional.

Perceived difficulty

The challenges that are anticipated with the introduction of more Ghanaian indigenous dishes onto the menu a troublesome proposition



The anticipated advantages that a hotel may obtain by introducing more varieties of Ghanaian dishes onto the menu.

Perceived customer patronage

The anticipated frequency and quantum of requests of Ghanaian dishes that the hotel will receive from its customers.

Organisational readiness

The strategic, human resource and infrastructural preparedness of an organisation to adopt a new concept or product.

Attitude

A settled way of thinking or feeling about something such as a person, a brand, a product or a service

A la Carte

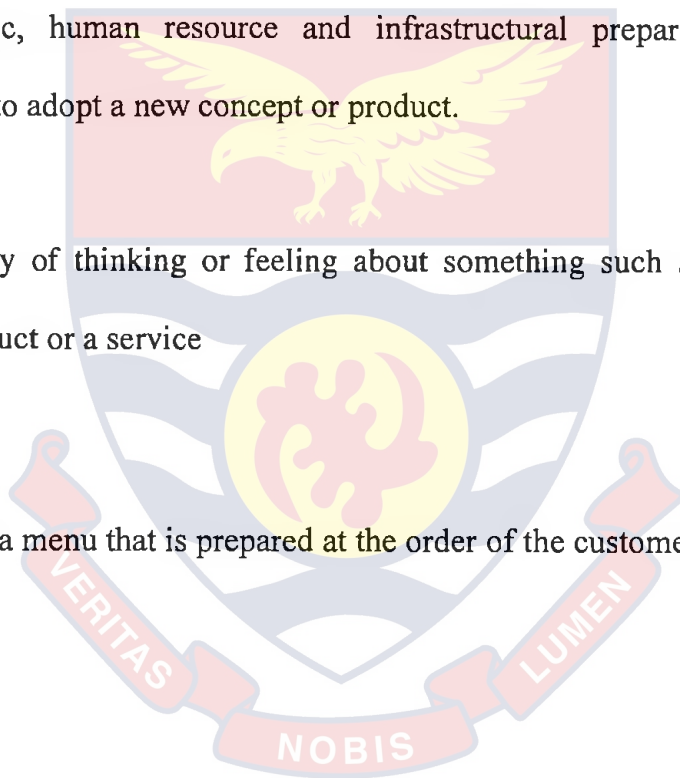
A la Carte is a menu that is prepared at the order of the customer and is priced individually.

Table d'hôte

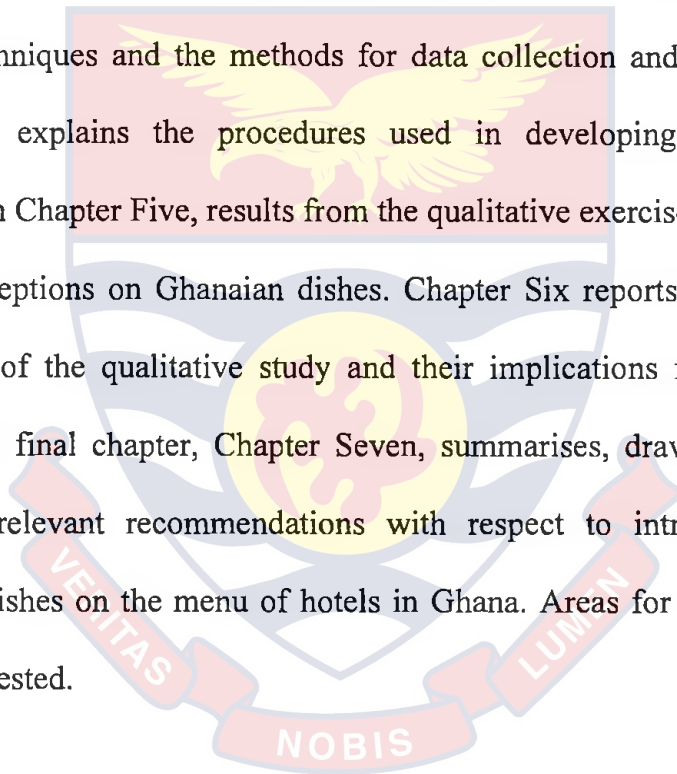
A menu, usually three to four courses and sold at a fixed price that is planned to form a complete meal.

Culinary/ Gastronomic Tourism

Instances where the reason for travel of a domestic or international tourist is largely hitched on the need to taste or try local cuisines or dishes



The study is divided into seven chapters. Chapter One, the introductory chapter, deals with the background of the study, statement of the problem, objectives, and significance as well as the scope of the study. Chapter Two reviews relevant literature on hotels and food, the hotel product, the food and beverage sector in a hotel and Ghanaian food systems. Chapter Three discusses the theoretical dimensions of the study and models the framework and hypotheses proposed for the study. Chapter Four describes the research methods adopted for the study. The chapter also sets out the research design, sampling techniques and the methods for data collection and analysis. The chapter also explains the procedures used in developing the research instrument. In Chapter Five, results from the qualitative exercise are presented as hotel perceptions on Ghanaian dishes. Chapter Six reports and discusses the findings of the qualitative study and their implications for theory and practice. The final chapter, Chapter Seven, summarises, draws conclusions and makes relevant recommendations with respect to introducing more indigenous dishes on the menu of hotels in Ghana. Areas for further studies are also suggested.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examines relevant literature and related studies in the area of food and the hotel and tourism industry as a backdrop to the issues addressed in the current study. Among other topics, the chapter discusses the hotel subsector, the products offered by hotels, the role of food as a product in the hotel and tourism industry, the importance of the menu in food service delivery and the factors that influence food choice in menu decision-making. Ghanaian food systems and the variety of indigenous dishes found in Ghana are also explored.

The hotel product

According to Middleton, Fyall and Morgan (2009), hotels are a part of the hospitality sector and as such are major essential supply component of tourism. The authors defined a hotel as a place that offers its facilities and services for sale. Medlik and Ingram (2000) observe that the services offered by hotels can vary from just one to various combinations that can all be thought of as part of the total marketing concept of a hotel. Hotel products could comprise of accommodation, restaurants, bars, conference rooms and

recreation facilities (gym, tennis court and swimming pool). The product of a particular hotel might vary due to the size and type of hotel.

A typical 1-to-3 star hotel according to the New Harmonised Standards for Accommodation and Catering Establishments in Ghana (2008), offers firstly, accommodation and also food and beverage services. The accommodation itself is, of course, the most distinctive product of the hotel, as it is the primary function; offering visitors a bed to sleep (Medlik & Ingram, 2000). In addition, depending on the star rating or type of hotel, a hotel may also offer other products/services such as recreational facilities, meeting and conference rooms (special events). Middleton et al (2009) noted that, aside accommodation services that are usually strictly meant for the hotel clients (in-house customers), other services and facilities are made available to non-clients. These clients may be classified into three groups: walk-in customers, conference customers and event customers.

In their definition of a product, Bowie and Buttle (2004) propose that an important distinction should be drawn between the core and extended products. The core product delivers the main benefits that the customer is seeking; this may be tangible or intangible, where as, extended products are those that enhance the core product and increase customer comfort and satisfaction in the use of the core product as observed by Karppinen (2011). Within the hotel industry, the core product usually is the accommodation. Since customers have different needs and demands, it is prudent for hotel establishments to define what their core products and services are. A hotel's core service, as it may spell out may include restaurant services, conference and recreational facilities. The tangible parts of the hotel product is made up of

all the physical elements that are necessary in the delivery of the core and extended products delivered to the customers. This includes features such as the size of the hotel rooms and its antecedent facilities (comfortable beds, en-suite bathrooms and television among many others), and range of facilities (swimming pool, the food and other restaurant facilities) and the design and quality of the fixtures and fittings.

Accommodation, as a hotel product is an essential component of the industry (Mensah, 2009). Cooper, Fletcher, Fyall, Gilbert and Wanhill (2008) noted that, accommodation becomes the psychological base for the customer during their stay away from home and that different markets make different demands within the industry. This hotel product (accommodation) represents the highest expenditure on the customer's budget. Ghana Tourist Board (GTB) (2007) confirmed this and is of the view that tourists in Ghana spend an average of 32% of their budget on accommodation. Hotels do not only provide accommodation (bed) as a product but complements this service/product to make the guests stay complete by providing other services such as valet service, laundry service, concierge services and most essentially food and beverage service which is the substratum of this study.

The food and beverage section of the hotel

In today's hotel industry, the food and beverage service sector represents an important and growing element (Bord, 2001). Food and beverage is an important contributor to business performance in the hotel sector (O'Connell & Henschion, 2006). It accounts for about one-third of hotel revenue on average of hotels. It is also the second highest earner in large hotels

aside rooms (O'Fallon & Rutherford, 2011). The relative importance of food varies by hotel type, with revenue from food exceeding revenue from hotel rooms in two-star and one-star hotels but vice versa in five-star and four-star hotels (O'Connell & Henchion, 2006).

Hubsch (1966), in his classic work on how to improve the food and beverage (F&B) section of the hotel sector made emphatic pronouncements on the importance of making the F&B section a profit centre and not just a necessary evil for enhancing customer satisfaction. The same work accentuates the need for hotel restaurants to adopt the philosophies of street restaurants and compete with them in terms of menu, advertisements, décor, ambience and service. Following this campaign, and the high cost of construction, consistent remodelling of hotels and the demand for higher return on investment, the space offered to the F&B department in the hotel is now seen as an avenue for profit building, gaining prestige and capturing competitive edge (O'Fallon & Rutherford, 2011).

In Ghana, the law obligates hotels to obtain a licence in order to operate. Ghana Tourism Authority is the licensing body (Akyeampong, 2007). In the new harmonised standards (2008), a guideline for rated hotels in Ghana, designed by the Ghana Tourism Authority, the minimum legal requirements for star rating hotels includes specifications for public areas. Minimum requirements given for public areas include a restaurant and a bar. This thus suggests that every star rated hotel must have a restaurant. The size and number of restaurants will depend on the class, size and type of hotel.

is a ubiquitous, significant and growing international phenomenon. Everywhere one travels people from all ethnic backgrounds, nationalities, ages, socio-economic groups and both genders can be observed eating and drinking out in independent, locally owned and operated establishments or in a strongly branded multi-unit chain outlets or in restaurants situated in hotels. According to Walker (2007), the restaurant business is an essential part of the hospitality and tourism industry (besides accommodation and entertainment) in meeting the desires of consumers away from home.

With the growth of the industry and the influx of restaurants, there are different types of restaurants and their operating concept, namely: local; continental; Chinese; Indian and many other types, which is an indication of the increasing attention being given to this aspect of the industry serving the needs of both locals as well as tourists. These varieties of eateries can also be found in some hotels. But predominant in small hotels is a single restaurant with an assortment of cuisines on the menu; where as large hotels may boast of multiple restaurants with different themes. Food items in these restaurants are displayed using the menu and this must be tailored to meet the needs and expectations of each group.

Types of food and beverage operations in the hospitality industry

Food service operations are concerned with the provision of food and a variety of beverages within a business. The international food service industry provides millions of meals in a day in a wide variety of operations (Lillicrap et

al, 2011). The University of Cape Town <https://ir.uct.ac.za/> the <https://ir.uct.ac.za/> banquets, room service and bars and lounges. Restaurants typically offer an a la carte dining, and many are able to serve banquets to relatively small groups of guests. Hotels offer food services not seen in most other types of hospitality organizations (Albala, 2002).

Food and beverage operations is characterised by diversity. Outlets include private and public sector establishments and range from small independently owned and operated units to large multinational corporations. It is however cumbersome getting hold of statistics about the hospitality industry and about food and beverage operations as there is no one single definition of what the boundaries of the various industry sectors and subsectors are and therefore what should and should not be included (Davis, Lockwood, Alcott, & Pantelidis 2008). If the hospitality industry is considered to cover all undertakings concerned with the provision of food, drink and accommodation away from home, this will naturally include all food and beverage outlets. This implies that food and beverage is simply one element of a broader hospitality industry (Walker, 2007).

Food and beverage operations vary over different sectors of the hospitality industry and these are categorised according to the type of customer demand being met. There are many different industry sectors as depicted in Figure 1, such as hotels, independent and chain restaurants, popular catering, pubs and wine bars, fast food, leisure attractions and banqueting. There are also sectors where food and beverage are provided as part of another business such as institutional catering and canteens in organisations (Lillicrap & Cousins, 2010). A hotel, may host several restaurants or none at all depending on the

category it belongs to and its size. The food and beverage department of a hotel is the most labour intensive department. It is divided into sections called outlets for effective management control. A food and beverage manager heads the department and he delegates authority and responsibilities to managers of the outlets (Drummond & Brefere, 2013). A la Cart dining room, banquets, room service and bars and lounges are types of food and beverage operations in the hotel (Ninemeier & Perdue, 2005). Other types of food and beverage operations in a hotel include out-door catering, coffee shops, continental restaurants, specialty restaurants, room service, public bar, dispense bar, barbeque restaurant, pastry and cake shop, night clubs, self-help or cafeteria services (Drummond & Brefere, 2013).

Foodservice operations can also be classified according to the type of service and facilities (furnishing and ambience) offered. These include bistros, brasseries, coffee-shops, first class/fine dining, ethnic or themed restaurants, cafes, cafeterias, takeaway, canteens, function rooms, tray service operations, lounge service operations, home delivery operations and room service operations for hotel guests (Lillicrap & Cousins, 2010). But, the availability of a combination of the various outlets mentioned in one hotel is dependent on the size and class of the hotel. Normally, one to three star small and medium sized hotel businesses have just one all inclusive restaurant with a bar attached to it. Irrespective of the type of food and beverage operation undertaken, the importance of the menu in the operation cannot be taken for granted.

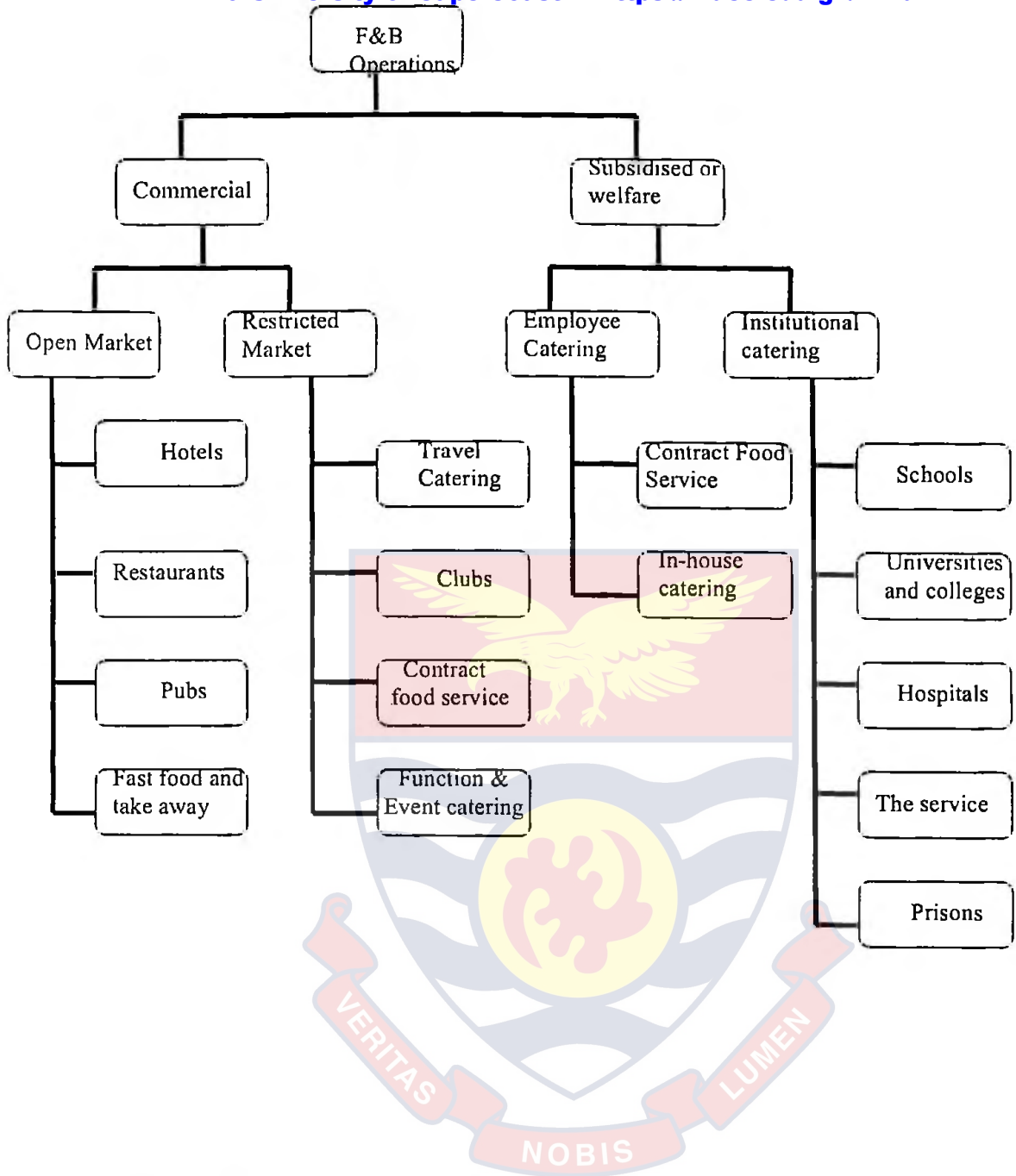


Figure 1: General classification of food and beverage operations

Source: Davis et al (2008)

The Menu

Walker (2007) indicates that people visit restaurants because of the motivation to satisfy diverse needs and wants, especially to satisfy their biological needs (eating). People who often eat out at restaurants and other

McCall and Lynn (2008) argue that the menu is among the multitude of factors that might entice a diner to enter a restaurant thus, the menu is the driving force of the dining process. Gordon and Brezinski (2001) affirm the fact that the offering on the menu is the primary reason why guests will choose between different restaurants.

As mentioned in the previous chapter, the menu is the beginning of every food and beverage service operation (Drysdale & Aldrich, 2002). The menu speaks volumes about the establishment and the destination. It gives a description of the type of food and service on offer; it hints at the traditions and culture of the establishment; it is indicative of the type or class of customers targeted; and it determines, by the dishes on offer, the type of equipment and staff required for the production and service of the dishes (Davis, Lockwood, Pantelidis & Alcott, 2008).

A substantial body of literature exists on the concept of the menu. The literature has notably described the concept differently based on the use or function of the menu. In ancient times, menu was referred to as the bill of fare (Lillicrap & Cousins, 2010), in which situation the menu acts as an accounting tool for displaying prices of food and beverage items. Again, it has been considered in the marketing sense as a means for communicating the list of food items to be included in each meal or in the broader sense, a list of all food items offered by a foodservice operation (Molt, 2006). The menu has also been elucidated comprehensively by Kotschevar and Withrow (2008) with two meanings, one, as a managerial tool, in which capacity it is an operational manuscript used by restaurant managers to plan, organise, operate, and control

back-of-the-house operations, and two, as a published announcer of what is offered to patrons in the front of the house. As a sales tool, Davis, Lockwood, Pantelidis and Alcot (2008), describe the menu as the primary selling tool of any establishment that offers food and beverage for sale. In addition, they submit that the menu must conform to the objectives of the catering, financial and marketing policies of the establishment.

Considering the above definitions, it is reasonable to suggest that the authors have drawn a valid difference between the uses of the term 'menu' according to purpose and user. Summing up, considering the two concepts, the menu can be defined as a financial tool, in which scenario it is communicating prices; as a marketing tool, displaying and merchandising products on offer, in which situation it can confidently be used to promote Ghanaian indigenous dishes to hotel patrons; as a sales tool communicating the products of the hotel in addition to any other characteristics and features of the style of food or dish offered and as a management tool to aid the managerial functions of planning, organising, operation and control.

On their part, Bowen and Morris (1995) propose that the menu can provide tangible evidence to the consumers and thus show the reflection of the restaurant's image to actual and potential customers. It could also be the most important ingredient in a restaurant's success (Walker, 2007). It thus, affects everything that takes place in the restaurant and even the restaurants image is partially created by its menu as observed by Van Hoff, Vallen, McDonald, and Wiener (2007). The function of developing a menu should thus not be taken lightly.

Food service establishments have different menus depending on the restaurant's concept and/or theme and their respective target markets. According to Spears and Gregoire, (2007) various food service joints have different menus depending on their core objectives and target markets. Pelaez, (2008) notes that there are different menus, each of which is developed with the needs of particular target customers in mind. Kivela (2001) and Walker (1999) identify eight types of menus namely, à la carte, table d'hôte, du jour, tourist, static or fixed, California, cyclical and limited menus. However, Davis, Lockwood and Stone (2004) postulates that there are only two basic types of menus, that is, table d'hôte (the host's table) and the à la carte (from the menu card). Other researchers, nonetheless, argue that the above-mentioned menus are more or less, in practice, adaptations and modifications of the two main types of menu. It could be noted that each of the menu types can either be categorized as an extensive or limited menu. The two, table d'hôte and a la carte are discussed in detail because they are the pivot of all menu types and may present issues to be considered in the introduction of more varieties of dishes on to the hotel menu.

Table d'hôte menu

This is a type of menu forming a complete meal (Forskett et al, 2011). Usually, table d'hôte menus offer two or three course meals (even though, the spread can extend to seventeen courses as established by the classical European menu (Lillicrap & Cousins, 2010)) at a fixed price. Every aspect of the meal including the cutlery is pre-set and the customer has little or limited choice

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within each meal course (Jones, 2002). A most notable advantage of the table d'hôte menu is the fact that it allows room for the kitchen to prepare dishes before service begins. This means that more complex, elaborate and time consuming dishes can be offered.

À la Carte menu

This menu, on the other hand is of French origin meaning “from the menu” (Walker, 1999). The a la carte menu has all the dishes individually priced. Customers can therefore compile their own menu which may consist of any number of dishes as the customer deems fit. It might not necessarily be a complete nutritional meal. A true a la carte dish, as emphasised by Forskett et al (2011), must be prepared or cooked to order and the customer must be prepared to wait. This characteristic of the a la carte menu impede the use of many types of Ghanaian indigenous dishes in the menu of hotels, with most hotels requesting for between 12 and 24 hour notice to make available such an order.

Menu planning

Khan (1998) defines menu planning as “the process by which menus are planned, taking into consideration all aspects of a food service system” (p. 155). Jones and Mifli (2001), on the other hand suggest that menu planning could be used to describe how or the stages involved in determining the contents of the menu. Again, Jones (2004) simply describes the term ‘menu planning’ as identifying and selecting menu items that reflect the concept of the restaurant. In addition, menu planning could be seen as a difficult but

comprehensive and time consuming task which essentially describes a stage in a restaurant's operations (Kotschevar & Withrow, 2008).

Molt (2006) observes that a well-planned menu is the foundation stone of a successful food service operation and the core from which various activities of the food service outlet emerge. According to Walker and Lundberg (2001), menu and menu planning are the core of the restaurant business. Khan (1998), notes that the development of restaurant's menu is complex, hence needs careful planning to ensure that the objective of the food service outlet has been captured.

Factors influencing menu planning

Authorities such as Kivela (2001), Magris and McCreery (2001), Molt (2006), Kotschevar and Withrow (2008), Davis et al (2008), Lillicrap and Cousins (2010) and Foskett and Paskins (2011) have proposed many factors that are considered in developing a well thought out menu to meet prescribed standards. The factors proposed by these authorities are similar and are all geared towards improving menu planning for menu items and to the satisfaction of customers. Most of the factors considered as important in menu planning by these authors revolve round customer needs, capability of staff, kitchen layout and equipment, financial consideration and pricing strategy. Others are nutritional needs, season and availability of ingredients, and the type of operation of the restaurants. In addition to the above factors, Walker (1999) and Kivela (2001) placed emphasis on dining areas, language, menu analysis, and menu design as factors to consider when planning menus. According to Kotschevar and Withrow (2008), menu planning must be done in such a way as

to reflect or meet customers' expectation as well as the physical and financial constraints in which the restaurant operates. Some of these factors are considered below.

Customer needs

It is important for any business to find out what customers want; this will be the basis for the development of the product and services offered to the customer (Miller, 2008). The success of a food and beverage business cannot be written without mentioning the paramount need to satisfy customer expectations. This, to a large extent, depends on the importance associated with the responsiveness attributed to service delivery. A comprehensive menu, according to Kotschevar and Withrow (2008), helps to meet the needs of customers. Very often, customers' expectations are unknown and even to themselves until they are given alternatives (Miller, 2008). Although, it is difficult to ascertain customer needs, methods are designed through market survey and research such as interviewing customers directly or indirectly in order to unearth their favourite meals, which could be added to the menu.

Menu planning should be done in a manner that reflects customers' needs and expectations in conformance to a restaurant's operational concept (Chon & Sparrowe, 1995). Tom (1996) also advises that the selection of menu items should begin and end with customer preferences because according to McVety, Ware and Ware, (2009), the customer is the one who ultimately determines the operation's success or failure. The menu planner must, therefore, aim at planning menus that would satisfy the needs of all customers, regardless of their socio-demographic backgrounds (Fuller & Waller, 1991). In

all, what customers want to eat and the surroundings they want to eat in will change according to the purpose of the meal, whether they have special dietary needs, time of the day or meal occasion among many others and all these needs must be met as much as possible. In following these arguments, the question then arises; at what point will the customer be introduced to novel items if the concentration of the menu decision-maker is on what the customer prefers? This suggests that there should be a strong will and determination on the part of the menu decision-maker to introduce novel items on the menu. This strong will and determination will come about if the menu decision-maker has a strong positive attitude and conviction of the benefits that the business will accrue when such a decision is made.

Food taboos, superstitions and religious beliefs

The Taboos, superstitions and religious beliefs of customers are also important considerations when planning a menu. According to Davis *et. al.* (2008), the contents of the menu will vary based on the segment of the market, the occasion, the country and the region amongst other factors. Many countries, cultures and religions have their own set of believe systems, cultural rites and festivals and their accompanying superstitions and taboos.

In Ghana, Gadegbeku, Wayo, Ackah-Badu, Nukpe and Okai (2013) found that Fifty-seven percent of foods prohibited due to superstition and taboos in a section of Accra were of animal origin whiles forty three percent were from plant origin. A table listing the taboos and why, as they reported it has been presented in the appendices (Appendix B). Patil, Mittal Vedapriya, Khan and Raghavia (2010) posit that every social group has their own beliefs

and practices that are based on occasions and situations. Some of these beliefs according to Park (2007) may be useful while others may be harmful. Some of these beliefs and practices are food related. They prescribe what food should be eaten and which specific individuals in specific situations should not eat them. While some foods may be regarded as fit for consumption by a particular group of people, others may not. Gadegbeku *et. al.* refers to those foods that are restricted as food taboos.

Certain cultural and religious believes also have their food associated restrictions. Hindus, Muslims, some Christian sects, may also have their food restrictions. For example Hindus do believe that plants also have life, though in a more sedate and sedentary form. The use of plants as food is considered less sinful than taking the lives of animals, but they must not be broken or harvested after dark (Meyer-Rochow, 2009). It is important thus for menu decision-makers to consider the nature of the beliefs of their clientele bases on their location in deciding what to put on the menu.

Equipment availability, capacity and layout

A restaurant's equipment availability, sitting capacity and design of the dining area have an influence on the manner in which menus are planned. Thus, menus are designed in conformance to these facilities. Restaurants therefore, install the right quantity and quality of equipment (in the kitchen and dining areas) in order to be capable of supporting and facilitating the production of the various menu items (Magris & McCreery, 2001; Molt, 2006). Hence, the menu is planned to fit the physical operation of the restaurant.

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kitchen equipment, the cooking methods to be used in food preparation and also the size of the dining area. Menu items, therefore, are carefully selected to avoid some equipment being over-burdened while others are under-utilised. Also according to Kotschevar and Withrow, (2008), storage/preservation equipment facilities must be taken into account when planning a menu. Frozen, refrigerated and dry storage areas must be able to accommodate foods both before and after preparation to make it wholesome for consumption. As observed by Chon and Sparrowe (1995), food service establishments without the right equipment and facilities might not be able to prepare all its menu items.

As a matter of fact, a menu should only include dishes that the kitchen is capable of producing, whether the kitchen cooks everything from scratch or uses prepared or partly prepared food products. If the menu cannot be produced because of lack of equipment or space, then either the menu is changed or the kitchen is redesigned and the correct equipment bought.

Number and capabilities of employees/ labour consideration

The menu takes into account the number, availability and skills of the kitchen brigade and service staff. The number and the capabilities of food service employees are, therefore, key in planning and designing a menu. According to Gordon and Brezinski (2001), irrespective of a restaurant's adopted style of food or food service and the grade of its operations, the menu would best be delivered when one has the requisite number of well-trained chefs, cooks, waiters and waitresses. Kivela (2001) further argues that having

the requisite number and expertise of staff is key in menu planning. Hence, restaurants should recruit competent staff to aid the restaurant to deliver good menus to their clients in conformance to their operational concept.

Furthermore, staff when recruited should be given continuous training to update their skills and techniques. Menus should also be designed in such a way as not to exceed the capabilities of the employees (chefs, cooks, waiters and waitresses). Kivela (2001) further suggests that, menu planners should plan menus that demand effective use of employees' time and skills. Gordon and Brezinski (2001) opine that the availability of well-qualified and trained kitchen employees should be a strong consideration in the menu decision (p. 21).

According to Chon and Sparrowe (1995), the type of menu and menu items of restaurants should also persuade hiring managers on who should be employed and the type of training that needs to be given to that employee. This is of essence because, for instance, the kind of skills required in cold kitchens is different from those required in hot kitchens. Therefore, menu planners should select menus that can be prepared by their staff and at the same time should also meet the needs of their target markets and be in line with their core mandate. Hence, there is no point including complicated dishes that take ages to prepare and cook if there are not enough staff in the kitchen brigade or they lack ability or experience.

Product availability and quality

Catering establishments can now source almost any food product from around the world at most times of the year. Thus, menu planners in an attempt

to further come out with good menus that would attract customers and market the facility have to concentrate on the availability of food and their quality before such foods are added to the menu (Gordon & Brezinski, 2001). Certainly, it would make little sense to put on menus items that are not available and or items that are not of good quality. Thus, menu planners ensure that menu items are readily available and at affordable prices so that they can produce to meet the needs of their target markets.

It must, however, be noted that good quality, fresh menu items (ingredients) and also good chefs and cooks would ensure there is always a high quality of meal available to customers. In addition to the above, some menu items are seasonal and have their associated price increases, thus, peak and lean seasons of all ingredients must be taken into consideration which would also inform menu planners on what type of menu to put out at what time of the year and what prices. It should however be noted that seasonal ingredients are usually easy to get hold of and at reasonable price. Out-of-season ingredients, however, are likely to be more expensive, more difficult to source and may not be as fresh or of the required quality.

Profit and financial considerations

The main aim of operating a restaurant business is to make profits. Thus, they are to operate bearing in mind their estimated and or projected profit or break-even points. According to Gordon and Brezinski (2001), this could best be achieved when menu planners do due diligence when pricing their products (menu items). Menu items must, therefore, be priced, as observed by Molt (2006), by taking into consideration fixed (rent, utility bills,

administrative cost etc.) variable costs (cost of food, labour, equipment and supplies etc.). However, when pricing the selling price of the individual menu items (in the case of an à la carte menu) and the complete meal (table d'hôte menu) should be affordable to customers and at the same time the restaurant must break even.

The prices charged by catering establishments for food are to some extent based on the cost of the food (Pavesic & Magnant, 2005). The prices to be charged need to represent value for money for the customer. Menu planners can also decide on choosing which method of pricing would be best for their establishment (Shoemaker, Dawson & Johnson, 2005). Hence, Walker (2002: 261) proposed that, "The selling price of each item must be acceptable to the market and profitable to the restaurants". The implication of this statement is that, prices of menu items must be what clients can afford and at the same time which would also help increase returns for the restaurant.

Variety

Customers' search for variety, according to Bernstein, Ottenfeld and Witte (2008), is a major factor that has informed menu planning over the years. Hence, it has been noted that a food service outlet that aims at attracting more customers should endeavour to have a repertoire of dishes on its menu. DiPietro, Roseman and Ashley (2004) have also argued that due to the changing preferences of customers' taste and their varying reasons for visiting food joints, there is the need for restaurant or eatery operators to have a variety of dishes on their menu. This would provide the guests with many options to choose from since some clients patronise restaurant services to seek varieties or

to have a change in meals. It would also offer clients the opportunity to try something new. In so far as menu planners are making every effort to ensure there is a repertoire of dishes on their menus, it should also be noted that too much of it would mean the customers have to spend so much time in identifying their preferred choice.

This may result in the customers being disgruntled and might complain that the menu looks congested and too loaded. Also some customers could sense that some of the items might not be available. Customers have varied reasons for patronising restaurant services ranging from socialisation, experiencing something new and meeting biological needs of hunger to meeting business partners (Davis et al, 2008). Thus the varieties must be tailored to meet clients from all these segments of the market.

Appearance, Temperature, Texture and Consistency

It is imperative for menu planners to also endeavour to plan menus in a manner that would make it appealing to customers. The colour and form of the foods augment their appearance. Reynolds, Merritt and Pinckney (2005) argue that colours well combined would enhance a food's attractive look and appeal to customers. Using varieties of ingredients, cut into assorted shapes in preparing and garnishing the food can achieve this desired result.

In addition to the appearance of the food, menu planners and cooks should also ensure that foods prepared are kept at the right temperature and consistency (Glanz et al., 2007). It should also be noted that hot foods are to be served hot and not warm, likewise cold foods are also to be served cold. According to Reynolds et al. (2005) and Hwang and Lorenzon (2008), the

texture and temperature of the food in consideration with the time of the day also counts in planning the menu since that matters to some customers.

Nutritional value and health considerations

Menu planners must be professionals, knowledgeable in nutrition and health implications of certain category of foods. With increasing sensitization on eating habits, most people are becoming very sensitive to the kind of foods they eat. With fitness awareness and numerous television programmes reminding people of health implications of certain categories of foods, menu planners must be able to draw the balance when planning menu. The menu planner must therefore bear in mind healthy menu items when planning the menu. According to Kozup, Creyer, and Burton (2003), nutritional information should also be presented with the menu items and this has shown stronger effects on consumer food practices. Research has shown that menu planners that take nutritional information into consideration before planning menus do so not to benefit only the customers but to a large extent the restaurants themselves (Hwang & Lorenzen, 2008). It is also necessary to take into consideration the nutritional needs of the different categories of customers such as, children, teenagers and the elderly. Each of these groups may have different dietary needs and thus require special diets. Nutritional needs vary with age, gender, size, lifestyle habits, occupation and health. As such, those with special needs such as vegetarians, pepper free and salt free dieters should also be taken into consideration when planning the menu.

Ability to reuse leftovers

Left-overs are common in every food service operation. It is better to

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use left-overs and recover some money or cut down cost rather than discarding them. One of the skills of a good chef is the ability to convert leftover into a new dish that the customer will not know (Specialty of the day) (Kugaji, 2013).

Time and Seasonal Considerations

Menu planners are much constrained on how to design menus by ensuring that each menu item placed on the menu fits the time of the day it is eaten (Jones & Mifli, 2001; Antum & Gustafson, 2005). A menu featuring lunch items such as main meals or 'heavy foods' might not appeal to customers during breakfast periods. Likewise, oily foods may not be appreciated for dinner. Ozdemir and Caliskan (2013) noted that it is important for menu planners to take into consideration the varying seasons in their jurisdiction before designing menus. As they explain, chilled soup or a salad will be welcomed during hot seasons but not during the cold seasons. Thus, during cold seasons, customers prefer to eat warm foods and vice versa during hot periods. Also, special menu items can be planned for customers during holidays, festivals and or special occasions. Menu decision-makers in adding more varieties of Ghanaian dishes to the menu may consider these factors. The Ghanaian dishes must thus, meet all the criteria that it will be subjected to, for it to find its way unto the menu.

Organisational structure of the food and beverage department in large and small hotels

Food and beverage management is an activity that resides in many roles and carries various labels across different sectors of the industry: a restaurateur, a banqueting manger, a ship's purser could be food and beverage

managers of one type or another. In simple terms, the role of the food and beverage manager is catering for the culinary needs of customers otherwise stated as the cooking and serving of food (Riley, 2005). The significant contribution food and beverage sales can make towards the total sales of a hotel is evident but food and beverage costs can make equally significant inroads into sales (Davis, Lockwood, Alcott & Pantelidis, 2008). There is therefore the necessity to develop an effective system of control and management for all areas concerned with the food and beverage function. According to Lillicrap and Cousins (2010), for food and beverage operations not set in hotels, the organisation often resembles the food and beverage section of the hotel organizational chart. There may be different terminologies for various job roles in different establishments. Whoever is in charge has to make many decisions, most of which require them to be part quantity surveyor, part cost accountant and part cook, all rolled into one activity (Riley, 2005).

Management roles and titles of the department may vary according to the size of the hotel establishment. In smaller establishments, roles may be merged into one. Figure 2 and 3 are examples of organizational charts of the food and beverage department of small and large hotel establishments respectively. In a small hotel, the food and beverage manager is in charge of the management and service in the restaurant and also has an overview responsibility of the kitchen. The head chef is the manager of the kitchen and its staff, and even though the food and beverage manager has oversight responsibilities in the kitchen, the chef reports directly to the manager in consultation with the food and beverage manager. In very small

establishments, the position of the food and beverage manager may be vacant with a restaurant supervisor taking charge of the management of the restaurant.

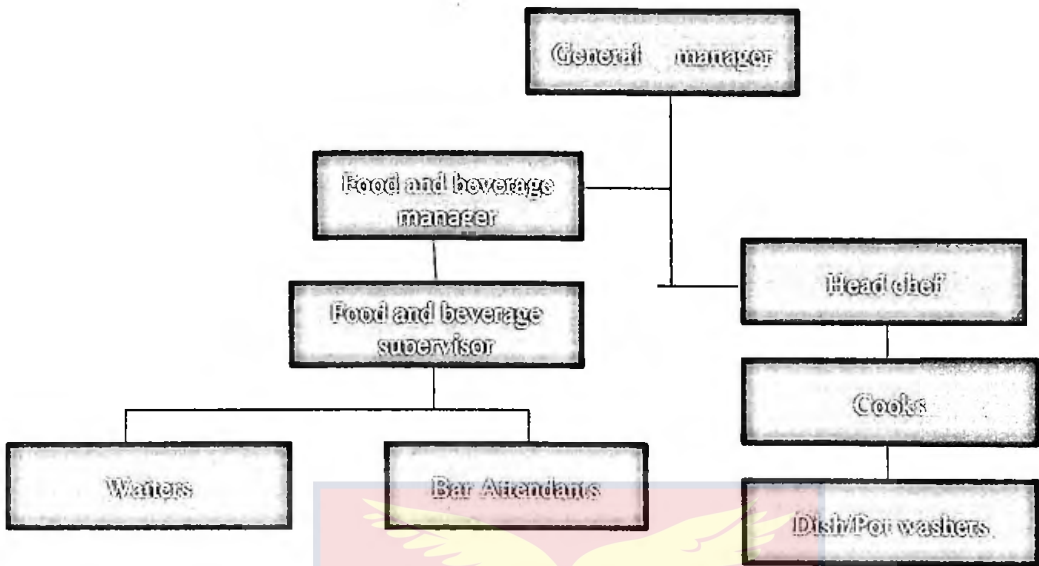


Figure 2: Small hotel food and beverage section organisational chart

Source: (Lillicrap & Cousins, 2010).

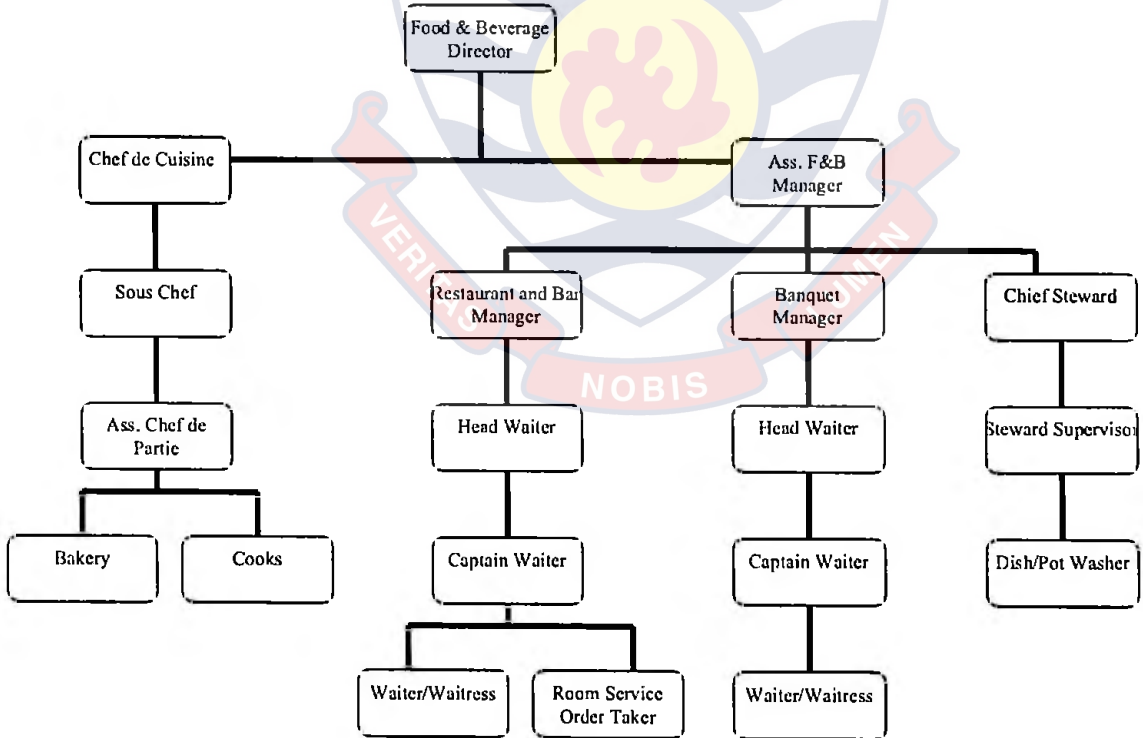


Figure 3: Food and beverage department in a large hotel

Source: Walker (2007)

The organization in a large hotel is more complex, the food and beverage director heading both the kitchen and the restaurant, even though the chef and the food and beverage manager undertakes the operational management of the kitchen and restaurant respectively.

Local dishes and the Hospitality and Tourism Industry

The hospitality sector is a subsidiary of the tourism industry. The hotel business feeds on tourism, be it domestic or international. With regards to local or regional food, the hospitality and tourism literature presents a myriad of arguments. Whereas some scholars are of the opinion that local food can be an impediment to hospitality and tourism (Cohen & Avieli, 2004), others are of the view that the time has come for local food to take its rightful position in the development and sustainability of hospitality and tourism (Hall, Sharples, Mitchell, Macionis & Cambourne, 2003). Still, others question whether local foods do not hold a sufficiently strong appeal to attract visitors and whether it cannot be elevated to become a key attraction in many underdeveloped destinations (Du Rand, Heath & Alberts, 2003). In all of these instances, far more than a fair proportion of these researches in local food are dedicated to consumers, to the detriment of unearthing the issues from the supply side perspective.

Murphy, Pritchard and Smith (2000) postulates that it is visitors who consume tourism products and as such, products and services should be tailored to their tastes and preferences. A number of studies have enquired into the preferences of tourists with regard to local foods. For example, Amuquandoh (2013) writes on the traditional food preferences of tourists in Ghana, enquiring

into which of the various traditional foods available in the country are liked by the tourists. But, Moulin (2007) questions, in connection with food; must every wish of the tourist be our command? If so, then, where does the concept of acculturation come in if people would get every thing they prefer, the way they like it? Is exploring different cultures and practices not part of the thrill of travel and tourism? Acquired taste of foreign, unfamiliar food has benefits that go beyond the destination where the local food was experienced, to the origin of the consumer.

Paulson-Box and Williamson (2007) have observed that there is an astronomical growth in the ethnic food market, and this growth can be, among other reasons, be attributed to the international growth and development of chain hotels and restaurants. They also cite time spent abroad by United Kingdom citizens as one of the reasons for this growth. They explain that, travelling abroad and experiencing unfamiliar food increases awareness and willingness to experience new foods and, hence, it may well mean that overseas exposures influence the increase in patronage and sales of ethnic foods in the U.K. Mak, Lumbers, Eves and Chang (2012), also name familiarity and past experience as factors that influence tourist food consumption. Therefore, if the tourist is not exposed to Ghanaian dishes, their preferences or consumption patterns will not gravitate towards these dishes. Again, if Ghanaian hotels and restaurants do not grow and expand internationally, the Ghanaian dish may be localized without much opportunity to become international. In the same vein, if visitors to the country do not experience Ghanaian dishes during their visit to the country, they may not recognize or appreciate it when they encounter it in other countries or their country of origin.

It is important for the hotel sector to understand the nature of the consumers of their food and beverage products. This will assist them in their choice of food items for the menu. The literature presents two categories of food patrons in hospitality and tourism market, those who are food neophobic and those who are food neophilic. According to Pliner and Hobden (1995), food neophobia is “the reluctance to eat and/or avoidance of novel foods” which is in turn a personal human characteristic that affects every day human food choices. Cohen and Avieli (2004) believe that the fear of experiencing new food might pose some problems for a number of tourists and finally prevent them from tasting the novel local food offered them. This fear may stem from health, taste and environmental reasons. Thus they state categorically that local food must be filtered through tourism-oriented establishments that visitors trust (like hotels and cruise liners), if local foods are going to be a source of attraction to tourists. This is to mitigate the effect of food neophobia.

In other words, there should be a marriage between traditionalism and modernity, where local food represents traditional cultures and the place where it is offered represents modern ambience and cultures that the visitor can identify with and be comfortable with. In the interpretation of the world, the presence of strangeness and familiarity as general concepts is not in question as such; countries or individual cities can be promoted for their unique culinary attractions (Jahromy & Tajik, 2011). In the sociology of food, the dimension of familiarity and strangeness implicitly underlies the distinction between the "neophobic" and "neophilic" tendencies in taste.

Food neophilics, on the other hand, are generally capable of

discriminating food items in their food valuation and hedonic ratings and thus they are more likely to search for new foods in the hope of experiencing new sensation and pleasure (Pliner & Hobden, 1995). Even though, Cohen and Avieli (2004) assert that local food can be a problem for tourists, they concede that neophilic tourists are eager to taste different and strange foods. These two tendencies, though traceable in different individuals, are to some extent encouraged by the culture to which the individual belongs as some cultures promote adventurous behaviours while others do not. According to Chang et al (2010), the act of eating itself, which involves body contact with the unfamiliar destination's environment, affects the neophobic tendencies of the tourist. On the other hand, for the neophilic tourists, the unfamiliar environment of the destination itself may act as a motivational factor for encouraging them to take their chances with novel and strange local dishes and beverages.

This study takes the argument beyond customers' attitudinal and behavioural tendencies, needs and preferences to the domain of the attitude and intentions of the providers who are the gatekeepers of local foods and the tourists. Du Rand, Heath and Alberts (2003), observe that, many local people do not hold their own cuisine in high regard and often view it as not being sophisticated enough and definitely not something a tourist would want. Therefore, if the local menu decision maker does not think local food is good enough for the hotel customer then why would the customer bother if he or she is already sceptical about eating something unfamiliar? In this case, the neophobic customer will not be affected much but the expectations of the neophilic customer will not be met.

In the hospitality and tourism industry, authenticity is a vital trait for tourists (Changi, Kivel & Mak, 2010). It allows an establishment or a destination to attain competitive advantage. Burchfield (1987) defines authenticity generally as an original, not a copy or a reproduction. Carroll and Wheaton (2009) also present the concept of authenticity as a sociological observation that is not a real thing or something that can be objectively determined but rather, a socially constructed phenomenon. Authenticity has been realized as a key motivator in tourism experiences (Changi et al., 2010). It has also been said to be one of the motivators that influence local food consumption in destinations (Kim et al., 2009).

Authenticity indicates traditional culture and origin. It also portrays a sense of genuineness, or uniqueness (Wang, 1999). Consuming local food is considered as an authentic experience. Local food served in a hotel's restaurant may offer a different aesthetic experience in comparison with the food that one eats at home. This is because the environment, service style, equipment and dishes used in the hotel restaurant may vary from that of the home. Even the posture adopted in eating may be different.

The culture of an area and the environment in which people eat are part of the authentic experience. When individuals eat food at home, they are acting as part of their normal life. When people eat local food in a traditional restaurant, popularly known as chop bar, they have an authentic and original experience. But, for the hotel to achieve this kind of authenticity, the establishment will need to put in more effort to stage a cultural setting to hype and create an authentic experience. This also requires conviction and strong

motivation on the part of the menu-decision maker, financiers and managers of the hotel. There are three different types of authenticity: subjective or personal authenticity, objective authenticity, and staged or constructed authenticity (Jamal & Hill, 2002; Shaw & Williams, 2004).

Typology of authenticity

Subjective authenticity, according to Jamal and Hill (2002), is what is inside your mind. What you see might not be an original but for you it is original. In other words, it is viewing authenticity as not what we believe but how we believe it. Thus subjective authenticity is holding ones beliefs with a critical and analytical grip. For instance, you may consider a dish you eat in a destination as an original dish and relate that dish to the destination. Objective authenticity on the other hand is the quest to avoid the influence of others (Shaw & Williams, 2004). This is to say that the tourist views the object or place as not being contaminated or moulded by the practices or ideas of other cultures.

Robinson (2009) presents a third type of authenticity, namely, staged authenticity or constructed authenticity (Jamal & Hill, 2002). This is the situation whereby locals create the illusion of authenticity in order to satisfy the desire of visitors to experience their culture. Stated differently, it is what the destination shows the tourists as authentic. It might be authentic or not. For example, a food can be presented and served as it is eaten in a festival even though it might not be the right time for the festival to be celebrated. In this instance, the food may be original but the time is not. Thus, authenticity can be partial or total depending on the environment, time, local setting, the process of

cooking, and the local people who prepare the food (Wang, 1999). In presenting Ghanaian dishes on the menu of hotels, the hotels would need to decide on what type of experience they want to offer. This will inform the extent of the input needed to successfully make their concept appealing to their customers.

Carroll and Wheaton (2009) also propose different categorisations of authenticity in the social context of food, restaurants and dining by which food service establishments can achieve authenticity. They suggest two meanings: First, an interpretation of authenticity based on a true-to-craft meaning they called “Craft Authenticity”. This interpretation relies on the use of sophisticated craft techniques, personnel and ingredients that reflect the culture and practices of the people. Second is “idiosyncratic Authenticity” which evolves from a moral sincerity interpretation. In this regard, the organisation uses a recognisable unique, usually quirky aspect of the history of the people to portray authenticity in the ambience, product or service.

Importance of local/traditional food systems

Kuhnlein, Erasmus, and Spigelski (2009: 1) define indigenous people as the “people who retain knowledge of the land and food resources rooted in historical continuity within their region of residence.” These indigenous people developed peculiar food systems, which contain treasures of knowledge from long-evolved cultures and which also influenced their patterns of living in their local environments. The nature of the culture that defines the food systems of an indigenous culture contributes to the whole health picture of the individuals and their community at large (Kuhnlein *et. al.*, 2009).

The United Communications Foundation (2014) defines food systems as all aspects of food production (the way the food is grown or raised, the way it is harvested or slaughtered, how it is processed, packaged and served) and the food distribution (how it is transported and also sold). Every community has peculiar local food systems that sometimes are referred to as traditional food systems that they have been using over the years. Hence, Kuhnlein (2009) describes traditional or local foods as “foods that indigenous people have access to locally, without having to purchase them, and within traditional knowledge and the natural environment from farming or wild harvesting”.

According to the Englberger, Lorens, Pretrick, Tara and Johnson (2011) traditional/local foods consumption is of great importance to life and living. In their study, they noted that many countries throughout the Pacific are suffering from major health problems such as vitamin A deficiency and anaemia as a result of the consumption of unhealthy imported, processed foods, lifestyle changes and, most importantly, the neglect of traditional food systems (which include the physical activity involved in growing, harvesting, preparing and consuming local foods). Their conclusions were that in order to curb the increase in these diseases, policies should be formulated on traditional/local food consumptions based on personal and family level, community level and the national/governmental level. Thus, the use of local food in all spheres of food production including commercial food production operations, such as hotels, is welcomed.

Local/traditional foods and or food systems play vital roles in the promotion of health, wealth, and wellbeing of the individuals who consume them, stimulating local economies, among others (Bird, Wiles, Okalik, Kilabuk

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& Egeland, 2008). First and foremost, the consumption of local foods has to be encouraged because of issues pertaining to food sustainability. Local foods are normally cultivated on small farms, mostly on subsistence basis. Due to this, production is mostly on small-scale basis, its consumption thus will ensure continuous cultivation and preservation for posterity. If its cultivation, on the other hand, is mechanized, its genetic compositions could be altered; hence, their true characteristics and nutritional values would be lost.

Production and consumption of local foods also help in promoting food safety, health and nutrition. It has been argued by Engleberger, Marks and Fitzgerald (2003) and Popkin (2008) that local farm produce are often fresher, safer to consume and nutritious and also helps to improve upon one's health conditions. They based this assertion on the fact that conventional food systems are produced through the use of agricultural chemicals (such as pesticides and weedicides), antibiotics and modified hormones and these chemicals are mostly evident in their final produce.

According to the Food and Agricultural Organisation (2010), food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for active and healthy life. They noted that it is only local/traditional foods that guarantee food security of most people because it is easier and cheaper to cultivate. Englberger et al. (2011), on their part, observe that local food systems help to support local economies and to some extent promote local farms and farmlands. The argument is made that local farmers sell their excess produce after bountiful harvests, which provide them with significant sources of income. Locally grown foods are locally processed using

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indigenous techniques and distributed locally. This helps to generate jobs for other people thereby stimulating the local economy to grow.

Research on food in the hospitality and tourism field

Research on food in general and local food in particular in the hotel and tourism arena is scanty and skewed towards customers, tourists and tourism studies. Recent studies in the hotel and restaurant field focus on customer evaluation of service and service quality, nutrition, health, hygiene and safety and other business and managerial issues. Most of these were undertaken in fast food restaurants. With regard to studies on the types of food offered by restaurants and hotels, the literature is quite silent.

Hemmington and King (2000) studied the key dimensions of outsourcing hotel food and beverages. Their focus was on outsourcing relationships. They concluded that there were five key dimensions to outsourcing relationships: core competencies, brand compatibility, organisational culture, operational tension and systems review. Pang (2002), on the other hand, researched into the development of ethnic Chinese food in the City of Antwerp. The focus of the study was on the business development angle of Chinese immigrant entrepreneurs. He concluded that immigrant-ethnic restaurants provide, in many instances, an avenue to the immigrant's social mobility, thereby overcoming the general constraints facing immigrants such as insufficient financial capital, low educational levels and linguistic handicaps.

Telfer and Wall (2010) on their part, looked at the local food purchases of three Indonesian hotels with the aim of finding ways to increase backward economic linkages. They found that one of the ways to do this was for large

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hotels to increase their utilisation of local food products. They confirm the perception that large-scale hotels in developing countries import a large chunk of their food supply and have minimal contact with the local economy.

Wong and Chung (2003) also studied the work values of Chinese food service managers, concluding that Chinese restaurant managers valued secure employment, pleasant physical working conditions, high earnings and good co-
corporation with superiors and peers. Rivera and Shani (2013) worked on the attitude and orientation of restaurant operators in Puerto-Rico towards vegetarian food. The study focused on the general orientation of restaurant decision-makers towards vegetarianism and the challenges that they encounter in their quest to cater for vegetarian patrons. Considering examples of studies in hospitality that mentions food, given above, apart from the last research mentioned that has its focus on food issues (Vegetarian food), the others are more business management oriented. Even though, there is a lacuna in the hospitality literature with regard to studies on food, the recent tourism literature is replete with issues on food that focus on food and tourism development and tourist food behaviour dynamics.

Some recent studies on tourists' food behaviour dynamics

Torres (2010) studied the link between agriculture and tourism. The study addressed the principal force that drives hotel purchases in relation to tourist food consumption and preferences. The study concluded that, even though there are discernible differences in tourists' food consumption and preferences based on their nationality and type, the differences are not so wide.

Tropical fruits and organic produce were identified as areas of significant potential for linking tourism and local agriculture in Yucatan Peninsula. Though the study linked tourism to agriculture, the substratum was tourist food consumption trends and preferences.

Chang (2010) investigated the food preferences of Chinese tourists in culturally different environments (Australia) and proposed a typology that describes and contrasts the participating tourists. The study further elucidates the influence of Chinese food cultures on the participants' dining behaviours abroad and explores the disparities in their dining behavioural patterns. Kim, Suh, and Eves (2010) looked at the relationship between food-related personality traits, satisfaction and loyalty among visitors attending food events and festivals in South Korea. The findings of the study showed that, food neophobia had a negative effect on satisfaction and loyalty; food involvement had a positive relationship with loyalty, and satisfaction while loyalty showed a significant positive relationship.

Karim and Chi (2010) assessed the relationship between a destination's food image and tourists' visit intentions and the relationship between the sources tourists receive their information and travellers' purchase decisions. The study was conducted on line with three countries namely; France, Italy and Thailand. The findings showed Italy had the highest food image and potential for future visits and a significantly positive relationship between the food image and visit intentions. Different types of information sources also significantly influenced travellers' purchase decisions.

A study undertaken by Burusnukul, Binkley and Sukalakamala (2011), sought to gain understanding of international tourists' consumption behaviour

© University of Cape Coast <https://ir.ucc.edu.gh/xmlui> and decisional attributes in the patronage of food service establishments in Thailand, focusing on sanitation. They found that, tourists were neutral on most of the attributes in selecting food service establishments. This was attributed to the lack of confidence of the tourist to choose any of the establishments. Some of the key attributes studied were “familiarity with food product” for selecting international franchised restaurants, “location and desire to experience authentic Thai food” from locally owned restaurants and “location” for eating establishments in accommodation facilities.

Mak, Lumbers, Eves and Chang (2012) conducted a study that attempted to identify the salient factors affecting tourist food consumption. The study identified five socio-cultural and psychological factors that influence tourist food consumption. These factors were: cultural/religious influences, socio-demographic factors, food related personality traits, exposure effect/past experience, and motivational factors. Finally, Amuquandoh and Asafo-Adjei (2013) studied the preferences of tourists for traditional food in Ghana. They discovered that among seventeen local dishes that were popular amongst the tourists, red red (a dish of beans and ripped plantain) was the most popular. They concluded that Ghana had a potential to have a thriving local food industry that is based on the seven topmost liked foods.

Some recent studies on food and tourism development issues

Du Rand, Heath and Alberts (2003) researched into the use of local food as a support for destination marketing. They asserted that local food had a lot of potential to enhance sustainability in tourism, contribute to experiencing the authenticity of the destination, strengthen local economies and provide for environmentally friendly infrastructure. Cohen and Avieli (2004), however,

argued in their study on food in tourism that, food is not a mere attraction in tourism. They stress the complications and impediments experienced by tourists in the local culinary sphere in unfamiliar destinations even when they are attracted to the local cuisine. Their work focuses on and discusses the hygiene standards, health considerations, communication gaps, and limited knowledge of tourists considering local cuisine.

Even with the above impediments of local food, Du Rand and Heath (2006) are optimistic about the potential of local and regional food to contribute to the sustainability and competitiveness of a destination. They, however, conceded that food as a contributor to the sustainability of tourism has been ignored in the literature and promotional materials of South Africa. Their study therefore, conceptualised a framework for food tourism destination marketing.

Moulin (2007) altered from a different angle. His study found that gastronomy was an under-rated, under-represented and under-valued component of tourism, and tourists are not educated enough about the subject to allow their appreciation of different cultural manifestations and presentation of food. Again, the study observed a general trend towards the homogenisation of tastes and answers the question of whether tourists will in the future be more eager to try novel cuisines in their chosen destinations even though their preference now is to patronise global fast-food.

McKercher, Okumus and Okumus (2008) also examine food as a viable special interest or a mainstream tourism product. They posit that although food may play a very important role in tourism because it may be a ubiquitous activity for most visitors to urban destinations, as a mainstream product, it may

not be a viable market segment. They thus propose a more holistic approach to examining food tourism within the context of other products in the destination to determine its value.

Henderson (2009) agrees that food enhances a destination and it is an important attraction. His study which reviewed the contribution of food to tourism also assesses the challenges that beset the development of food tourism and suggests future directions. Conclusions drawn include the fact that food tourism appears to be thriving and have excellent prospects but there is the need to pay attention to differing needs, quality standards and communication gaps that hinder that progress.

Kim, Eves and Scarles (2009) looked at the factors that influence the consumption of local food and drinks in a destination. Using the grounded theory, the writers sought to obtain insight into the local food experiences of 20 individuals and used the data to develop a model of local food consumption. Three categories that the model covered were: motivational factors, demographic factors and physiological factors. On to the issue of local food and sustainable tourism, Sims (2009) linked the renewed enthusiasm for the development of food products that are perceived to be traditional and local in the tourism arena with the economic and agricultural sustainability of a destination.

Another dimension of the importance of food is demonstrated in the role that it plays in sustaining regional identity. Everett and Aitchison (2010) examined the role of food tourism in developing and sustaining regional identities within the context of rural regeneration, agricultural diversification

and the creation of closer relationships between production and consumption in the countryside. The study, which was carried out in an area in England with rural development challenges, concluded that, there was correlation between increased level of food tourism interest and the retention and development of regional identity.

Lastly, Mak, Lumbers and Eves (2012) contrasted the dichotomous opinions of globalisation as a threat to local gastronomic identities or as an impetus that opens up new opportunities for reinvention of local gastronomic products and identities. The paper discussed and elucidated the key dimensions underlying food consumption in tourism and the impact of globalisation on culinary supply and tourist consumption. In conclusion, the literature has endorsed the importance of food in hospitality and tourism even though there are challenges that have to be addressed for the smooth progress and development of food tourism a key plank in the tourism product. It is also clear that there is a gap in the studies on food in the hotel sector that has to be pursued by researchers.

Popular documented Ghanaian dishes

There are a number of Ghanaian dishes captured in print in the country. As alluded to, most Ghanaian dishes have assorted proteins, as such, it is difficult to categorise them using the main protein such as fish, chicken and beef. Some writers have grouped these dishes into breakfast dishes, snacks and meals (Amoako-Kwakye, 2010). Others also attempted to categorise them by the method of cooking, for example, baked products, fried food, steamed food and so on (Manu, 2006). Table 7 shows some of the popular documented

Table 7: Popular documented Ghanaian dishes

Dishes	Main ingredients	Method of cooking	Service
<i>Koko</i>	Fermented corn dough	Boiling	Served in a bowl with fried beans balls or bread
<i>Eburowsam koko</i>	Roasted corn meal	Boiling	Served in a bowl with milk and bread
<i>Mpampa/ Kokli</i>	Un-sieved whole meal corn dough	Boiling	Served in a bowl with milk and bread
<i>Mpotroba</i>	Lumpy corn dough	Boiling	Served alone in a bowl
Rice Porridge	Rice	Boiling	Served with milk
Tapioca Porridge	Cassava	Boiling	Served hot or cold with milk
Stews			
Garden egg stew	Garden eggs, meat, crab, smoked fish, tomatoes, onions, pepper, salted fish, red oil	Stewing	Served with boiled rice, yam or ripped or unripe plantain
<i>Fante Fante/ Forowe</i>	Fresh fish, tomatoes, onions, pepper, red oil	Stewing	Served with corn dough balls (Etsew) or Rice
<i>Palava Sauce</i>	Kontombre, aketsiwa, Meat, crab, smoked fish, pepper, tomatoes, onions, red oil	Stewing	Served with boiled rice, yam, ripped plantain or apem

Dishes	Main ingredients	Method of cooking	Service
Okro Stew	Okro, assorted meat smoked fish, crab, snail, tomatoes onions, pepper, red oil	Stewing	Served with banku
<i>Abom</i>	Kontombre, Kobi smoked fish, onions, pepper, tomatoes	Boiling/ Stewing	Served with boiled yam or apem
Beans Stew	Beans, meat/ fish, tomatoes, onions, pepper, red oil	Boiling/ Stewing	Fried ripped plantain
Soups			
Light soup (<i>Nkakra</i>)	Assorted meat, smoked fish, crab, tomatoes, onions, pepper	Boiling	Served with fufu
Palm nut soup (<i>Abe Nkwan</i>)	Palm nuts assorted meat, smoked fish, crab, tomatoes, onions, pepper	Boiling	Served with rice balls or fufu
Groundnut soup (<i>Nkaise Nkwan</i>)	Ground nuts assorted meat, smoked fish, crab, tomatoes, onions, pepper	Boiling	Served with Rice balls or fufu

Dishes	Main ingredients	Method of cooking	Service
<i>Kontombre soup</i>	Kontombre game, snail, smoked fish, onions, pepper	Boiling	Served with fufu
Okro soup <i>(Nkruma Nkwan)</i>	Okro, snail, crab, fish, onions, tomatoes, pepper, red oil	Boiling	Served with banku
Fresh fish soup <i>(Apofo annto)</i>	Fresh fish, Tomatoes, onions, pepper	Boiling	Served with Gari
Accompaniments			
<i>Etsew</i> (Corn dough balls)	Corn dough	Boiling	Served with any soup or stew of choice or smoked, grilled or fried fish with fresh tomato and onion sauce.
<i>Banku</i> (Corn and cassava dough balls)	Corn and cassava dough	Boiling	Served with any soup or stew of choice or smoked, grilled or fried fish with fresh tomato and onion sauce.
Yam	Yam	Boiling or frying	Served with any soup or stew of choice or smoked, grilled or fried fish with fresh tomato and onion sauce.

Dishes	Main ingredients	Method of cooking	Service
Ripped Plantain	Ripped Plantain	Boiling or frying	Served with beans stew when fried. Boiled ripped plantain can be served with a number of stews and soups such as groundnut soup and palava sauce
<i>Ampese</i>	Apem (Unripen Plantain), Cocoyam, yam	Boiling	Served with abom, palava sauce or garden egg stew
<i>Fufu</i>	Cassava, Yam, Cocoyam, Plantain	Boiling and pounding	Served with any soup of choice
Rice	Rice	Boiling	Served with any soup or stew of choice.
One pot dishes			
<i>Aprapransa</i>	Roasted corn flour, beans, smoked herrings, tomatoes, onions, pepper, red oil	Boiling	Serve, garnished with boiled crabs
<i>Impiho/Mpotompoto</i>	Cocoyam, smoked fish, tomatoes, red oil	Boiling	

Dishes	Main ingredients	Method of cooking	Service
Snacks and desserts			
<i>Nkate cake</i>	Groundnut, sugar	Dry frying and boiling	Cut into different shapes and serve
<i>Atadwe milkye</i>	Tigernut, rice, sugar	boiling	Serve with milk
<i>Bofrot</i>	Flour, sugar, oil	Frying	Serve with roasted groundnuts
<i>Bankye krakro</i>	Cassava, oil	Frying	Serve with hard coconut flesh
<i>Ofam</i>	Ripened Plantain, groundnut	Baking	Serve with roasted groundnut

Source: Amoako-Kwakye (2010) and Manu (2006).

Chapter summary

This chapter reviewed literature related to the study. The aim was to discuss relevant issues that explain and clarify the concept under study and its antecedents. Issues discussed included the hotel industry in Ghana, food service operations, the hotel product, food and beverage service in the hotel, the menu and the factors considered when planning the menu. Some of these factors discussed were: variety, appearance, temperature, texture, consistency, nutrition and time and seasonal considerations. Further issues of the relationship between local foods, hospitality and tourism were also considered

in addition to issues of authenticity in food. To throw more light on the scarcity of literature on food in the hotel industry (specifically, local food) a few of the literature on food in the hospitality industry were presented. Finally, since the research has Ghanaian dishes as its object of interest, the chapter also cited a number of documented popular Ghanaian dishes.



CHAPTER THREE

THEORETICAL PERSPECTIVES, CONCEPTUAL FRAMEWORK AND HYPOTHESES

Introduction

Consumer behaviour researchers have over the years undertaken studies to understand the behaviour of consumers towards the use of products and services. Scholars, to explain the same concept have also propounded a number of theories. Even though these theories originate from socio-psychological backgrounds, researchers from various fields of study have applied them. Thus, business-to-business (B-to-B) researchers have sought to understand what motivates an organisational decision making towards the use of a product or service. Again, various theories and models have been espoused to predict the intention of consumers and businesses to adopt products, services or ideas. This chapter discusses the theories of Reasoned Action and Planned Behaviour in an attempt to explain the relationship of these theories in the concept of predicting small and medium scale hotels' intentions to adopt a product or service. Some models related to these theories are reviewed, based on which a conceptual framework is developed.

TRA was developed by Ajzen and Fishbein (1969, 1977, 1980) from a social psychology setting to explain a person's motivation to undertake an intentional action. The theory seeks to explain the driving force of individual behaviour. It posits that, the most important determinant of behaviour is behavioural intention. The theory further asserts that an individual's subjective norms surrounding the performance of a behaviour and the individual's attitude toward that behaviour informs the individual's intention to perform that behaviour, which then leads to the performance of the behaviour. In other words, a person's attitude and subjective norms are the variables that explain a person's behavioural intentions and intentions lead to behaviour.

Attitude as explained by Glanz, Rimer and Viswanath (2008), is determined by an individual's beliefs of the outcomes or attributes of performing the behaviour, weighted by evaluations of those outcomes or attributes and this concept is referred to as behavioural beliefs. Thus, if a person believes strongly that a behaviour would result in positive outcomes, the person would have positive attitude towards that behaviour. In the same vein, if the person believes strongly that a behaviour will result in negative outcomes, that person would have negative attitude towards that behaviour. Ajzen and Fishbein (1977) explain subjective norm as the extent to which a person perceives that people important to that person think that the behaviour should be performed. The value of the opinion of any given referent is weighted by the motivation that the person has to comply with the desire of that referent. Mathematically, the theory is presented as: $B = BI = w1AB +$

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w2SN, where B is behaviour, BI is behavioural intentions, AB is attitude towards behaviour, SN is subjective norm and w1 and w2 are weights representing the importance of each item.

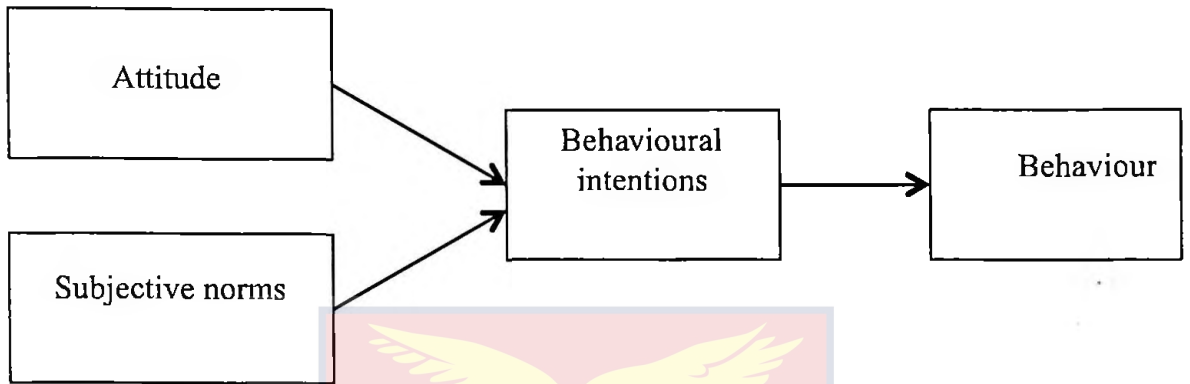


Figure 4: Model of the Theory of Reasoned Action

Source: Ajzen and Fishbein (1977)

TRA has two major limitations as reported by Eagly and Chaiken (1993). The first is the risk of confounding between attitudes and norms since both can be reframed interchangeably. The second is the assumption that people have no restraints in performing a specific behaviour so far as they form an intention to perform that behaviour. Critics also disparaged the theory on the grounds that, it failed to explain a wide range of behaviours such as those that are impulsive, habitual, the results of cravings or simply mindless (Hale, Householder & Green, 2002). A number of studies in the food industry have used TRA, as shown in Table 8 but, based on the identified limitations, the Theory of Planned Behaviour was developed to address the limitations.

Table 8: TRA-based studies in the hospitality and tourism industry

Study	Context of Study	Participating subject
Ryu & Jang (2006)	Examine the ability of TRA to predict tourists' behavioral intentions to try local cuisine in a hypothetical situation	Tourists
Kim, Kim & Goh (2011)	Provides an integrated approach to understand the effect of food tourists' behavior based on perceived value and satisfaction as it relates to their intention to revisit	Tourists
Ryu & Han (2010)	Examines the utility of the modified theory of reasoned action (TRA) in predicting tourists' behavioral intention to try the local cuisine in New Orleans.	Tourists
Buttle & Bok (1996)	Supply data which would guide hotel marketing strategy	Hotel customers

Source: Author's construct

The Theory of Planned Behaviour (TPB)

TPB (Ajzen, 1988, 1991) proposes a model about how human action is guided. It provides a deliberative processing model, which implies that individuals make behavioural decisions based on careful consideration of available information. It predicts the occurrence of a specific behaviour provided that the behaviour is intentional. TPB was developed from TRA to address the observed limitations in TRA.

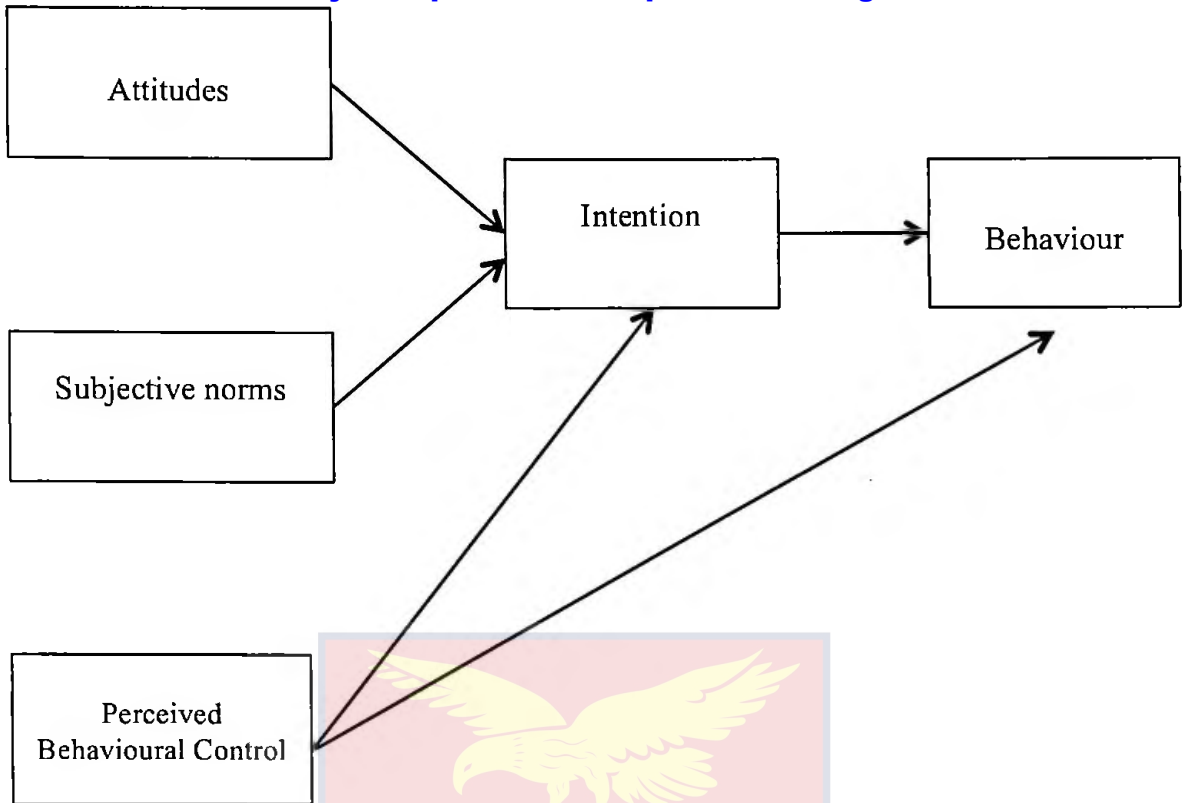


Figure 5: Model of the Theory of Planned Behaviour

Source: Ajzen (2006)

It adds a third variable to explain behavioural intentions. According to the theory, human behaviour is informed by three factors; attitude towards the behaviour, subjective norms and the third, perceived behavioural control (Ajzen, 1991). In other words, behaviour is the consequence of behavioural beliefs, normative beliefs and control beliefs. Perceived Behavioural Control was conceptualised as the perceived social pressure to perform the given behaviour. As such, the greater the perceived control, the stronger a person's intention to perform a given behaviour should be. Basically, Francis, Eccles, Johnston, Walker, Grimshaw, Foy, Kaner, Smith, and Bonetti (2004) summarise the concept of TPB as a predictive tool for predicting whether a

- Whether the person is in favour of doing it ('attitude')
- How much the person feels social pressure to do it ('subjective norm')
- Whether the person feels in control of the action in question ('perceived behavioural control')

Conceptualisation of Attitude and Intentions

Attitude, a common English term defined by the Oxford Dictionary as “a settled way of thinking or feeling about something”, was defined in a limited marketing sense by Arnould, Price and Zinkhan(2002) as “a consumers overall, enduring evaluation of a concept or object, such as a person, a brand or a service”. Hair, Bush and Ortinau (2003), on the other hand, defined attitude as “a learned predisposition to react in some consistent positive or negative way to a given object, idea or set of information”.

There are two prevailing schools of thought regarding the structure of an attitude: the trilogy approach and the affect global approach (Hair et al, 2003). The trilogy approach suggests that a person’s complete attitude towards an object requires an understanding of three components of that attitude namely the cognitive, affective and conative components (Lukas, Hair, Bush & Ortinau, 2004). Studying a person’s attitudes toward goods and services is of paramount importance because that is what comes closest to knowing if a person intends to buy or use the product or service in question. In the same

vein, studying the attitude of hotel menu decision makers towards Ghanaian dishes will bring better understanding to their future intentions of introducing more Ghanaian dishes unto the menu.

For the purposes of this study, the Attitude-towards-object model which is a multiplicative-additive model developed within the trilogy framework, the model of the theory of reasoned action and the model of the theory of planned behaviour were reviewed in addition to other derivative models. The Attitude toward object model is suitable for measuring attitude towards a product category or specific brands. According to this model, the consumer's attitude toward a product/brand is a function of the presence (or absence) and evaluation of certain product-specific beliefs and/or attributes (Hair et al., 2011).

The model identifies three major factors that are predictive of attitudes namely the salient beliefs, the strength of the belief and evaluation. It is explained by the equation:

$$A_o = \sum_{i=1}^n b_i e_i$$

Where: A_o = Attitude towards the act of purchasing or using the given object

b_i = The strength of person's belief that the object contains attribute 'i'

e_i = Persons evaluation or intensity of feeling towards attribute 'i'

(Babbie, 2007).

Intentions are commonly defined by the Oxford Dictionary (2012) as an act or instance of determining mentally upon some action or result. It is conceptualised in TPB as a function of an individual's attitude toward a behaviour and the subjective norms (normative beliefs and motivation to comply with those beliefs) surrounding the performance of the behaviour and the individual's perception of the ease with which the behaviour can be performed with reference to authority and or influencers (Eagly & Chaiken, 1993). The concept is determined by the construct $BI = w_1AB + w_2SN + w_3BC$. Where BI is behavioural intention, AB is attitude towards behaviour, SN is subjective norm, BC is behavioural control and w_1 , w_2 , and w_3 are weights.

Justification for the use of TPB as the base model

The TPB model, a cynosure in behavioural predictive research has been widely used in consumer behaviour studies such as Ryu and Jang (2006); Lada Tanakinjal and Amin (2009); Ha and Janda (2012) etc. Even though the unit of measurement of the model for the Theory of Planned Behaviour is individual based (Glanz, Rimmer & Viswanath, 2008), a number of arguments have been made to oppose the assertion that the TPB model is not suitable to use in evaluating decisions in an organisational context because of the dynamic and intricate multi-phase, multi-person, multi-departmental and multi-objective

nature of the decision process in organisations (Johnston & Lewin, 1996; Thompson & Panayiotopoulos, 1999).

Alexander (2006) and Southey (2011) advances this debate by asserting that the afore mentioned argument is not strong or convincing enough in that, when it comes to small businesses, the mainstay of their nature is that decision-making is vested in and tends to be the domain of a single individual who may be the owner/manager or the appointee of the owner or manager. The conclusion thus was that, the predictive capacity inherent in the TPB model can as well be relevant in small business decision making. As sound as this argument may seem, others such as Quaddus and Hofmeyer (2007) are of the view that there are more considerations in business behaviour than may persist in private individual action which opinion this study shares. As such, adopting TPB for use in the concept of decision-making in SMEs requires some modifications to the TPB model even though decision-making in SMEs is largely vested in a single individual.

In this same tenor, the literature proposes several models in the quest to predicting the intention and behaviour in business decision making most of which has TPB as the foundation. Preponderant among such works are the models proposed by Bagozzi (2000); Cordano and Frieze (2005); Stevens, Steensma, Harrison and Cochran (2005) and Marquardt and Hoeger (2009), all of which have TPB as the substratum. In view of the above, and considering the differences between various forms of businesses, be it manufacturing, trading or service, interviews were conducted to confirm or refute the need to

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 consider other variables that have been suggested in the literature as important additions to TPB in business decision-making.

Table 9: Some studies that employed TPB framework

Study	Context of Study	Participating subjects
Lam & Hsu (2004)	Travellers' behavioural intention in choosing a travel destination	Tourists
Jalilvand & Samiei (2012)	The impact of electronic word-of-mouth on a tourism destination choice	Tourists
Huh, Kim & Law (2009)	Investigating the best model for predicting and explaining employees' behavioural intention to use hotel information system	Hotel employees
Hsu (2012)	The relationship of TPB to career planning for hospitality vocational college students	Hospitality students
Cho (2008)	Developing a theoretical model relating to the impact of location attractiveness based on TPB and other theories	Tourists
Suh, Eves & Lumbers (2009)	Consumption of organic food in general and within the Korean hospitality sector.	Hospitality food consumers
Han & Kim (2010)	Extension of the theory of planned behaviour to more comprehensively explain the formation of customers' intention to revisit a green hotel	Hotel customers

Source: Author's construct

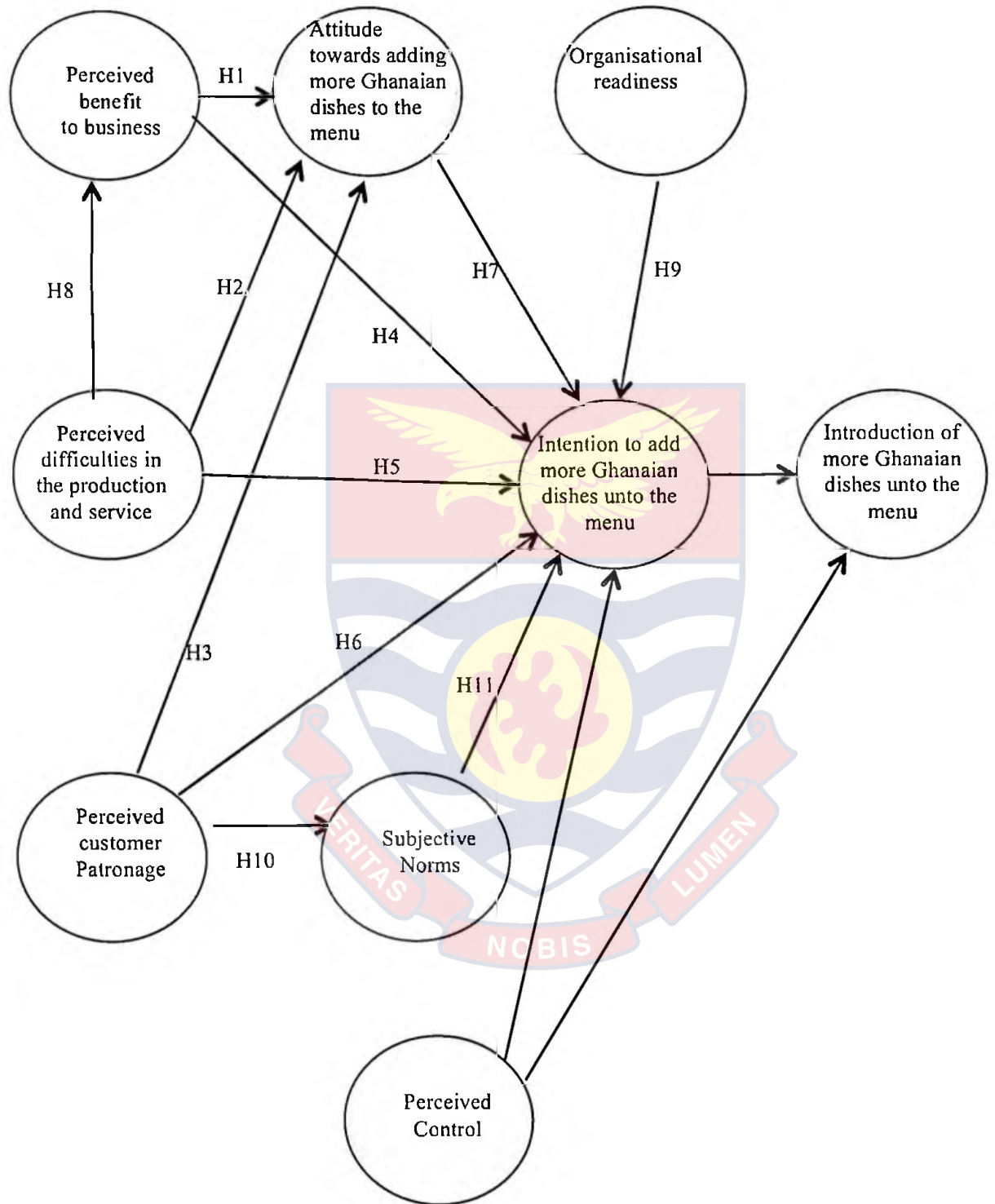


Figure 6: Proposed intention to introduce more Ghanaian dishes unto the hotel menu conceptual model

- Shaded portions represent the original TPB constructs (Ajzen, 2006)

Frameworks that extended the variables in TPB in order to situate it in the context of business decision-making that were reviewed for the development of the model for this study are Cordano and Frieze (2005); Quaddus and Hofmeyer (2007) and Stevens, Steensma, Harrison and Cochran (2005). In addition to these, adoption decision making models used in the hospitality and tourism literature were also reviewed to identify the variables that may be important in the decision-making process of chefs in adopting or adding more varieties of Ghanaian dishes unto the menu. Prominent amongst these are: Theodosiou (2012); Lee, Tyrrell and Erdem (2013) and Ayeh (2013).

Variables derived from the literature to situate TPB in the business context were: organisational internal stakeholders influence (Employees, owners and managers), external stakeholders influence (government, suppliers, customers, shareholders, creditors and society) as proposed by Stevens, Steensma, Harrison and Cochran (2005). Others are, organisational readiness (Saunders & Clark, 1992; Iacovou *et al.*, 1995), perceived benefits (Quaddus & Hofmeyer, 2007) and perceived difficulties or constraints (Riemenscheider, Harrison & Mykytyn, 2003). In developing the model for the current study, interviews were conducted in the target area to arrive at the important variables amongst those mentioned in the literature that informed the decision to add more varieties of Ghanaian dishes unto the menu. This was to achieve triangulation and validity of the model. Ayeh (2013) employed this method. “Perceived benefits to the business”, “perceived difficulties in producing and serving”, “perceived customer patronage” and “organisational readiness” emerged as additional variables as shown in Figure 6. Most of the external factors were not important to the interviewees. This was also confirmed by

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Quaddus and Hofmeyer (2007), who after testing the relationship between external factors; such as government and suppliers and attitudes and intentions, concluded that the relationships were not significant.

Conceptualisation of additional variables

Perceived benefits to the business

Unlike the considerations made by individuals in choosing or not choosing a particular dish for personal consumption, choosing a dish as a product to market and sell in a business requires other considerations aside one's own personal preferences. According to Sherpherd (1985); Sevenhuysed and Gross (2003) and Nrala (2003), there are a myriad of reasons that accounts for an individual's food choice, amongst which are sensory factors, family and pressure group influence and financial status. But, when food choice becomes a business decision in a small or medium scale business environment, the considerations are different. In such situations, the decision even though is made by an individual in consultations sometimes with others, the reasoning goes beyond individual preferences, to considerations of the welfare of the business as a separate entity in its own right. The process though may be flavoured or tainted by the individual's perceptions of the issues concerned. Perceived benefits to the business are one of the additional considerations made in this regard.

This study conceptualised perceived benefit to business as the gains the business stands to make when they introduce more Ghanaian dishes unto the

menu. These gains can be broadly categorised within three issues; first, financial gains through cost control (reduction in material cost and accessibility of materials and labour), increased patronage of the hotel's restaurant due to the availability of wider range of varieties of Ghanaian dishes and general increase in profit margin contribution of the Food and beverage sector to the hotel profitability. Asch (2005) espoused these issues (cost control, increased patronage and increased profit margin due to cost and price differentiation) as the basis for profitability in the hospitality industry that is seen as a benefit to the hotel.

Second, the benefit the hotel derives by introducing more varieties of Ghanaian dishes unto the menu was seen in the concept of staff motivation, which is also a benefit to the business. Hancer and George (2003) speak about psychological empowerment as a tool for staff motivation in restaurants. Cooking and serving dishes that one is comfortable with and gets satisfaction from is a form of psychological motivation. Again, when customers' expectations of the menu are met, leading to customer satisfaction and it is translated into increased patronage, the staff are motivated to present more of those items on the menu. Finally, competitive advantage has been espoused by many authorities (Kotler, 2005; Smith & Taylor, 2002; Shimp, 2000) as a benefit to business organisations. Therefore, the ability of the introduction of more varieties of Ghanaian dishes unto the menu of the hotels to induce a competitive edge for the hotel is also an issue considered as a benefit to the business.

Perceived difficulty as a concept has been widely researched (Riemenschneider, Harrison & Mykytyn, 2003; Morris & Venkatesh, 2000) to explain its relationship with the adoption of new technologies or systems. In this study, perceived difficulties is conceptualised as the challenges that will make the introduction of more varieties of Ghanaian dishes onto the menu an undesirable quest. There are two main stages that this undesirable quest can occur: in the production and in the service. In the production, it is seen in the processing time, production and preservation systems, equipment and access to raw materials, whereas in the service, it is manifested in staff knowledge, additional effort and service equipment.

Perceived Customer Patronage

Customer patronage, as noted by Tom (1996) is a decisive pivot in the success of any menu. McVety, Ware and Ware (2009), echoes this view by postulating that the ultimate determinant of the success or failure of any operation is its ability to satisfy customer needs. With regards to “Perceived customer patronage, menu decision-makers explained, and in accordance with the literature (Middleton et al, 2009), that, the food and beverage facilities and service offered by the hotels are extended to other customers aside those residing in the hotel. These services may have varied dynamics, demands, and timelines therefore may appeal differently to the varying categories of customers. In light of this, the concept was defined in conjunction with the category of hotel customers. Generally, it was conceptualised in this study as

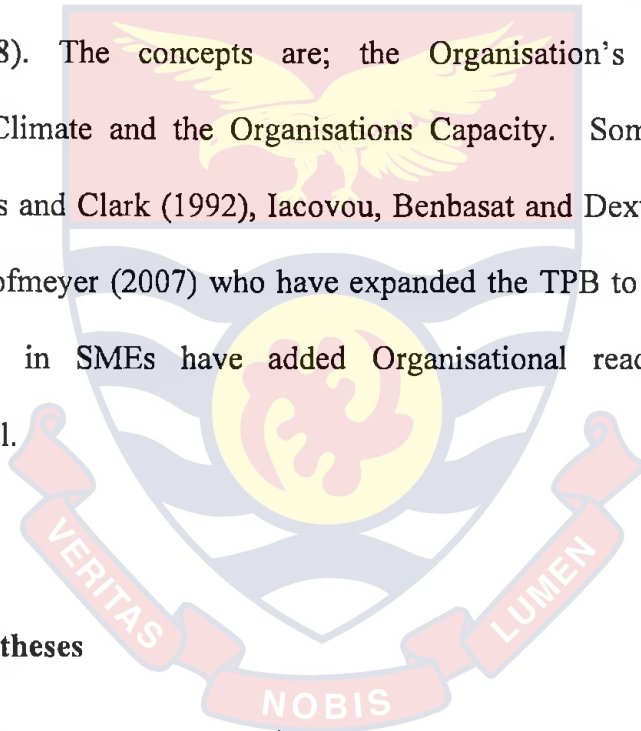
the hotels view on the customer's desire to order more variety of Ghanaian dishes and their willingness to spend more money on it. The category of customers identified were

- *In-house customers*: These are, customers who reside in the hotel and eat at its restaurant. This group, generally go for the a la carte menu except for situations where the hotel provides bed-and-breakfast in which scenario the hotel may provide a buffet breakfast.
- *Conference customers*: This category of customers is defined as, customers eating on account of a conference organised in the hotel by a group they belong to. These customers may not have any direct input in deciding the menu they eat. The hotel's menu decision-maker in collaboration with the conference coordinator may usually decide on a buffet menu in advance. The initial suggestion and final decision may rest on the menu decision-maker. This is because the pool of dishes from which the conference coordinator will make a choice is compiled and presented by the hotel's menu decision-maker and the final output is also dependent on decisions made by the hotel's menu decision-maker. This system, allows the kitchen staff time to plan and execute the menu.
- *Event customers*: Customers who use the restaurant or other areas of the hotel for special events that are catered for by the hotel kitchen and restaurant. The events can be wedding receptions, funeral receptions or birthday or anniversary parties. In this scenario, the menu decision is most of the time between the organiser and the food and beverage manager or chef. The guests may not have much option in the choice of the items on the menu.
- *Walk-in customers*: These are customers who dine in the restaurant as individuals or groups without prior arrangement with the hotel even though in

some cases, a reservation may have been made. This category mainly, order from the menu card.

Organisational readiness

Organisational readiness has been conceptualised in the literature using three broad concepts that encompass all the aspects of a business that have to be considered and readied for change to be effective as proposed by the Organisational Development Theory and espoused by Butterfoss, Kegler and Francisco (2008). The concepts are; the Organisation's Culture, the Organisation's Climate and the Organisations Capacity. Some researchers such as Saunders and Clark (1992), Iacovou, Benbasat and Dexter (1995) and Quaddus and Hofmeyer (2007) who have expanded the TPB to accommodate decision-making in SMEs have added Organisational readiness to the theoretical model.



Proposed Hypotheses

The following hypotheses were tested:

H0 – There is no statistically significant relationship between perceived benefits to business and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H1 – There is a statistically significant positive relationship between perceived benefits to business and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between perceived difficulties in production and service and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H1 - There is a statistically significant negative relationship between perceived difficulties in production and service and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between perceived customer patronage and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H1 - There is a statistically significant positive relationship between perceived customer patronage and menu decision-makers' attitude towards adding more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between perceived benefits to business and menu decision-makers' intention to add more varieties of Ghanaian dishes unto the menu.

H1 - There is a statistically significant positive relationship between perceived benefits to business and menu decision-makers' intention to add more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between perceived difficulties in production and service and menu decision-makers' intention to add more varieties of Ghanaian dishes unto the menu.

H1 - There is a statistically significant negative relationship between perceived difficulties in production and service and menu decision-makers' intention to add more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between perceived customer patronage and menu decision-maker's intention to add more varieties of Ghanaian dishes unto the menu.

H1 - There is a statistically significant positive relationship between perceived customer patronage and menu decision-maker's intention to add more varieties of Ghanaian dishes unto the menu.

H0 - There is no statistically significant relationship between menu decision-makers' attitude towards Ghanaian dishes and their intention to add more varieties of Ghanaian dishes unto the menu

H1 - There is a statistically significant positive relationship between menu decision-makers' attitude towards Ghanaian dishes and their intention to add more varieties of Ghanaian dishes unto the menu

H0 - There is no statistically significant relationship between perceived difficulties in production and service of more varieties of Ghanaian dishes and perceived benefits to business

H1 - There is a statistically significant negative relationship between perceived difficulties in production and service of more varieties of Ghanaian dishes and perceived benefits to business

H0 – There is no statistically significant relationship between organisational readiness and menu decision-makers intentions to add more varieties of Ghanaian dishes unto the menu

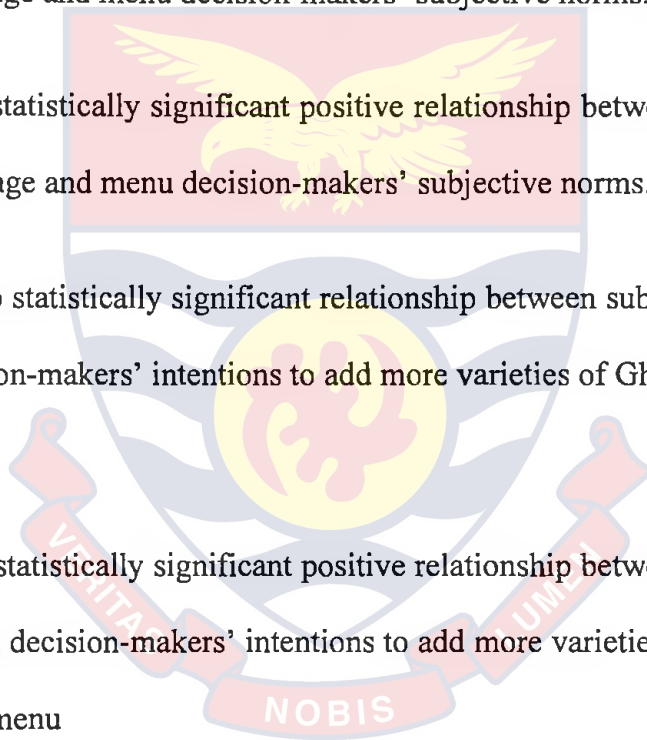
H1 – There is a statistically significant positive relationship between organisational readiness and menu decision-makers intentions to add more varieties of Ghanaian dishes unto the menu

H0 - There is no statistically significant relationship between perceived customer patronage and menu decision-makers' subjective norms.

H1 - There is a statistically significant positive relationship between perceived customer patronage and menu decision-makers' subjective norms.

H0 – There is no statistically significant relationship between subjective norms and menu decision-makers' intentions to add more varieties of Ghanaian dishes unto the menu

H1 – There is a statistically significant positive relationship between subjective norms and menu decision-makers' intentions to add more varieties of Ghanaian dishes unto the menu



Chapter Summary

This Chapter set out to outline, explain and build the theoretical foundation for the study. The Theory of Reasoned action and Planned behaviour were reviewed. Based on this review, other related literature and

qualitative fieldwork, a theoretical model for the study was developed.

Variables that were used to extend the TPB are: perceived benefit to business, perceived difficulty in production and service, perceived customer demand and organisational readiness. The chapter also explains how the variables for the study were conceptualised to fit into the current study and states the proposed hypotheses for the study.



CHAPTER FOUR

METHODOLOGICAL ISSUES

Introduction

Issues and methods that were considered in planning, designing and executing this study are discussed in this chapter. As observed by Babbie (2007), for every scientific enquiry, it is important to plan and determine what the study is going to observe and analyse, why and how it is going to be done. This chapter thus describes the area where the study will be conducted, focusing on its geographic, economic and socio-demographic dimensions. It also mentions the research approaches and design that were used to undertake the study. Methods adopted for the development of the survey instrument and related matters are also discussed. These include the operationalization of the major variables and a report on the pre-testing of the instrument. The target population and sampling procedures used are also captured in this section. The chapter also outlines the data collection strategies adopted and finally, it describes the analytical tools employed.

The research setting

Study Area

The Republic of Ghana, formerly the Gold Coast, is a West African country lying on the Gulf of Guinea. Its neighbours are Burkina Faso to the

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north, Côte d'Ivoire to the west and Togo to the east as shown in Figure 4.1.

It has a coastline on the Gulf of Guinea, part of the Atlantic Ocean, measuring 539 kilometres (335 miles). It has an area of 238,712.23 square kilometres (Mensah, 1998). Water occupies 8,520 square kilometres (3,290 square miles) of the country, primarily Lake Volta. The capital, Accra is located along the south-eastern coast. Ghana has ten administrative regions, 65 ethnic groups, with Akan as the largest single ethnic group. Ghana is the bedrock of the history of slavery in sub-Sahara Africa and boasts of a rich culture, flora and fauna (Ghana Tourism Authority, 2012).

The specific areas for the study are Accra, Kumasi, and Sekondi-Takoradi. These cities were chosen because of the active role they play in the economic development of Ghana. They have been described by Konadu-Agyeman (2001) as the core areas of the country's economic activities and they are located at the vertices of the countries proverbial golden triangle.

1. Accra is the capital of Ghana; with a population of 1,848,614 (Population and Housing Censors, 2010) it is the largest and the most populated city in the country. It is also the Regional Capital of the Greater Accra Region; one of the ten administrative regions in the country. Accra has been Ghana's capital since 1877 when the British ruled this part of West Africa. Before that, Accra was a collection of Ga villages established in the 17th Century.

The city is stretched along the Atlantic Ocean. Accra can boast of monumental buildings, museums, libraries, galleries, traditional markets and a lively nightlife (TripAdvisor, 2014). Accra's architecture

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reflects its colonial history, with 17th century castles standing alongside modern skyscrapers. It is a veritable melting pot of cultures. The only two 5-star hotels in Ghana are located in Accra, alongside four 4-star hotels, seven 3-star hotels, 64 2-star hotels and 82 1-star hotels. Budget hotels and guesthouses dominate the hotel industry in the Region, numbering 323 and 46 respectively (Ghana Tourism Authority, 2013)

2. Kumasi, the regional capital of the Ashanti Region is the second largest city in Ghana. It is said to be the cultural citadel of Ghana. It is the seat of the Ashanti Kingdom, one of the most enduring and traditionally respected kingdoms in Ghana. Due to its location; in the middle belt of the country, it has a good representation of people from all over the country. In other words, its population is a potpourri of various ethnic groups. It is a converging point for most of the major roads in the country thus acting as a transit point for travellers from both the northern part and the southern part of Ghana. Kumasi harbours one of the biggest markets in West Africa (Keraita, Drechsel & Amoah, 2003).

The city covers an area of 254 square kilometres and, according to the 2010 population and housing census, currently has a population of 2,035,064 making it the most populous city in Ghana. The Region hosts 96 star rated hotels of which one is a 4-star, five are 3-star, 44 are 2-star and 46 are 1-star hotels (Ghana Tourism Authority, 2013).

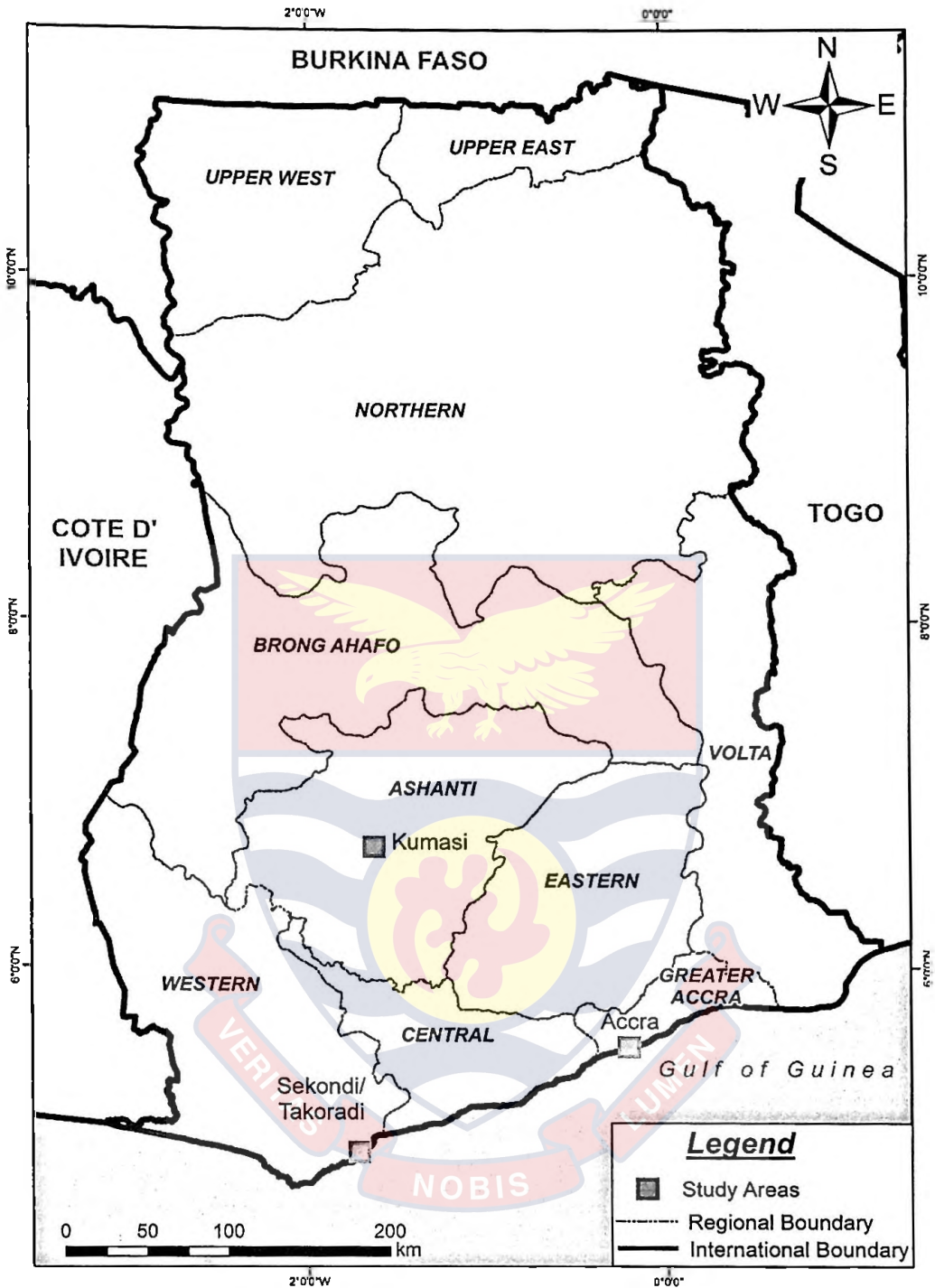


Figure 7: Map of Ghana showing Accra, Kumasi and Sekondi-Takoradi

Source: Cartography Unit, Department of Geography and Regional Planning, University of Cape Coast

3. Sekondi and Takoradi, a single municipality since 1946, became one city in 1963. Sekondi and Takoradi are indeed two cities in such close proximity to each other that they are often referred to as the twin city. They are practically merged into each other thereby eliminating their boundaries. For the purposes of this work therefore, they shall be referred to as the twin city. The twin city is the regional capital of the Western Region and the third largest city in Ghana. It plays host to many guests who are partakers in Ghana's new economic boom due to the oil find in the region. Sekondi-Takoradi is also an industrial and commercial centre with historical and cultural importance to Ghana.

The first deep seaport in Ghana built in 1928, is located in Takoradi and plays a very important role in the country's import and export industry. As at 2010, according to the housing and population census, the population of Sekondi-Takoradi stood at 559,548. Even though the Region boasts of 161 hotels, of which five are 3-star, sixteen are 2-star and 39 are 1-star (Ghana Tourism Authority, 2013), the major industries are timber, plywood, shipbuilding and railroad repair and recently, crude oil. Fishing and agriculture, on the other hand, are light industries in the city.

The Research Approach and Design

This study assumes the pragmatic philosophical paradigm or perspective. Even though there are many forms of this philosophy, the anchor of all rests

on views arising out of actions, situations, and consequences rather than antecedents and conditions as opined by the post positivists. As observed by Morgan (2007), pragmatism as a philosophical underpinning for mixed method approach conveys the importance to focus attention on the research problem in social science research and then use pluralistic approaches to derive knowledge about the problem. Based on this philosophy, the study adopted a mixed method approach, which is the use of both qualitative and quantitative approaches to research. As Creswell (2009) explains, mixed method research was born out of the need to ameliorate the limitations that were inherent in the use of single methods and to triangulate data sources.

There are three main strategies to mixed method research identified in the literature. These are sequential mixed method, concurrent mixed method and transformative mixed method (Ivankova, Creswel & Stick, 2006; Johnson & Onwuegbuzie, 2004; Tashakkori & Teddlie, 2003). The transformative mixed method approach to research was adopted for this study. This is because; it allowed the researcher to use a theoretical lens as an overarching perspective within a design that contained both qualitative and quantitative data. It also accommodated a sequential data collection method where the researcher could expand on the findings of one method with another method. With this approach, the research began with interviews for exploratory purposes on the topic and ended with a survey method with a larger sample to allow for the generalisation of the results.

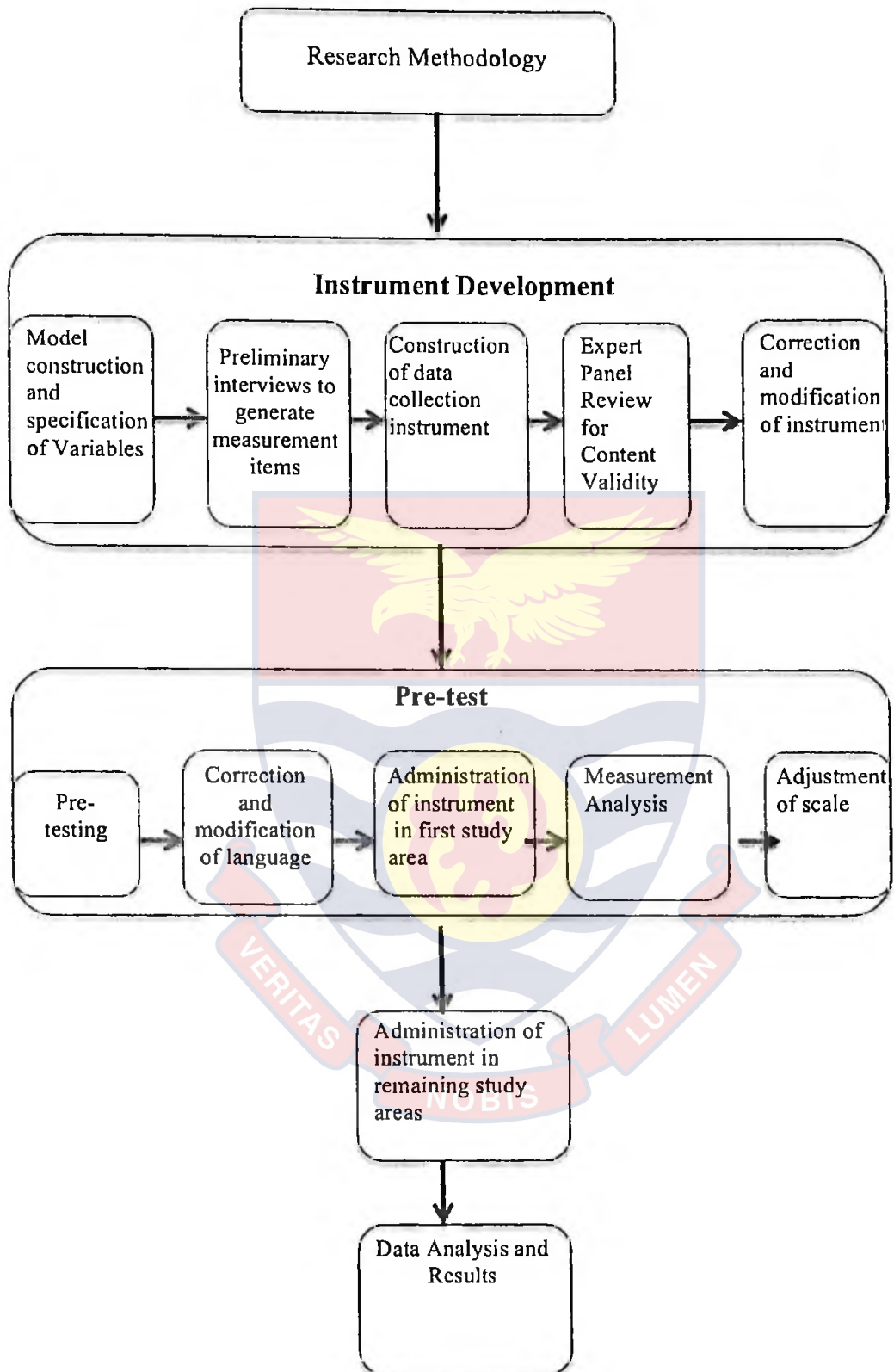


Figure 8: Study Design

Source: Authors Construct (2014)

The study was exploratory for two main reasons. First, though there is anecdotal information on Ghanaian dishes, not much is available in print. As Arthur (2010) puts it, the information on indigenous dishes in the country are handed down by word of mouth from generation to generation and as such, some of the information is lost along the way. Secondly, an exploratory study also affords the researcher the opportunity to focus on either primary or secondary data and use unstructured formal or informal procedures to interpret them (Hair, Bush & Ortinau, 2003).

Instrument Development and design

Two instruments were developed for the study, questionnaires and interview guide. Questionnaires are the most frequently used data collection method in quantitative educational and evaluation research, where as interview guides are popular in qualitative data collection (Radhakrishna, 2007). Questionnaires help to gather information on knowledge, attitudes, opinions, behaviours, facts, and other information, while interview guides seek deeper meaning and explanations. Even though it is important to develop a valid and reliable questionnaire in order to reduce measurement error, a review of 748 research studies conducted by Radhakrishna, Leite, and Baggett (2003) found that a third of the studies reviewed did not report on procedures for establishing validity (31%) or reliability (33%).

Development of a valid and reliable questionnaire involves several sequential steps. To ensure validity and reliability of the instrument, the process began with a review of the model of the Theory of Planned Behaviour (TPB) (Ajzen, 1991); in addition to other models derived from TPB and the

Theory of Reasoned Action (TRA) which included the works of Southey (2011) and Buttle and Bok (1996) and their corresponding measures. The aim of the review was to assess the best measurement variables and their interrelations that best explained and measured the research problem and objectives. Based on the information gathered, preliminary interviews were conducted in the hotels to confirm or reject the relevance and importance of the variables in predicting the intentions and behaviour of menu decision-makers to introduce more varieties of Ghanaian dishes unto the hotel menu.

At the end of the exercise, perceived difficulty in production and service, perceived benefit to the business, perceived customer patronage and Organisational readiness were identified as additional variables to the original individual level variables suggested by the TPB model. A search for already developed relevant questionnaires was undertaken. The original questionnaires for TPB even though relevant, was not conclusive. It had to be modified to take into consideration the issues in introducing more indigenous dishes unto the menu.

Procedures and processes suggested by Ajzen (2006), Radhakrishna (2007), Babbie (2005) and Esposito (2002) were used to guide the instrument development. Measurement items for perceived difficulty in production and service, perceived benefit to business and organisational readiness were derived through in-depth interviews conducted with a cross-section of the target population. The scale for the remaining construct that formed the traditional TPB model such as attitude and intentions were measured using traditional TPB measurement scales.

Based on the guidelines for developing TPB questionnaires suggested by

Francis, Eccles, Johnston, Walker, Grimshaw, Foy, Kaner, Smith, and Bonetti (2004), data collected through the preliminary interview, and questions suggested by other authorities (Ajzen, 2006; Lada, Tanakinjal & Amin, 2009) an instrument was developed. A panel of twelve expert judges was then selected from both academia and industry to test for the validity of the questionnaire as used by Ayeh (2012); Stratman and Roth (2002); Zidzinski, and Barnes (2002) and Bratt (1984). The mandate of the judges was to point out awkward and confusing items and suggest alternative wordings where necessary, comment on the adequacy of the item pool, the length and the appropriateness of the response format as well as the instructions. They were encouraged to recommend other ways of tapping the phenomenon that may have been overlooked.

The judges were also required to screen the items generated for the additional variables introduced to the original construct. The additional variables were: Perceived difficulty in production and service, Perceived benefit to business and organisational readiness. Specifically, the judges were asked to rate each item with respect to their relevance and representativeness in relation to the measurement of the intended construct. Items that were rated low were then removed from the questionnaire. The questionnaire was altered and modified at this stage, taking into consideration the inputs of the expert panel of judges.

As depicted in Table 10, the questionnaire was in three parts. The first part of the questionnaire introduced the respondent to the researcher and the topic under research. The importance, significance and the use of the study were also stated to dissipate any doubts and hesitations in the minds of the

respondents and embolden them in their voluntary participation and response.

Assurances of confidentiality, anonymity and privacy were also given to encourage the respondents to participate in the study (Francis et al, 2004). The second part sought for information on the profile of the hotel and the hotel's restaurant. This was to ensure that menu decision-makers from the right hotels were contacted and other references could be made in respect to the type of menu used in the hotel and the star rating of the hotels.

Table 10: An outline of the Questionnaire

Content description	
Part I	
Page 1	Introduction, significance and importance, voluntary consent, assurance of privacy, confidentiality and anonymity
	Screeners (qualifying question)
Part II	
Hotel and restaurant profile and position of respondent	
Part III	
Page 2	Meaning of Ghanaian dishes and measures of Perceived Customer Patronage and Attitude.
Page 3	Items for measuring the Hotels readiness to introduce more varieties of Ghanaian dishes unto the menu.
Page 4	Items for measuring Intentions and Normative beliefs
Page 5	Items for measuring motivation to comply
Page 6	Items for measuring Perceived Benefits to business
Page 7	Items for measuring Perceived difficulty in production and service

Source: Author's construct

the definition of Ghanaian dishes that the study adopted, as the term may mean different things to different people depending on their background and the scope of their knowledge. Instructions on how to answer the sections were given at the beginning of every section. Respondents were then directed to select their responses from a seven point Likert scale. The scale, measured the level of agreement the respondents associated with a particular statement, where for example, 7= strongly agree and 1= strongly disagree as suggested by Ajzen and Fishbein (2006). A sample of the questionnaire is found in the Appendix 3.

Operationalization and Measurement of Variables

Attitude

Attitude, has been defined by Lada, Tanakinjai and Amin (2009) as an individual's positive or negative evaluation of performing a behaviour. Logeswaran and Kazerouni (2011), on the other hand, explain that attitude is a person's disposition to respond favourably or unfavourably to self, others and the environment. This concept was operationalized as the strength of one's positive or negative feelings towards the introduction of more Ghanaian dishes unto the menu. A five item measuring scale was adopted from Ayeh, Au and Law (2013) to measure the spectrum of the respondent's attitude towards introducing more varieties of Ghanaian dishes unto the menu. These items were measured on a seven-level semantic differential scale with opposite adjectives on each side of the scale as suggested by Ajzen (2006).

Behavioural intention has been said to be a direct precursor to actual action (Alt & Lieberman, 2010). It is described by Bosompra (2001) as the immediate determinant of behaviour. Intentions were measured with four items. Three of the items were suggested by the work of Lada et al (2009) and the additional item was adopted from Ayeh (2012). It is worth noting that the items from Lada (2009) measured the intentions to choose *halal* food products whereas that from Ayeh (2012) measured the intention to use consumer-generated media. It was thus, necessary to alter the items to suit the context of measuring the intention of placing more Ghanaian dishes onto the menu. The items were measured on a seven-point Likert scale.

Organisational Readiness

Organisational readiness was measured in three broad concepts that encompass all the aspects of a business that have to be considered and readied for change to be effective as proposed by the Organisational Development Theory espoused by Butterfoss, Kegler and Francisco (2008). The concepts are; the Organisation's Culture, the Organisation's Climate and the Organisation's Capacity. Each of these concepts had various measurement items suggested by Glanz, Rimer and Viswanath (2008). The concept of Organisational Culture was measured with four items. That for measuring Organisational Climate had three while the concept of Organisational Capacity was measured with three items. In total, the authors used ten items to measure organisational readiness.

Saunders and Clark (1992) and Iacovou, Benbasat and Dexter (1995)

measured organisational readiness with six items whereas Quaddus and Hofmeyer (2007), measured Organisational readiness with seven items and three additional items to measure Organisational characteristics that have been incorporated into the measurement of Organisational Readiness in this study. Again, items generated, that were informed by Buterfoss et al. (2008) were modified to suit the context of adding more variety of Ghanaian dishes unto the menu and screened using expert panel review method. Organisational readiness was also measured on a seven-point Likert scale.

Perceived benefits to business

Perceived benefits to business was captured as the benefits that the menu decision-maker assumes the hotel will accrue if he or she introduces more Ghanaian dishes on the menu. Since it is one of the additional variables, items used for its measurement were collected through interviews conducted with menu decision-makers and key players in the food and beverage departments in hotels. Ten items were used to measure perceived benefits on a seven-point Likert scale.

Perceived difficulties in production and service

In the same vein, perceived difficulty in production and service represent the stumbling blocks that menu decision-makers think will impede the introduction of more varieties of Ghanaian dishes on the hotel menu. This concept was gauged using nine items that were also collected from experts in the hotel and measured on a seven-point Likert scale.

Perceived customer patronage was operationalized as the frequency of the orders made by various categories of customers and the financial commitment the hotel envisage patrons of their services are willing to make towards their orders. The items for measuring “Perceived customer patronage” were generated from a prior qualitative study and was measured by eight items on a seven-point Likert scale. Suffice it to say that, this variable was also generated through interviews with key actors in the food service section of the hotel.

Subjective norms and Perceived control

Subjective norms as explained by Ajzen (2006), are the perceived expectations of others and the motivation to comply with these expectations. In other words, the perceived social pressure to do or not do the behaviour where as perceived control is a person’s belief about the presence of factors that may facilitate or impede performance of the behaviour and the perceived power of these factors. Subjective norms, which are normative beliefs were conceptualised in the current study as the perceived expectations of others whose opinion on adding more varieties of Ghanaian dishes unto the menu matter to the menu-decision maker. Those whose opinion mattered in this case to the menu decision-maker, as gathered in the interview, were: the hotel’s owner, the manager of the hotel if he or she is different from the owner, the customer and the food and beverage manager (where there was one). Both were measured on a seven-point semantic differential scale.

The study begun with a pre-test as suggested by Radhakrishna (2007) and Babbie (2005). The test was undertaken in the Central Region of Ghana. There were eleven 1-to-3 star hotels in the region and they were all included in the test. The essence of the exercise was to identify errors such as ambiguous questions, unanswerable questions and questions with more than one answers (Babbie, 2005). In addition, the ability and competence of the respondents to answer the questionnaire was also assessed. Based on this exercise, some questions were modified and a decision was made in favour of adopting a self-administered questionnaire data collection method.

Owing to the limited number of 1-to-3 star hotels in the region for the pretesting, measurement analysis was not feasible for a pilot study. The instrument was thus administered to the first study area in the main study since that area (Accra) had a larger population of 1 to 3 star rated hotels. The data was then tested and necessary adjustment made to the scale before data collection was done in the other study areas.

Target Population and Sampling

The target population for the study was all final menu decision makers in 1-to-3 star hotels in Accra, Kumasi, and Takoradi. Multi-stage sampling technique was also employed. Using a census, all 1-to-3 star hotels in Accra, Kumasi and Takoradi were selected in the first stage. Purposive sampling was then employed to select the menu decision-maker in the hotel. Purposive sampling method allows the researcher to select a sample on the basis of in-depth knowledge of the population, its elements and the purpose of the study

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(Babbie, 2007). For the purposes of applying the Theory of Planned Behaviour, it was essential that the hotels chosen were small and medium scaled businesses, that did not exhibit the decision making patterns of large corporate entities thus the choice of 1-to-3 star hotels.

Small and medium scale industries are widely defined depending on country and industry. For instance, the United States of America, loosely defined the term as any enterprise with fewer than 500 employees whereas in Japan, it is fewer than 300 employees. In Taiwan, the concept is defined in terms of capital to refer to companies or businesses with less than NT\$80 million (Ming-Huei, Yuan-Chieh & Tzu-Ming, 2003). Under wholesale and service enterprises, SMEs are businesses with less than a 100 employees and in retail businesses; they are those with less than 50 employees (Ladzani & van Vuuren, 2002).

The Bahamas Tourism Services (2003) defined SMEs in the hotel sector as small accommodation properties that are a heterogeneous group that provide a wide variety of product offerings and with facilities of less than 75 guest rooms. This group represents establishments ranging from small to medium sized hotels, cottages, villas, apartments, bed and breakfasts and guesthouses. It suggests that this group of SME hotels have the following characteristics:

- Small size (75) rooms or less
- Wide variability in standards of facilities (e.g. air conditioning, restaurants and bars may be present or absent)
- Operated for profit
- A majority of staff are local

- No international “brand name” recognition
- Generally, a more intimate relationship between guests and staff
- Generally, informal management and employee relationships

Using these criteria, small hotels will encompass full-service properties, apartment hotels as well as eco-lodges and other niche accommodation. Murphy (2008) suggests that single individuals make decisions in this group of hotels and they depend to a material degree on family members and provide “jobs” for non-family members rather than “careers”.

Data collection techniques and instrumentation

Primary data was collected for both the qualitative and quantitative aspects of the research. Using an interview guide, unstructured interviews were conducted at 12 hotels (four in each study area) with the chefs and key players in the food and beverage department who were the menu decision makers in the hotels. The hotels were made up of four 3-star hotels, four 2-star hotels and four 1-star hotels. The interviews collected data on the availability of Ghanaian indigenous dishes on the menu of hotels and the chefs’ perceptions of Ghanaian dishes.

The issues discussed bothered on their perceptions on the benefits and difficulties that adding more varieties of Ghanaian dishes unto their menu would bring to their hotel. They also gave their views on perceived customer patronage of Ghanaian dishes and their organisations’ readiness to take such a step. Using this data and other information from literature, a questionnaire was developed and given to twelve expert reviewers to validate. After the validation, the questionnaires were altered and pre-tested in Cape Coast to

make the instruments more relevant, reliable and appropriate for the actual data collection exercise. Further corrections were made and the final questionnaires were administered to the menu decision makers of all the 1 to 3 star hotels in the study area using a survey design.

Six field assistants were trained to assist in the fieldwork, two in each study area. Secondary sources of information used in the research included but was not limited to information from the Ghana Tourism Authority, hospitality, food and tourism journals, hospitality management and menu planning books and menus from the selected hotels.

Data processing and analysis

Creswell (2009) indicates that, data analysis involves making sense out of the data collected, preparing data for analysis, understanding data, and making an interpretation of data. Two kinds of data were collected and analysed for the study: quantitative data and qualitative data.

Qualitative data

Information gathered from key informants in the hotel, which was made up of the chef, and the food, and beverage manager were reviewed and rewritten in a complete form. Qualitative analysis according to Bogdan and Biklin (2007) includes the systematic searching and arranging the interview transcript, field notes, and other materials that have been accumulated to enable the researcher to discover meaning. The first stage of the analysis was the transcription of the audio version of the interview. Notes made in the field were also read thoroughly and a transcript of the interview from the hotels

and key informants was prepared using participants' own words. Using two coding types (predetermined and emerging themes) the statements were coded and summarized in the narrative form and the most useful quotations were employed wherever appropriate to establish patterns.

The predetermined coding involved the use of the factors that menu decision-makers consider when making decisions on what to put on the menu that were reviewed in the literature, where as the emerging theme coding was derived from the process of open coding. This process involves breaking the data down into discrete parts and closely examining and comparing for similarities and differences. Conceptually similar issues were grouped into categories as suggested by Babbie (2007). A preliminary list of possible coding categories was then developed. Codes were then assigned to the units of data from the transcripts that were under the particular topic represented by the coding category. Major codes and sub-codes were developed depending on the issues identified. As the data were coded, the coding scheme was refined by adding, collapsing overlapping categories and re-defining categories until a group of major themes emerged. The results were then interpreted, which involved explaining and framing ideas in relation to theory, other scholarship, and action, as well as showing why the findings are important and making them understandable ((Bogdan & Biklin, 2007).

Quantitative data

Secondary data collected from the hotels were analysed using Structural Equation Modelling techniques. The data collected were first, screened to unearth missing values, outliers, univariate normality. Using

SPSS version 21 to process the data, descriptive statistics, One-Way ANOVA and Tukey's b tests were conducted to ascertain the attitudes and intentions of menu decision-makers towards adding more variety of Ghanaian dishes unto their menu. Principal Component Analysis was then used in addition to the Oblique rotation and the PLS technique to assess the measurement model for the reflective constructs. Relationships stated in the hypotheses were also tested using the same techniques.

Rational for using Structural Equation Modelling Technique

Structural Equation Modelling (SEM) is a second-generation analytical technique that employs various types of models to depict the relationships among observed variables with the aim of providing a quantitative test of a theoretical model that has been hypothesized in a study (Schumacker & Lomax, 2010). Chin (2002) defines SEM as an approach that integrates various portions of a research holistically. Some reasons explain why this technique was chosen to analyse the quantitative data. These are: one, the study observes multiple variables to better understand the intentions of menu decision-makers to add more varieties of Ghanaian dishes unto the menu. Basic statistical methods utilize only a limited number of variables that may not be capable to handle the sophistication of the theoretical model was adopted for the study. In other words, SEM permits complex phenomena to be statistically modelled and tested.

Moreover, SEM techniques have greater recognition for validity and reliability (Schumacker & Lomax, 2010). The techniques explicitly consider

measurement errors when statistically analysing data. Again, within the academic literature, SEM has been used considerably in researches that dwell on topics such as satisfaction and attitude (Monecke & Leisch, 2012) since the technique is developed to work with multiple variables simultaneously.

Finally, Partial Least Squares (PLS), a SEM technique that was chosen for the analysis of the quantitative data for this study, in comparison with Ordinary Least Squares (OLS), has minimum demands with regard to measurement scale, sample size and residual distribution. When the given assumptions are not met, OLS model will not provide the best estimates (Tennenhaus et al, 2005). Using an appropriate and robust method, OLS and PLS regression were compared by Farahani, Rahiminezhad, Same and Immanezhad (2010). They concluded that in specific conditions – small sample size, missing values and multicollinearity PLS estimated much more accurately than OLS. Although transformation of data improves stability of OLS model, the incorporation of R^2 in PLS makes PLS regression model much more robust than OLS.

Research ethics

The importance of ethics to research cannot be over emphasised as the integrity of the whole exercise depends on the ethical considerations made. Resnik (2011) cites a number of areas that ethical codes cover in different policies. These include: honesty, truthfulness, objectivity, integrity, carefulness, openness, respect for intellectual property, social responsibility and human subject protection. In the current study, the management of the hotels were contacted, to seek their consent and voluntary participation in the

study. Menu decision makers were then given the go ahead to answer the questionnaire. Confidentiality and anonymity was also observed by avoiding questions that pried on the personal information of the respondents that had no bearing on the issues under study. Names and particulars of the respondents and their establishments were also avoided in the qualitative reportage. All sources cited were referenced to ensure due acknowledgement of authors in the field of study. Extensive literature review was also done to ensure that all relevant and important works and arguments in the area of study are taken into consideration.

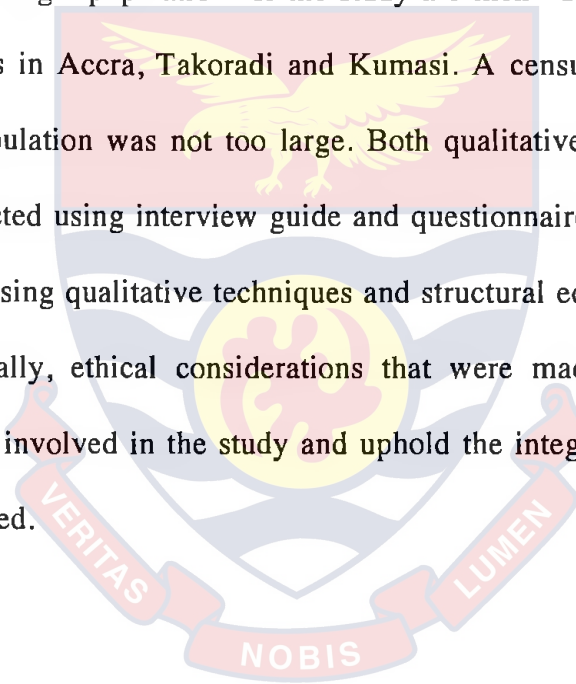
Chapter summary

This chapter dealt with the methodological issues explored and employed in this study. It described the study areas, which are Accra, Kumasi and Takoradi, discussing the geographical boundaries and characteristics of the areas as well as their economic and hospitality industries. The chapter then looked at the approaches to research and the design that was adopted to execute the study. The study adopted the pragmatic philosophical paradigm and that informed the use of a mixed method approach to research, specifically, the transformative mixed method. In other words, using a sequential data collection method, both qualitative and quantitative approaches were adopted, starting with the qualitative approach and then using the quantitative method, a wider sample size was reached to allow for generalisation of the findings.

The procedures that were used to develop the quantitative research instrument and the format of the instrument were also described. The

instrument had three parts, which are, the introductory part, the characteristics of the hotel and restaurant part and the final part that measured the actual variables of the study. The chapter also explains how the variables were operationalized and measured. The variables include “Attitude”, “Intentions”, “Perceived benefits”, “Perceived difficulties”, “Perceived customer patronage and “Organisational readiness”. Expert panel review that the study adopted to validate the questionnaire was discussed, pointing out the importance and processes of the concept as was used in the study.

The target population for the study are menu decision-makers in 1-to3 star hotels in Accra, Takoradi and Kumasi. A census was conducted because the population was not too large. Both qualitative and quantitative data were collected using interview guide and questionnaires. Data collected were analysed using qualitative techniques and structural equation modelling techniques. Finally, ethical considerations that were made to protect the human subjects involved in the study and uphold the integrity of the results were also narrated.



CHAPTER FIVE

INSIGHTS ON GHANAIAN DISHES FROM THE HOTEL

Introduction

As a precursor to the quantitative study, interviews were organised to unearth the general perceptions and views of hotel menu decision-makers on introducing more Ghanaian dishes unto the menu. This is because the Theory of Planned Behaviour constructs are measured quantitatively using questionnaires that are tailored to the specific behaviour of interest following a preliminary qualitative study that determine the item content for the variables. Using the TACT (Target, Action, Context and Time) principle, the questions: (1) what; (2) to whom; (3) where; and (4) when were answered. In lieu of this, the perceptions of key informants in hotel food and beverage decision-making positions in the hotels were sought through interviews. This chapter thus documents the results of that exercise whiles executing the objective of ascertaining menu decision-makers perceptions on Ghanaian dishes.

Respondents from four hotels were interviewed in each study area making a total of twelve interviewees. In most cases, the respondents in the hotel consisted of the chef and the food and beverage manager. In one case though, the manager of the hotel joined in the interview. All respondents showed great interest in the subject and freely gave their opinions on the matter. The first part of the interview sought to clarify the hotel characteristics.

This included the star rating of the hotels, whether they had any Ghanaian dishes on the menu and how many, as well as the position of the respondents, as shown in Table 11.

Table 11: Hotel characteristics

Name of Hotel	Location of Hotel	Star Rating of Hotel	Interviewee/s	Number of Ghanaian dishes on Hotel's Menu
African Regent Hotel	Accra	3-Star	Chef	7
Coconut Grove Regency Hotel	Accra	2-Star	Chef/ F&B manager	15
Mensvic Hotel	Accra	2-Star	Chef	6
Alisa Hotel	Accra	3-Star	Chef / F&B manager	8
Africa Beach Hotel	Takoradi	1 Star	Chef	0
Raybow Hotel	Takoradi	3-Star	Chef	8
Ahenfie Hotel	Takoradi	1-Star	Chef/ F&B manager	10
Animens Hotel	Takoradi	1-Star	Chef	5
Rexmar Hotel	Kumasi	3-Star	Chef	5
Hotel Georgia	Kumasi	2-Star	Chef / F&B manager	6
Treasureland Hotel	Kumasi	2-Star	Chef	10

Source: Field work (2014)

The second part of the interview interrogated respondents on their perceptions on Ghanaian dishes in general, the benefits, challenges and any

other issues that pertained to adding more varieties of Ghanaian dishes unto the menu. A detailed description of significant themes, which emerged from the interviews, is presented. The themes are organized according to the factors that are considered by menu-decision makers when deciding on menu items and described using the narrative technique, summaries and representative quotes. The quotes give a deeper understanding of interviewees' experiences and perceptions. Issues presented have been categorised into eight headings and four sub-headings. The names of the hotels have not been used in the text in order to protect the identity of the respondents and ensure the anonymity of their establishments.

Customer considerations and needs

Menu decision-makers and other experts in the food and beverage department of the hotels, mainly the chef and food and beverage managers were asked about their perceptions on Ghanaian dishes in the hotels. The responses that fell under the theme "customer considerations and food needs" are presented in this section. According to Miller (2007), it is important for any business to find out what customers want, this will be the basis for the development of the product and services that will be offered to the customer. Sub-themes that emerged from this theme were: (a) familiarity and preference; (b) taboos, superstitions and religious beliefs; (c) health considerations; and (d) cultural experience and exposure.

Familiarity and preference

The view of serving hotel customers what they prefer and are familiar with has been discussed in the literature. Mak *et. al.* (2012) have alluded to familiarity

and past experience as factors that influence food consumption away from home. Some researchers (e.g Cohen & Avieli, 2004) are of the opinion that unfamiliar food in an unfamiliar environment can impede customer comfort, and thus, Murphy, Pritchard and Smith (2000) suggest that customers must be served food they are familiar with. Others, on the other hand, are of the view that it is not all of the food desires of the customer that has to be met (Moulin, 2007).

Food and beverage practitioners in the sampled hotels demonstrated the importance of familiarity and preference in their responses. This was seen in their assertion that they did not provide wide varieties of Ghanaian dishes because both their foreign and Ghanaian customers were not familiar with most of the varieties of Ghanaian dishes. They thought because there were many different ethnic groups in Ghana with different food preferences, people from different ethnic groups will not appreciate the dishes from other ethnic groups. With respect to their foreign customers, they said that, the foreigners were comfortable with the foreign dishes they provided and they did not request for many Ghanaian dishes because they were not familiar with them. As a respondent from a hotel in Accra put it:

Most varieties of Ghanaian dishes are not popular amongst the locals and the foreigners because there are so many different ethnic groups with a wide variety of ethnic foods. It is therefore difficult for the locals to even recommend these dishes to the foreigners. Some foreigners on their own, may be uncomfortable or even afraid to eat the local dishes if the locals they know do not recommend it

ethnic groups are eaten and appreciated in parts of the country and even beyond and not limited to the area of origin of the food. For example, wakye, Hausa kooko and pinkaso from the Northern Ghana can be found down south in the Central and Greater Accra Regions. Again, banku and okro soup, a dish associated with and originating from the Volta Region of Ghana is eaten in the Ashanti region. Some of these dishes can also be found in Europe and America. The issue, therefore, is the lack of exposure of the customers (be it local or foreign) to those varieties of Ghanaian dishes.

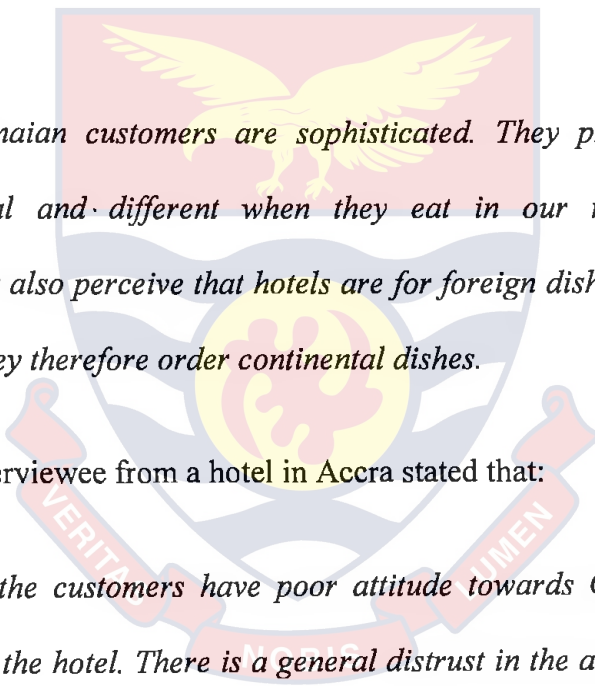
But, according to Chang (2010), the act of eating itself, which involves body contact with the unfamiliar destination's culture, affects the neophobic tendencies of the tourist. On the other hand, for the neophilic tourists, the unfamiliar environment of the destination itself may act as a motivational factor for encouraging them to take their chances with novel and strange local dishes and beverages. This may explain the hesitation on the part of some foreigners to eat the local cuisine without recommendations from trusted local acquaintances and supports the view of the interviewee from a hotel Takoradi who proffered that:

Most Ghanaian dishes require the customers to have acquired the taste before they can be enjoyed, therefore even when some patrons place an order for them, they eat very little of the portion provided. Such customers may not reorder the same food

Yet another interviewee from a Hotel in Kumasi thought that the hotel's local customers preferred foreign dishes to Ghanaian dishes. As he put it:

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Ghanaian customers prefer foreign dishes because they feel that they eat the local dishes at home. Some customers also feel that local dishes are not prestigious, they deem them to be below international standard and therefore do not suit the image of dining in a hotel. The customers who come to this hotel, perceive continental (foreign) dishes to be prestigious therefore when they come to the hotel, they order continental dishes.

On this same subject, a menu decision-maker from a hotel located in Kumasi opined that:



Our Ghanaian customers are sophisticated. They prefer something continental and different when they eat in our restaurant. Our customers also perceive that hotels are for foreign dishes and not local dishes, they therefore order continental dishes.

Still, a fourth interviewee from a hotel in Accra stated that:

Some of the customers have poor attitude towards Ghanaian dishes served in the hotel. There is a general distrust in the authenticity of the taste of Ghanaian dishes in the hotel. It is perceived that the recipes have been Europeanised to suit the taste of foreign customers. They will therefore rather eat Ghanaian dishes at home or at the "chop bar".

An F&B practitioner in a hotel in Kumasi shared a contradictory view. He said:

When people eat in the hotels, they expect the food to look and taste different from what they are used to at home even though it's the same

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local dish. They sometimes get disappointed when the food tastes the same as what they eat at home.

From the comment given by the practitioner from the hotel in Kumasi, it can be said that Cohen and Avieli's (2004) suggestion that local food should be filtered through tourism oriented establishments so that the taste can be transformed by foreign influence to suit the taste of international tourists, did not take into consideration the local clients of these tourism oriented establishments. It can be concluded, therefore, that the perceived attitudes of hotel patrons do not encourage the menu-decision makers to have a positive attitude towards introducing more variety of Ghanaian dishes unto the menu. But in Takoradi, some of the respondents thought that introducing more of the local dishes unto the menu would enable them to cater for wide range of customer preferences. One of the chefs said:

The limited variety of Ghanaian dishes on the menu makes our local offering boring to the regular customers. I guess when we increase the variety of local dishes on the menu, we will maintain and attract customers who prefer local dishes and we will get more patronage from the towns folks.

In Accra, the hotel menu decision-makers were optimistic that Ghanaian dishes appeal to their local guest so introducing varieties will attract more patronage from them. Majority of the menu decision-makers from the various hotels agreed to this assertion. This translated into the very high "yes" responses they gave to the question whether they intended to add more variety of local dishes unto their menus within the next two years. However, some of

those from Kumasi thought that the restaurant business was moving towards the production and service of Chinese dishes. A particular hotel in Takoradi in the Western Region had no intention of serving local dishes on their menu because, according to them, all their customers were foreigners who cared little about local dishes.

Taboos, superstitions and religious beliefs

According to Gadebgeku et. al., (2013), Ghanaians attach a number of superstitious and cultural beliefs to food because food is a key player in their culture, especially festivals and ancestral worship. These taboos and superstitions can be helpful or harmful. This phenomenon was played widely in Kumasi in the Ashanti Region. The Region is deemed to be the cultural hearth of the country. It was therefore not surprising that the respondents held these views. One of the F&B experts asserted that: the attachment of superstitions to some of the local foods made them uncomfortable to serve those dishes on the menu. According to him:

A dish like Aprapransa is perceived to be the food for witches. It cannot therefore be eaten if the eater did not prepare it or a person trusted by the eater. Moreover palm oil, which is the main oil used in most Ghanaian stews should not be purchased or eaten at night because witches could sell or serve human blood to you in place of the oil.

Again in Kumasi, another interviewee added his voice to this phenomenon. He asserted that:

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*Here in the Ashanti Region, some dishes are reserved for the gods. For example, any one at any time cannot eat *eto*. It has to be eaten by people approved by the gods at the right time during rituals and festivals. You cannot therefore put such a dish on the hotel menu to be desecrated by any one. That will be a desecration.*

Yet another person from a hotel in Kumasi confirmed these perspectives.

Ghanaian customers perceive some of the local dishes as fetish because they are eaten during festive occasions and are used for ritual practices. Some other local foods are also perceived as dishes for witches because the primary cooking oil for most Ghanaian stews and sauces is red palm oil, which is equated to human blood. Some tribes are also forbidden to eat some of the ingredients in the soups and stews such as snails, which are not eaten by the Krobos.

These insights are in conformance with Meyer-Rochow (2009) and Patil *et. al.* (2010) who also identified some taboos, superstitions and religious beliefs that hindered the patronage of certain foods within certain cultures. Appendix 4 describes some of these beliefs held by some Ghanaians.

Nutritional and Health considerations

The health and nutrition of the customer was also a factor that menu decision-makers considered in the introduction of more Ghanaian dishes on the menu. Research has shown that menu planners that take health and nutritional information into consideration before planning menus do so not to benefit only the customers but to a large extent the restaurants themselves (Hwang & Lorenzen, 2008). According to the sampled hotels, most of the times, Ghanaian

dishes contain an assortment of ingredients, so it is easy to plan a nutritionally balanced meal. But, some Ghanaian dishes required getting used to for it to be “kind to the stomach”. They also thought that the heavy carbohydrate content was not too healthy for foreigners. According to one of them from Takoradi:

There is too much starch in our local dishes. The whites cannot cope with it. Every time they order the food, they waste it by eating very little. Some of them also get sick from eating some foods.

On the same topic, a second interviewee from a hotel in Accra said:

It is difficult for foreigners to eat Ghanaian dishes due to the heavy concentration of carbohydrates. Some Ghanaian dishes can be hard on the bowels for first time eaters. This may discourage repeat consumption. Because most of the dishes contain a number of variety of ingredients, it is even difficult to list it all for the customer to decide whether they like it or not.

Davis *et. al.* (2008) posit that for health and nutritional concerns, description of dishes in menus should be informative, accurate and complete especially when the individual ingredients are mixed together and not separated. They further suggest that, to protect the health and nutrition of potential customers who will order local dishes, their dislike or intolerance for some components of the dishes should be taken into account. Therefore, menu decision-makers will have to plan the menu book or card in a way that divulges all necessary information about the local food they have presented including major processes

used. According to Kozup, Creyer, and Burton (2003), nutritional information should also be presented with the menu items.

Cultural experience and exposure

In recent times, several others have studied the use of food as a tourism attraction. This concept has been labelled with various terms such as gastronomic tourism, food tourism and culinary tourism. In this respect, when local food is successfully implemented as the major attraction in the marketing of a destination, the food becomes an attraction in its own right (Hjalager & Richards, 2002; Du Rand, Heath & Alberts, 2006; Barbayaneva, 2012).

The F&B practitioners in the hotels in Accra emphasised the role their food could play in promoting tourism in Ghana. Most of them were of the view that novel local dishes on their menus will make dining attractive and increase the cultural experience of the visitor. One said:

Ghanaian dishes in hotels will promote food tourism. It provides an avenue to present new dishes and showcase our culture for the customer to try. Novelty appeals to customers who want to experience other food cultures especially international tourists. Such customers sometimes complain about the monotonous local dish offerings on our menu. Once, there was an embarrassing situation when one of the customers walked to our chef and said, "good afternoon, I can close my eyes and tell you all the local dishes you have on your menu. It's the same thing every day all over the country."

It is encouraging that the practitioners are undertaking such debates

because in the world over, food is gaining a lot of attention in the promotion of tourism (Hall & Sharples, 2003). Authenticity has for long been realized as a key motivator in tourism experiences (Chang et al., 2010). It has also been said to be one of the motivators that influence local food consumption in destinations (Kim et al., 2009). Consuming local food is considered as an authentic experience. Local food served in a hotel's restaurant may offer a different aesthetic experience in comparison with the food eaten at home. The culture of an area and the environment in which people eat are part of the authentic experience. When individuals eat food at home, they are acting out part of their normal life. When people eat local food in a traditional restaurant, popularly known as "chop bar", they have an authentic and original experience. But, for the hotel to maintain this kind of authenticity, the establishment will need to put in more effort to stage a cultural setting to hype and create an authentic experience (Case, 2009).

Labour issues

Irrespective of the mode of operation adopted by a restaurant's food and beverage department, the menu is best delivered when the establishment has the requisite number of well-trained chefs, cooks, waiters and waitresses. Kivela (2001) argues that having the optimum number and expertise of staff is key in menu planning. Hence, restaurants should recruit competent staff for the restaurant to deliver good dishes to their clients in conformance to their operational concept. In light of this, the interviewees gave their opinion on the competence of the their staff in relation to adding more varieties of local dishes unto the menu. In Kumasi and Accra, the practitioners thought that the hotels

lacked knowledgeable and skilled staff trained to cook Ghanaian dishes because the vocational schools and polytechnics they attended do not often have comprehensive curriculum on Ghanaian dishes. One respondent from a hotel in Kumasi said:

The staff we recruit for the kitchen have more knowledge on cooking foreign dishes than local dishes.

Yet another from a hotel in Accra added that:

Our staff are not familiar with most of the Ghanaian recipes and ingredients. Most of the staff have not learnt to cook a number of the indigenous dishes from the house. This is because of the large number of ethnic groups and foods. The staff are only knowledgeable about cooking food from their own ethnic groups but not those from other ethnic groups, except the very popular ones like banku and Ampesi.

In contrast with these views, an interviewee in an African branded hotel in Accra was quite optimistic. He said:

Knowledge on Ghanaian recipes is readily available, if we decide to add more varieties; we can easily train our staff to acquire the knowledge.

It must be added, however, that this was an exception to the majority of respondents from the other two regions that thought otherwise. In the same vein, a respondent from Takoradi with excitement alluded to the fact that their

staff were more relaxed when the local dishes orders were more than that for their foreign dishes. He said:

Our staff are more comfortable cooking local dishes because it is part of their tradition. There is a sense of joy, happiness and satisfaction in the kitchen when we get more orders for Ghanaian dishes.

In summary, while the majority of the practitioners thought they did not have the right competent staff to handle the production of more varieties of local dishes, a few also thought the knowledge and skills were readily available.

Price and profit consideration

Every business exists for profit. The restaurant business in the hotel is not an exception. Cost of food, labour, equipment and supplies and pricing have been named among other issues, as important in the achievement of profits (Gordon & Brezinski, 2001; Molt, 2006). The prices charged by catering establishments for food are to a large extent based on the cost of the food (Pavesic & Magnant, 2005). Menu prices need also to represent value for money for the customer. Hence, Walker (2002: 261) proposed that, “The selling price of each item must be acceptable to the market and profitable to the restaurant”. In light of these, menu decision-makers commented extensively on the financial consequences in adding more local dishes to the menu. In Takoradi, one said:

Even though production cost for Ghanaian dishes is relatively low, we still maintain high prices to reflect the image of the hotel and pay labour and overhead costs. A number of the customers feel reluctant to buy local dishes at high price; they would rather pay that price for continental dishes. So the patronage for local dishes is not encouraging.

In Accra though, the respondents had a good perception of the profitability of local dishes. An interviewee from hotel A said:

The ingredients for producing Ghanaian dishes are cheaper, this makes the production cost lower than that of the foreign dishes we serve. But we still serve the Ghanaian dishes at high price to our customers so we get more profit from those dishes. They are ready to pay the high price because they appreciate the service and ambience offered by the hotel. The profit margin is bigger on Ghanaian dishes than continental dishes.

F&B practitioners interviewed in Kumasi shared a similar story. They were convinced that the introduction of more varieties of Ghanaian dishes on their menu would make the menu affordable and profitable. An interviewee from Takoradi admitted to these opinions when she said:

Our menu prices are expensive because we cook only continental dishes. I believe that if we add more varieties of Ghanaian dishes we would have cheaper dishes to meet the taste of a wide range of guests.

There is a general consensus thus, that producing and serving Ghanaian dishes is more profitable for the hotel than serving foreign dishes. The pricing

may be suitable for some customers but may not be so for others. It is hence important for menu decision-makers to evaluate the financial status of their clients and based on that decide on a reasonable price that will portray value for money for their customers as suggested by Walker (2002).

Food production and service

Production and service of food and beverages is the core duty of the kitchen and restaurant staff, superintended by the chef. Their view of the ease or otherwise of the production and service of local dishes is thus important to how they perceive the dishes in general. Because most of these hotels run the a la carte menu service, the efficiency of the production and service process is very essential. This is to ensure that the customer does not wait for unduly long period for their food. Restaurants, therefore, install the right quantity and quality of equipment to support and facilitate the production and service of the various menu items (Magris & McCreery, 2001; Molt, 2006). Menu items, according to Kotschevar and Withrow, (2008), are to be chosen carefully to avoid some equipment being over-burdened while others are under-utilised.

F&B practitioners in the hotel had a lot to say with regards to their perceptions on the production and service of local dishes. Most of them from all the regions sampled thought that it was difficult to prepare a number of the local dishes per portion, because of the labour intensive nature of the cooking processes involved in the preparation of the dishes. They were also of the opinion that the processing time of the dishes was too long, for example, one said:

Because of the elaborate and complex cooking process of most Ghanaian dishes, we prefer to cook it for functions and buffets so that we would have enough time prior to the service to execute the recipe. The production process for many Ghanaian dishes has not been technologically developed enough to aid preparation before service. It is easier to prepare Ghanaian dishes in bulk than per portion.

Another interviewee opined that:

“ The primitive cooking techniques make it difficult to apply quick efficient merchandised equipment to some processing methods for Ghanaian dishes. Again, due to the lack of pre-processed ingredients, cooking Ghanaian dishes starts from the scratch, makes it time consuming”.

In a 1-star hotel in Kumasi, the menu decision-maker was concerned about the comfort of the customers and thought that the process of preparing local dishes could be a nuisance to their in-house guest. He said:

“We have not thought through and developed most of our dishes for commercial production and service in hotels. We still rely on traditional production and service methods that may not necessarily be compatible with hotel operations. Imagine us pounding fufu at ten o'clock in the morning for lunch service at twelve o'clock. We may end up disturbing the guests in the rooms with the noisy pounding. I shudder to think of the smell of momoni (salted fish) in the guest rooms”.

With regards to the service of the dishes, a respondent from Accra had this to say:

“Some of the dishes require elaborate service and more service equipment. The service of some of the dishes requires eating with the fingers rather than cutlery. This makes service cumbersome for our formal table setting. In addition, we have to provide bowls for the customers to wash their hands. It is difficult to make our service higher than that of the chop bars”.

In all, there are some perceived challenges regarding the production and service of more Ghanaian dishes in the hotel. A lot more thinking and planning must therefore go into the development of the production processes to aid quick and efficient service.

Availability of raw materials

Gordon and Brezinski (2001) asserts that before any dish is put on the menu, there should be an assessment of the availability and quality of the ingredients in the market. Comments from the menu decision-makers also dwelt on this area. In Kumasi, a chef from one of the hotels said:

There is an abundance of raw materials for the cooking of Ghanaian dishes.

But in Accra and Takoradi, some of the respondents did not think so. One of the chefs said:

Some of the ingredients for cooking local dishes are so traditional that it is difficult to get them on the open market outside the indigenous area from where it is eaten. Also, some of the ingredients needed for the production of the Ghanaian dishes are produced under traditional methods, mainly subsistence farming methods. The production and sales have thus not been commercialised. This induces shortages on the market, especially during certain seasons.

The menu decision-makers had divergent opinions as to whether the ingredients were available in commercial quantities all year round. Developing commercial supply chains for the identified ingredients will be very helpful to the hotels if they decide to add those local foods to their menu.

Ability to reuse leftovers

The use of leftovers in the restaurant industry is very important. It helps the kitchen to reduce wastage and maximise profits (Kugaji, 2013). All the menu decision-makers agreed that it was difficult to store and reuse left over Ghanaian dishes. One of them from Kumasi articulated his concerns stressing that:

It is very difficult to preserve Ghanaian dishes when they are not sold. The colour and texture of the food change when it is reheated. This makes it difficult to resell. In the case of a food like fufu, one of the most popular dishes around, it does not lend itself to reheating at all and it has a short shelf life.

Again, a respondent from a hotel in Takoradi concurred, that:

Ghanaian dishes are only prepared when a customer places an order for them. This is to ensure that, the food prepared will be sold because it is difficult to store and reuse later when it is not sold fresh.

It is therefore not surprising that the reconnaissance survey revealed that some of the hotels required between 24 and 48 hour notice before they could serve Ghanaian dishes.

Appearance and presentation

Food should taste good and look good. Reynolds, Merritt and Pinckney (2005) argue that colours when well combined would enhance a food's attractive look and appeal to customers. Using varieties of ingredients, cut into assorted shapes in preparing and garnishing food can achieve this desired result. With regard to local dishes, the interviewees from some of the hotels in Accra who were used to the Europeanised presentation of food were of the view that they could not subject the local dishes to the same presentation techniques. They attributed this to the one pot nature of most of the dishes, where the vegetables and proteins went into the same bowl. One demonstrated this concern when he said:

It is quite difficult garnishing and presenting local dishes professionally due to the one pot nature of some of the foods. I can hardly apply my garnishing skills on it and achieve a satisfactory result.

Yet another said:

It is the red oil that makes most of the stews appetising but in the hotels, because of the health of the customer, we have to skim all the oil which makes the dishes unattractive. Some foreign customers would not even eat the food when they see all the oil floating on top of it.

Hotel image and management support

Management support is essential in decision making in small and medium scale businesses. Most of the time, the managers are the owners and the final decision makers in small and medium scale businesses (Quaddus & Hofmeyer, 2007). Decisions thus cannot be implemented without the support of the manager (Alberts, 2010). Somehow, some of the interviewees perceived that their managers did not agree to the idea of introducing Ghanaian dishes unto the menu or adding more varieties to the menu because of the bad perceptions of the managers towards the dishes. A respondent from a hotel in Kumasi said:

Management does not support the introduction of more Ghanaian dishes on to the menu, because they believe it will affect the image of the restaurant. The owner-manager believes that more Ghanaian dishes will give the restaurant a national image while assorted continental dishes will give the hotel an international image which is what they prefer.

Yet another lamented:

My owner-manager would be furious if I mention introducing Ghanaian dishes unto the menu. He is of the opinion that his hotel is meant for foreign customers and not for locals and so local dishes do not fit our corporate image and marketing strategy”.

A manager who was interviewed, thought that introducing more varieties of Ghanaian dishes on to the hotel menu will improve the image of his hotel and give it a competitive edge over their competitors who mostly have a foreign concept of operation. He said:

More variety of local dishes on our menu will allows us to have a wide range of dishes on the menu. This would put us ahead of our competitors. They focus mainly on international dishes.

Majority of the hotels did not have issues with the owners or managers with regards to introducing more varieties of Ghanaian dishes unto the menu. But those who did had strong views, indeed.

Chapter summary

This chapter set out to record the views and perceptions of selected menu decision-makers on the introduction of more Ghanaian dishes unto the menu. Using narratives, summaries and representative quotes, the views and perceptions were reported and discussed. Eight main themes were identified from the interviews: (1) Customer consideration and needs, (2) Labour needs; (3) Price and profit consideration; (4) Production and service; (5) Availability of raw materials; (6) Ability to reuse left overs; (7) Appearance and presentation; and (8) Hotel image and management support. In all, the food and

beverage practitioners appreciated the benefits of introducing more Ghanaian dishes unto the menu but also expressed some challenges, real or perceived, that will impede that quest.



CHAPTER SIX

HOTEL MENU DECISION-MAKERS' PERSPECTIVES ON THE MAJOR CONSTRUCTS IN THE PROPOSED MODEL

Introduction

This chapter reports the parametric analysis carried out to determine the nature of responses given by menu decision-makers with regards to the constructs: *perceived customer patronage, attitude towards introducing more Ghanaian dishes unto the hotel menu, hotels readiness, subjective norms, intentions to introduce more Ghanaian dishes unto the hotel menu, perceived benefits to business and perceived difficulties in production and service*. It also interprets the perceptions of menu decision-makers on the major constructs employed in this study by star rating and city. It assesses their attitudes towards adding more Ghanaian dishes unto the menu and examines their intentions to do so. The initial processes employed to screen and clean the data are also presented.

Data screening

The data set obtained from the field was screened and cleaned. This was to certify that it was appropriate for the analysis. A population of 249 1 to 3-star rated hotels was obtained from the Ghana Tourism Authority list of hotels (2013) for the study. Out of this number, 165 were from Accra, 48 from

Kumasi and 36 from Takoradi. These made up the total of 1 to 3-star hotels in the three cities. The response rate from the census was generally impressive; 120 (72.7%) questionnaires were completed and returned from Accra, 33 (68.8%) from Kumasi and 34 (94.4%) from Takoradi. There are various reasons for the non-participation as shown in Table 12. Forty-seven of the hotels were not given the instrument at all.

Table 12: Reasons for non-participation

<i>Reasons</i>	<i>City Accra</i>	<i>Kumasi</i>	<i>Takoradi</i>
No food and beverage operations	14	5	0
No longer operating as a hotel	9	4	0
Outright refused to participate	10	3	2
Menu decision-maker not available	4	0	0
Hotel could not be located	8	0	0
Hotel temporarily closed for renovations	0	3	0
Total	45 (1-Star = 27) (2-Star = 18)	15 (2-Star = 9) (1-Star = 6)	2 (3-Star = 1) (2-Star = 1)

Source: Fieldwork (2014)

In all, 187 questionnaires were screened and cleaned. All the respondents were checked to ensure and confirm that they were menu decision-

makers. The dataset was then examined for missing data, outliers and normality.

Missing data

Missing data, a normal occurrence in research where one or more valid values are not available for analysis, can be resolved using a number of techniques. These include complete case analysis (LISTWISE deletion), available case analysis (PAIRWISE deletion), single value imputation (e.g. mean substitution and regression based substitution), maximum likelihood and multiple imputations that are both model-based imputation methods (Pigott, 2001; Kline, 2011). The method used may be determined by the nature of the missing data. Enders (2010) suggests three types. These are: missing completely at random (MCAR), missing at random (MAR) and missing not at random (NMAR).

Even though, all of these deficiencies may affect the results if not dealt with appropriately, Hair, Black and Babin (2010) indicate that non random missing data have the greatest tendencies of making statistical results biased. Enders (2010) suggests that it is necessary for the researcher to understand why the data is missing and the distribution of the missing data in order to decide on the best analysis strategy that will yield the least biased estimates. Two reasons have been given for missing data: (1) errors in data collection or data entry; and (2) the omission of answers by respondents (Aye, 2013).

With regard to this study, the possibility of missing data resulting from data collection and entry error was greatly minimised. This is because, self-administered questionnaire data collection method was adopted and the sample

size was not too large to engender data entry errors. In the present study, the primary cause for missing data was the failure of some respondents to answer some of the questions posed. This was also confirmed by the field reports. To remedy this, the LISTWISE deletion method was adopted and offending cases with more than 10% missing values, in this case five missing values, were deleted from the data set as suggested by Hair et al (2010). In all, a total of three cases were identified and deleted. These were found to be MCAR. Thus the data set was reduced from 187 to 184.

There were still some cases that had missing values but were below the 10% threshold. A total of 49 missing values were in this category. These were dealt with by employing the PAIRWISE deletion method. Considering this method, Enders (2010) indicates that, variables with 15% missing data should be considered for deletion. With regard to this study, variables with more than approximately 28 missing data had to be deleted. None of the variables had that many thus, non was deleted. Kline (2011) describes these methods as “classical techniques”.

Outliers

Outliers, as defined by Caroni and Karioti (2003), are abnormal points in a data set that diverge considerably from the other observations. One value or a combination of values of several variables may be the cause of an outlier. Because of their deviating nature, they generate suspicion that they may have been generated by a different mechanism. What constitutes a sufficient deviation of an outlier is left to subjective judgment (Aggarwal, 2013).

Identifying them is important because they have the tendency of biasing the mean of any multivariate and altering normal distribution.

In the present study, the accuracy of extreme scores was verified using descriptive statistics. Minimum values were expected to be one or more where as maximum values were pegged at seven or less because the items were measured on a seven-point scale. None of the points were found to be outside the scope of measurement, as shown in Table 13. Even though Hair *et al* (2010) suggest three methods of checking outliers (Univariate, Bivariate and Multivariate), the current study focused on the univariate approach. This method presents extreme scores on the individual variables.

Table 13 presents the descriptive statistics of the main constructs after data cleaning and deletion of the missing data. The questionnaire items contained in the table are the abridged version of the items in the questionnaire presented in Appendix 2 which is the instrument used for collecting the quantitative data. The table includes the minimum and maximum statistics, means and standard deviations of the items used to measure the variables. Items under “Attitude” and “Perceived difficulties” recorded the lowest means across board, ranging between 3.88 and 4.88. The other variables recorded above average means between 5.05 and 6.09. Respondents highly agreed that ingredients used in the preparation of Ghanaian dishes were readily available though they thought that the idea of introducing more varieties of Ghanaian dishes unto the menu was quite unpleasant. The table confirms that there are no figures beyond the measuring scale. The minimum, maximum, and mean values reported also suggest that there are no outliers.

Table 13: Descriptive statistics for measurement items (N = 184)

<i>Constructs / Items</i>	<i>Min.</i>	<i>Max</i>	<i>Mean</i>	<i>S. D</i>	
	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Std.</i>	<i>Stat.</i>
				<i>Error</i>	
<i>Perceived customer patronage</i>					
Customers sleeping in the hotel request for more varieties of Ghanaian dishes	1	7	5.05	0.141	1.916
Customers sleeping in the hotel are willing to spend on more varieties of Ghanaian dishes	1	7	4.76	0.144	1.949
Conference customers request for more varieties of Ghanaian	1	7	4.71	0.140	1.858
Conference customers are willing to spend on more varieties of Ghanaian dishes	1	7	4.68	0.139	1.849
Customers whose events we cater for request for more varieties of Ghanaian dishes	1	7	4.68	0.141	1.880
Customers whose events we cater for are willing to spend on more varieties of Ghanaian dishes	1	7	4.71	0.139	1.865
Walk-in customers request for more varieties of Ghanaian dishes	1	7	4.91	0.146	1.984
Walk-in customers are willing to spend on more varieties of Ghanaian dishes	1	7	4.88	0.145	1.973

<i>Constructs / Items</i>	<i>Min.</i>	<i>Max</i>	<i>Mean</i>	<i>S. D</i>	
	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Std.</i>	<i>Stat.</i>
				<i>Error</i>	
<i>Attitude</i>					
Good / Bad	1	7	4.01	0.185	2.503
Wise / Foolish	1	7	4.03	0.160	2.169
Pleasant / Unpleasant	1	7	3.88	0.158	2.139
Positive / Negative	1	7	3.93	0.164	2.222
Favourable / Unfavourable	1	7	4.14	0.154	2.089
<i>Hotel's Readiness</i>					
Fits my hotel's image	1	7	5.54	0.118	1.602
In line with my hotel's vision and mission	1	7	5.38	0.120	1.619
Will serve my hotel's target market well	1	7	5.17	0.126	1.708
Fits into the hotels marketing strategy	1	7	5.20	0.122	1.656
My hotel staff are willing to adopt	1	7	5.56	0.113	1.528
My hotel staff are willing to learn the needed	1	7	5.51	0.117	1.582
The leaders in the food and beverage department have enough influence to ensure proper production and service	1	7	5.51	0.125	1.689
My hotel has the needed resources	1	7	5.54	0.119	1.616
My hotel has the needed production systems	1	7	5.51	0.120	1.623
My hotel has the needed maintenance systems	1	7	5.48	0.123	1.666

<i>Constructs / Items</i>	<i>Min.</i>	<i>Max</i>	<i>Mean</i>	<i>S. D</i>	
	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Std.</i>	<i>Stat.</i>
				<i>Error</i>	
<i>Intention</i>					
I plan to introduce more Ghanaian dishes unto the menu in two years	1	7	4.86	0.138	1.860
I am likely to introduce more Ghanaian dishes unto the menu in the near future	1	7	5.10	0.133	1.801
I predict that I will introduce more Ghanaian dishes unto the menu in the next five years	1	7	5.17	0.134	1.814
<i>Subjective Norms</i>					
The owner(s) of the hotel thinks that I should	1	7	4.95	0.137	1.852
Manager of the hotel thinks that I should	1	7	4.97	0.130	1.768
My hotel's customers think that I should	1	7	5.10	0.129	1.747
The Food and Beverage manager in my hotel thinks that I should	1	7	5.07	0.132	1.791
<i>Perceived benefits</i>					
Reduce food production cost	1	7	4.79	0.147	1.998
Increase food profit margin	1	7	5.42	0.122	1.652
Improve menu attractiveness	1	7	5.42	0.112	1.509
Give competitive advantage	1	7	5.42	0.118	1.598
Give the staff a sense of satisfaction	1	7	5.32	0.120	1.624
Ingredients are easily available	1	7	6.09	0.092	1.243
Customers expectation will be met	1	7	5.35	0.117	1.588
Ghanaian patronage will increase	1	7	5.64	0.112	1.505

<i>Constructs / Items</i>	<i>Min.</i>	<i>Max</i>	<i>Mean</i>	<i>S. D</i>	
	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Std. Error</i>	<i>Stat.</i>
Adds to the customers cultural experience	1	7	5.74	0.106	1.443
Will make the menu prices cheaper	1	7	4.88	0.139	1.884
<i>Perceived difficulties</i>					
Preparing Ghanaian dishes per portion can be a challenge	1	7	4.47	0.151	2.048
Preparing Ghanaian dishes require long processing time	1	7	4.38	0.155	2.093
Limitations in the use of mechanised equipment	1	7	4.88	0.143	1.929
Requires more service equipment for service	1	7	4.34	0.152	2.066
Requires more service effort	1	7	4.46	0.152	2.062
Shortages of some ingredients for production	1	7	4.60	0.155	2.102
Underdeveloped commercial supply chain	1	7	4.46	0.147	1.983
Preserving Ghanaian dishes after cooking is challenging	1	7	4.47	0.153	2.059
Kitchen staff do not have enough knowledge to produce more varieties	1	7	3.10	0.165	2.238

Source: Fieldwork (2014)

Normality

A basic assumption of multivariate analysis is that the data follows a normal distribution. It is essential to ascertain the normality of a data set because failure to do so makes it impossible to draw accurate and reliable conclusions of reality. (Ghasemi & Zahediasl, 2012). Normality, is basically, how the data set fits a standard normal distribution. Normal distribution refers to a particular manner that observations pile around a particular value (Gaten, 2000). Even though distributional normality is not a major assumption of partial least squares (the SEM technique used for the analysis of the data) the test was conducted. This was to gain better understanding into the characteristics of the data to be used for the analysis.

Three indices identified by Burdenski (2000) usually used to assess variable distribution are: skewness, univariate kurtosis, and multivariate kurtosis. He further asserts that it is helpful to determine univariate normality when assessing multivariate normality because it accommodates small sample sizes and is a precondition for multivariate normality. This study thus employed skewness and kurtosis to estimate univariate normality. Whereas skewness refers to the degree of symmetry of the distribution, kurtosis refers to the shape of the distribution against the normal distribution. The farther the absolute values are from zero, the more likely it is that the data is not normally distributed. Kline (2011) suggests absolute values of standard skewness which are greater than 3 as extremely skewed and standard kurtosis absolute values greater than 10 as suggestive of a problem while figures above 20 signal serious problem.

Table 14 shows that the majority of the variables were negatively skewed. The univariate standard skewness were between -1.462 and 0.577. Whereas majority of the univariate standard kurtosis appears to be positive with figures ranging from -1.718 to 1.903, indicating a normal distribution.

Table 14: Univariate normality test (N=184)

<i>Constructs/indicators</i>	Skewness		Kurtosis	
	Statistic	Std.Error	Statistic	Std.Error
<i>Perceived customer patronage</i>				
Customers sleeping in the hotel request for more varieties of Ghanaian dishes	-0.668	0.179	-0.758	0.356
Customers sleeping in the hotel are willing to spend on more varieties of Ghanaian dishes	-0.445	0.180	-0.982	0.357
Conference customers request for more varieties of Ghanaian	-0.272	0.183	-0.998	0.364
Conference customers are willing to spend on more varieties of Ghanaian dishes	-0.272	0.183	-0.967	0.364
Customers whose events we cater for request for more varieties of Ghanaian dishes	-0.352	0.182	-0.929	0.361
Walk-in customers request for more varieties of Ghanaian dishes	-0.570	0.179	-0.869	0.356
Walk-in customers are willing to spend on more varieties of Ghanaian dishes	-0.493	0.179	-0.981	0.356

<i>Constructs/indicators</i>	<i>Skewness</i>		<i>Kurtosis</i>	
	<i>Statistic</i>	<i>Std.Error</i>	<i>Statistic</i>	<i>Std.Error</i>
<i>Attitude</i>				
Good / Bad	0.026	0.180	-1.718	0.357
Wise / Foolish	0.075	0.179	-1.390	0.356
Pleasant / Unpleasant	0.120	0.179	-1.323	0.356
Positive / Negative	0.077	0.179	-1.418	0.356
Favourable / Unfavourable	-0.015	0.179	-1.312	0.356
<i>Hotel's Readiness</i>				
Fits my hotel's image	-0.991	0.179	0.299	0.356
In line with my hotel's vision and mission	-0.764	0.180	-0.184	0.357
Will serve my hotel's target market well	-0.678	0.179	-0.344	0.356
Fits into the hotels marketing strategy	-0.671	0.180	-0.398	0.357
My hotel staff are willing to adopt	-1.002	0.179	0.512	0.356
My hotel staff are willing to learn the needed	-1.057	0.179	0.500	0.356
The leaders in the food and beverage department have enough influence to ensure proper production and service	-0.952	0.179	-0.055	0.356
My hotel has the needed resources	-0.983	0.179	0.167	0.356
My hotel has the needed production systems	-0.927	0.179	0.060	0.356

<i>Constructs/indicators</i>	<i>Skewness</i>		<i>Kurtosis</i>	
	<i>Statistic</i>	<i>Std.Error</i>	<i>Statistic</i>	<i>Std.Error</i>
My hotel has the needed maintenance systems	-0.993	0.179	0.227	0.356
<i>Intention</i>				
I plan to introduce more Ghanaian dishes onto the menu in two years	-0.680	0.180	-0.441	0.358
I am likely to introduce more Ghanaian dishes onto the menu in the near future	-0.759	0.180	-0.331	0.357
I predict that I will introduce more Ghanaian dishes onto the menu in the next five years	-0.839	0.179	-0.210	0.356
<i>Subjective Norms</i>				
The owner(s) of the hotel thinks that I should	-0.682	0.179	-0.403	0.356
Manager of the hotel thinks that I should	-0.652	0.179	-0.390	0.356
My hotel's customers think that I should	-0.518	0.179	-0.754	0.356
The Food and Beverage manager in my hotel thinks that I should	-0.606	0.179	-0.658	0.356
<i>Perceived benefits</i>				
Increase food profit margin	-0.872	0.180	-0.113	0.357
Improve menu attractiveness	-0.588	0.180	-0.497	0.357
Give competitive advantage	-0.756	0.180	-0.221	0.358
Give the staff a sense of satisfaction	-0.720	0.180	-0.148	0.357
Ingredients are easily available	-1.462	0.179	1.903	0.356
Customers expectation will be met	-0.777	0.179	0.021	0.356

<i>Constructs/indicators</i>	<i>Skewness</i>		<i>Kurtosis</i>	
	<i>Statistic</i>	<i>Std.Error</i>	<i>Statistic</i>	<i>Std.Error</i>
<i>Perceived Benefits</i>				
Ghanaian patronage will increase	-0.967	0.180	0.205	0.358
Adds to the customers cultural experience	-1.022	0.179	0.372	0.356
Will make the menu prices cheaper	-0.525	0.179	-0.707	0.356
<i>Perceived difficulties</i>				
Preparing Ghanaian dishes per portion can be a challenge	-0.290	0.179	-1.156	0.356
Preparing Ghanaian dishes require long processing time	-0.290	0.180	-1.157	0.358
Limitations in the use of mechanised equipment	-0.607	0.180	-0.718	0.358
Reduce food production cost	-0.506	0.179	-1.016	0.356
Requires more service equipment for service	-0.242	0.179	-1.154	0.356
Requires more service effort	-0.280	0.180	-1.153	0.357
Shortages of some ingredients for production	-0.364	0.179	-1.166	0.356
Underdeveloped commercial supply chain	-0.287	0.180	-0.958	0.357
Preserving Ghanaian dishes after cooking is challenging	-0.327	0.180	-1.097	0.358
Kitchen staff do not have enough knowledge to produce more varieties	0.577	0.179	-1.128	0.356

Source: Fieldwork (2014)

Characteristics of the hotels

As fore mentioned earlier, all 1 to 3-star hotels in Accra, Kumasi and Takoradi were used for the study. Out of the 74% hotels who participated and whose data were included in the study after screening the data set, more than half (63.6%) were located in Accra while the least were located in Kumasi. Majority were 1-star hotels with the least being 3-star hotels. Most of the menu decision-makers were chefs even though food and beverage managers also played a key role in menu decision-making. Most of the owner-manager menu decision-makers were in 1-star hotels. This is likely to be so because most 1-star hotels do not have food and beverage managers or chefs. They operate their kitchens with cooks who are supervised by the owner-managers. This was confirmed during the interview sessions. On the whole, slightly less than half (49.5%) of the menu decision-makers were chefs. Table 15 reports the figures.

The table also confirms that almost all of the hotels use a la carte menu cards in their restaurants even though a few offered both a la carte and table d'hôte menu. The highest number of Ghanaian dishes on the menu of the hotels surveyed in the current study was 25 and that for foreign dishes was 99. This establishes the fact that the hotel restaurant is skewed towards the production and service of foreign dishes. The use of a la carte menu may account for this, considering their perception that it is difficult to produce Ghanaian dishes per portion as reported in the qualitative study. About a third (33.7%) of the hotels had between zero to five Ghanaian dishes on the menu, while only two had the maximum number (21-25) of Ghanaian dishes on the menu.

Table 15: Hotel characteristics

<i>Characteristics</i>		<i>Freq. (Valid n)</i>	<i>Percentage (%)</i>
Location of hotel	Accra	117	63.6
	Kumasi	33	17.9
	Takoradi	34	18.5
Star rating of hotel	1-Star	78	42.4
	2-Star	75	40.8
	3-Star	30	16.3
Hotel menu decision maker	Owner of hotel	16	8.7
	F& B manager	76	41.3
	Chef	91	49.5
	Restaurant Supervisor	1	0.5
Type of menu card used in hotel restaurant	A la carte	169	91.9
	Table d'hôte	1	0.5
	Both	14	7.6
Number of Ghanaian dishes on menu	0-5	59	33.7
	6-10	85	48.6
	11-15	18	10.3
	16-20	11	6.3
	21-25	2	1.1
Number of foreign dishes on menu	0-10	63	38.7
	11-20	33	20.2
	21-30	36	22.1
	31-40	13	8.0
	41-50	9	5.5
	51-60	4	2.5
	61-70	3	1.8
	71-80	1	0.6
	81-90	0	0
	91-100	1	0.6

Source: Fieldwork (2014)

Even though, the a la carte menu is popular in the restaurants, it is also observed that the buffet menu dominates when it comes to catering for conferences and other social events as shown in Table 16. This may explain why more Ghanaian dishes are served during these programmes. As noted

earlier, the buffet menu allows the kitchen to plan and cook the dishes prior to the service. It also allows the restaurant to display and serve all the dishes thus eliminating the non-service of food that leads to the storing of leftovers.

Table 16: Cross tabulation of type of guest by type of menu (N = 184)

<i>Type of guests</i>	<i>A la carte</i>		<i>Table d'hôte</i>		<i>Buffet</i>	
	<i>f</i>	<i>% of N</i>	<i>f</i>	<i>% of N</i>	<i>f</i>	<i>% of N</i>
In-house guests	159	86.4	41	22.3	25	13.6
Conference customers	76	41.3	36	19.6	98	53.3
Walk-in customers	158	85.9	31	16.8	24	13.0
Social event customers	85	46.2	27	14.7	105	57.1

Source: Fieldwork (2014)

Table 17 presents the descriptive statistics for the major constructs. The seven-point likert scale used to measure the constructs was collapsed into a three-point scale for easy interpretation. Over half of the respondents (58.7%) perceived that customers request for more Ghanaian dishes and that the customers were willing to patronise more varieties of Ghanaian dishes if they were put on the menu. Even though menu decision-makers had positive perceptions of customer patronage, this did not translate into a positive attitude towards adding more varieties of Ghanaian dishes unto the menu. Exactly half of them (50%) had negative attitude towards the idea, this may be because most of them had strong perceived difficulties towards the production and service of Ghanaian dishes. This is in line with an assertion by Du Rand, Heath and Alberts (2003), that many locals did not hold their own cuisine in high regard and may not think that it was appropriate to serve it to guests.

The subjective norms of the respondents were computed by weighting

the normative beliefs with the motivation to comply. The construct (subjective norms) explains the important groups in the environment of the menu decision-maker, whose opinions concerning the introduction of more varieties of Ghanaian dishes unto the menu matter. Thus, it measured whether those in the reference group wanted them to introduce more varieties of Ghanaian dishes and; and if so, how willing they were to do what those people think they should do.

Table 17: Menu decision-makers' perceptions on major constructs (N = 184)

	Disagreed		Neutral		Agreed	
	n	%	n	%	n	%
Customer patronage	37	20.1	39	21.1	108	58.7
Attitude	92	50.0	19	10.3	73	39.7
Subjective norms	42	22.8	97	52.7	45	24.5
Hotel's readiness	13	7.1	35	19.0	136	73.9
Intentions	29	15.7	22	11.9	133	72.3
Perceived benefits	4	2.0	38	20.7	142	77.7
Perceived difficulties	50	27.2	48	26.1	87	46.7

Source: Fieldwork (2014)

Note, Mean value scale: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

From Table 17, most of the respondents (52.7%) had no pressure from the owners of the hotels, managers, F&B managers and customers of the hotel

(those in the reference group) to introduce more varieties of Ghanaian dishes unto the menu. However, those who had pressure to do so were more (24.5%) than those who had little or no pressure at all (22.8%).

Nearly four out of every five of the respondents (73.9%) perceived that the hotels were ready to introduce more varieties of Ghanaian dishes unto the menu. This translated into the high percentage (72.3%) of menu decision-makers who had the intention to introduce Ghanaian dishes unto the menu within the next two years. From the perception of the respondents, adding more varieties of Ghanaian dishes unto the menu will be very beneficial to the hotels in that, 77.7% of them agreed to the perceived benefits the business will accrue if that decision was made. On the other hand, more (46.7) of them agreed to the perceived difficulties they will face in the production and service of the dishes.

Hotel perspectives by star rating and city

It was deemed expedient to interrogate the significance of the responses in Table 17 by hotel rating and the city where the hotel was located. A one-way analysis of variance (ANOVA) test was conducted because there were three cities and three categories of star rating. Table 18 shows significant differences in the perceptions of customer patronage between the different categories (star-rating) of hotels and also between their cities of location. The 1-star hotels perceived that customers will patronise, the 2-star and 3-star were not sure. This may be because the 1-star hotels had more informal dining settings that were skewed towards the settings for the production and service of Ghanaian dishes as stipulated in the Harmonised Standards for Accommodation and Catering Establishments in Ghana (2008). On their part, the 2 and 3-star hotels

might be apprehensive that the international customers who intended to dominate their market may not patronise the local cuisine.

Table 18: One-way ANOVA test for perceived customer patronage by hotel

rating and city

Variable	Categories	n	Mean	Std	F-value	p-value	
Customer patronage	Hotel rating						
	1-star	79	2.50	0.56	10.50	0.00	
	2-star	75	2.27	0.69			
	3-star	30	1.87	0.74			
	Location	Accra	117	2.19	0.68	8.85	0.00
		Kumasi	33	2.22	0.63		
Takoradi		34	2.72	0.56			

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

Among the cities, Takoradi was the only one where the respondents thought that customers would patronise Ghanaian dishes (Table 18). Respondents in the other two cities were not sure. But, a pattern was noticed, the higher the star rating of the hotel, the less they perceived customers would patronise the local dishes. A further Tukey's b test conducted revealed that the difference in perceptions occurred between all the three categories of hotels with the difference between 1-star to 2-star and 2-star to 3-star being highly significant at $p < 0.001$ as shown in Table 19.

Table 19: Tukey’s b post-hoc test for the differences in perceived customer patronage by hotel rating and city

Categories		Mean difference	P-value
Hotel rating			
1-star	2-star	0.236*	0.025
	3-star	0.628**	0.000
LSD 2-star	1-star	-0.236*	0.025
	3-star	0.393**	0.005
3-star	1-star	-0.628**	0.000
	2-star	-0.393**	0.005
City			
Kumasi	Accra	0.029	0.819
	Takoradi	-0.497**	0.002
LSD Accra	Kumasi	-0.029	0.819
	Takoradi	-0.527**	0.000
Takoradi	Kumasi	0.497**	0.002
	Accra	0.527**	0.000

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

Table 20 presents the ANOVA test for attitude. The pattern for attitude was the same as that for customer patronage. With a mean of 2.18, the 3-star hotels had the worst attitude Takoradi, once again, had the best attitude towards introducing more varieties of Ghanaian dishes unto the hotel menu.

From the interviews that preceded the instrument development and administration, it was clear that the higher star rated hotels perceived Ghanaian dishes as an impediment to their quest to position their hotels as international ones. They were also of the view that since most of their clients were foreigners they were not so predisposed to trying different varieties of Ghanaian dishes. This was confirmed by the quantitative study.

Table 20 : One-way ANOVA test for attitude by hotel rating and city

Variable	Categories	n	Mean	Std	F-value	p-value
Attitude	Hotel rating					
	1-star	79	2.44	0.51	2.88	0.06
	2-star	75	2.41	0.47		
3-star	30	2.18	0.62			
Location	Accra	117	2.26	0.48	15.6	0.00
	Kumasi	33	2.40	0.52		
	Takoradi	34	2.79	0.43		

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

An additional post-hoc test showed differences in the attitudes of the different star ratings were not statistically significant though that between the cities were significant at $p < 0.001$ (Table 21). Again, referring to the interview held prior to the questionnaire surveys, Kumasi had a number of cultural and superstitious beliefs that hindered the introduction of some Ghanaian dishes unto the menu. The position of Accra may be because it is the capital of Ghana

and plays host to most events by the foreign communities and so they may want to provide more foreign dishes to please these groups of customers.

Table 21: Tukey’s b post-hoc test for differences in attitude by city

Cities		Mean Difference	P-value
Kumasi	Accra	0.133	0.161
	Takoradi	-0.390**	0.001
LSD Accra	Kumasi	-0.133	0.161
	Takoradi	-0.524**	0.000
Takoradi	Kumasi	0.390**	0.001
	Accra	0.524**	0.000

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

The next construct in the proposed model that was considered by hotel and city is “subjective norms”. On the mean values reported in Table 22, 1-star hotels had the highest (2.39) pressure from their reference group to introduce more local dishes unto the menu, followed by 2-star and 3-star in that order. This may also explain why the trend of the attitudes of the various categories of hotels followed the same pattern. As asserted by Alexander (2006) and Southey (2011), owners and managers of smaller business may have a stronger say in the daily decisions made in the businesses. Takoradi once again topped the groups in the amount of pressure felt to introduce more Ghanaian dishes unto the menu with a mean value of 2.57. With the increased economic activities in the city associated with the oil find, more people (including Ghanaians) are trooping to the city for business trips. Thus, it is reasonable for

the hotels in this city to recognise the need to add more varieties of local dishes into the menu to satisfy the different categories of customers. The differences in subjective norms by star rating were statistically significant whiles that for the cities were not.

Table 22: One-way ANOVA test for subjective norms by hotel rating and city

Variable	Categories	n	Mean	Std	F-value	p-value
Subjective Norms	Hotel rating					
	1-star	79	2.61	0.43	3.927	0.021
	2-star	75	2.39	0.61		
	3-star	30	2.36	0.61		
	Location					
	Accra	117	2.44	0.56	0.871	0.420
Kumasi	33	2.52	0.45			
Takoradi	34	2.57	0.59			

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

Further tests conducted as reported in Table 23 indicate that significant difference occurred between the 1-star hotels and the other two hotel categories. This implies that the difference in opinions between the 2 and 3-star hotels were insignificant.

Table 23: Tukey's b post-hoc test for the differences in Subjective norms by hotel rating

Hotel rating		Mean Difference	p-value
1-star	2-star	.21577*	.014
	3-star	.24744*	.034
2-star	1-star	-.21577*	.014
	3-star	.03167	.786
3-star	1-star	-.24744*	.034
	2-star	-.03167	.786

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

In the case of hotel readiness to introduce more local dishes unto the menu as recorded in Table 24, again, the 1-star hotels were most ready recording the highest mean of 2.65 followed closely by the 2-star categories. The 3-star hotels were the least ready. Advancing the same argument, the 3-star hotels see themselves more as pursuing international status and their perception of being international includes cooking and serving foreign cuisines. They thus frown on the production and service of more varieties of local dishes. By cities, Takoradi was most ready (2.84) followed by Kumasi, before Accra. The statistical differences in both the star rating category and city category were statistically significant. A further Tukey's b test was therefore conducted to identify where the difference occurred (Table 25). The difference was between the 3-star hotel and the 1 and 2-star hotels. This suggests that the responses for the 2 and 3-star were statistically the same.

Table 24: One-way ANOVA test for hotel's readiness by hotel rating and city
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Variable	n	Mean	Std	F-value	p-value
Hotel's readiness					
Hotel rating					
1-star	79	2.65	0.53		
2-star	75	2.64	0.47	3.53	0.03
3-star	30	2.36	0.70		
Location					
Accra	117	2.51	0.54		
Kumasi	33	2.67	0.59	5.63	0.00
Takoradi	34	2.84	0.41		

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

With respect to the cities, the difference was between the responses from Accra and Takoradi, which recorded significance at a mean difference of 0.333 at $p < 0.001$. The differences in the other cities were not significant. Table 26, reports the One-Way ANOVA test for intentions by star rating and city of location. The differences for both were insignificant. This means that all the 1-to 3-star hotels in all the three cities have the same intentions regarding the introduction of more variety of Ghanaian dishes unto the menu. In relation to Table 17, all of the cities notwithstanding their differences in responses concerning the other constructs have a positive intention to introduce more local dishes unto their menus.

Table 25: Tukey's b post-hoc test for differences in hotel readiness by hotel rating and city

Categories		Mean Difference	p-value
Hotel rating			
1 Star	2-star	0.010	0.917
	3-star	0.287*	0.013
LSD 2 Star	1-star	-0.009	0.917
	3-star	0.209*	0.017
3 Star	1-star	-0.288*	0.013
	2-star	-0.279*	0.017
Cities			
Kumasi	Accra	0.162	0.121
		-0.171	0.185
LSD Accra	Kumasi	-0.162	0.121
	Takoradi	-0.333**	0.001
Takoradi	Kumasi	0.171	0.185
	Accra	0.333**	0.001

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

This finding in the current study does not support the assertion that attitude influences intentions as espoused by Ajzen and Fishbein (1988), reasons are adduced after further analysis in subsequent pages. In Table 20, none of the groups was sure of their attitude towards the introduction of more local dishes in their hotels restaurant but in Table 26, they all have positive intentions to do so.

Table 26: One-way ANOVA test for intentions by hotel rating and city

Variable	Categories	n	Mean	Std	F-value	p-value
Intentions	Hotel rating					
	1-star	79	2.57	0.60		
	2-star	75	2.51	0.62	0.82	0.44
	3-star	30	2.41	0.67		
	Location					
	Accra	117	2.54	0.59		
	Kumasi	33	2.58	0.58	0.90	0.41
	Takoradi	34	2.40	0.75		

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

Table 27 gives a picture of the individual responses by hotel rating and city with regard to the perceived benefits to business that menu decision-makers associated with the introduction of more varieties of Ghanaian dishes unto the menu. The same pattern identified in the earlier tables was seen in this table, too. Respondents from the 1-star hotels had high (2.64) perceived benefits followed by the 2-star before the 3-star. Takoradi took the lead in this regard. It is therefore not surprising that the 1-star hotels and Takoradi have the highest attitude and intentions to introduce more of these dishes unto the menu. The differences in the responses by star rating however were not significant but that by cities was.

Table 27: One-way ANOVA test for perceived benefits by hotel rating and city

Variable		n	Mean	Std	F-value	p-value
Perceived benefits	Hotel rating					
	1-star	79	2.64	0.44		
	2-star	75	2.56	0.46	1.96	0.14
	3-star	30	2.44	0.51		
	Location					
	Accra	117	2.49	0.44		
	Kumasi	33	2.69	0.47	6.08	0.00
	Takoradi	34	2.76	0.47		

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

The post-hoc test presented in Table 28 suggests that the differences in views ensued between the Accra and the other two cities. This suggests that Kumasi and Takoradi have stronger statistically significant perceived benefits in contrast with the perceptions of the hotels in Accra.

Table 28: Tukey's b post-hoc test for differences in perceived benefits by city

	City	Mean Difference	p-value	
LSD	Kumasi	Accra	0.197*	0.028
		Takoradi	-0.078	0.484
	Accra	Kumasi	-0.197*	0.028
		Takoradi	-0.275*	0.002
	Takoradi	Kumasi	0.078	0.484
		Accra	0.275*	0.002

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

Table 29: One-way ANOVA test for perceived difficulties by hotel rating and City

Variable	n	Mean	Std	F-value	p-value	
Perceived difficulties	Hotel rating					
	1-star	79	2.16	0.59		
	2-star	75	2.14	0.60	0.06	0.94
	3-star	30	2.12	0.56		
Location	Accra	117	2.10	0.53	3.71	0.03
	Kumasi	33	2.05	0.59		
	Takoradi	34	2.39	0.72		

Source: Fieldwork (2014)

Note: 1-1.49= Disagreed, 1.50-2.49 = Neutral, 2.50-3.00 = Agreed

Table 30: Tukey's b post-hoc test for differences in perceptive difficulties by City

City		Mean Difference	p-value
Kumasi	Accra	-.04608	.686
	Takoradi	-.33175*	.020
LSD Accra	Kumasi	.04608	.686
	Takoradi	-.28567*	.012
Takoradi	Kumasi	.33175*	.020
	Accra	.28567*	.012

Source: Fieldwork (2014)

Note: **The mean difference is significant at 0.01 level and * at 0.05 level

Chapter summary

This chapter presented part of the results and discussions of the quantitative survey. The issues of missing data, outliers and normality were also addressed in the chapter. Parametric analysis comprising of descriptive tests, One-way ANOVA tests and Tukey's b tests was used to establish the attitude and intentions of the menu decision-makers towards introducing more Ghanaian dishes unto the menu in addition to their perspectives on the other major constructs. The differences in perceptions were established by star rating of the hotels and the city the hotels were located. Generally, though menu decision makers had a negative attitude towards the introduction of more

varieties of Ghanaian dishes unto the menu, they had a strong intention to
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introduce more varieties of the dishes unto their menus.



CHAPTER SEVEN

RESULTS AND DISCUSSIONS ON STRUCTURAL MODEL AND HYPOTHESES TESTS

Introduction

One study objective was to extend the TPB model to develop an appropriate model for determining the attitude and intention of hotels to place more variety of Ghanaian dishes onto their menu. Another objective was to use the model to test the hypotheses and analyse the factors that influence the intention to place Ghanaian dishes on the menu in hotels. These objectives were carried out using questionnaires to collect data. The data were processed with Statistical Package for Social Science version 21 and SEM-Smart PLS (Partial Least Squares techniques) version 3. The proceeding sections elucidate the procedures taken to assess and develop an appropriate measurement model. Which includes reporting the results of the Principal Component Analysis for both the dependent and independent constructs and the validation tests for the formative constructs. The structural model was tested after the measurement-model for each construct was evaluated. The model was then assessed to establish its explanatory, predictive power and relevance of the constructs.

Principal Component Analysis (PCA) has been described as the pivot in many ways for multivariate analysis (Wold, Esbensen & Geladi, 1987). PCA analyzes a data set that represents observations that are described by several dependent variables that are generally inter-correlated. Since the theory of planned behavior that underpins this study suggests that some of the constructs are conceptually linked, and as such are expected to be correlated, the study employed oblique rotation techniques because the factors are believed to be correlated (Brown, Barry & Dacin, 2005). This is in contrast to the more popular orthogonal techniques such as the varimax, which assumes that the variables are uncorrelated.

In light of this, PCA with an oblique rotation (Direct Oblimin) was conducted using the default data (0) in SPSS version 21.0. The essence of this test was to achieve a simple structure. Bryant and Yarnold (1995) defined a simple structure as a condition in which variables load at near 1 (in absolute value) or at near 0 on an eigenvector (factor). Variables that load near 1 are thus essential in the interpretation of the factor and the variables that load near 0 are considered unimportant (Brown *et. al.*, 2005). A request for an eight-factor solution was also made. A sample size of 184 was used. Because Kline (2011) suggests a sample size of five times the number of observations, the analysis was done in two categories; for dependent variables and then for independent variables so that the five times the number of observations criteria could be met.

Some of the criteria considered as part of the process of component extraction was the Kaiser-Meyer-Okline (KMO) measure of simple adequacy.

This test confirms the suitability of the use of factor analysis. A value of 0 suggests that there is diffusion in the pattern of correlation and thus, factor analysis may not be appropriate. A minimum of 0.5 is recommended. The literature as cited in Ayeh (2013) describes a KMO figure of ≥ 0.90 as marvelous, ≥ 0.80 as meritorious, ≥ 0.70 as middling, ≥ 0.60 as mediocre and ≥ 0.5 as miserable. Any figure below 0.5 is therefore considered unacceptable. In the present study, the KMO test yielded a value of 0.879. It confirms the sampling adequacy for the analysis for the dependent variables and 0.815 for the independent variables, which is a marvelous result that demonstrates that the patterns of correlation are relatively impact. In other words, the component analysis is appropriate and it can be expected to yield distinct and reliable factors.

The Bartlett's test of sphericity was also conducted to ensure that the correlation matrix is significantly different from the identity matrix. Highly significant values of $\chi^2(630) = 5491.449$ for the independent variables and $\chi^2(120) = 2769.887$ for the dependent variables ($p < 0.001$) were recorded. This indicates that the correlations of the items are significantly large for the analysis. Both Table 31 and 32 record item communalities after extraction that is above the 0.60 value of average communality suggested by Kaiser's (1974 standard, as cited in Ayeh 2013). Even though multicollinearity will not pose a problem for PCA (but it will pose a problem for common factor analysis), it was still tested.

In the same tables, the individual items returned correlation coefficients that were well below 0.90, implying that the correlations among the independent variables are not strong hence reducing the possibility of null

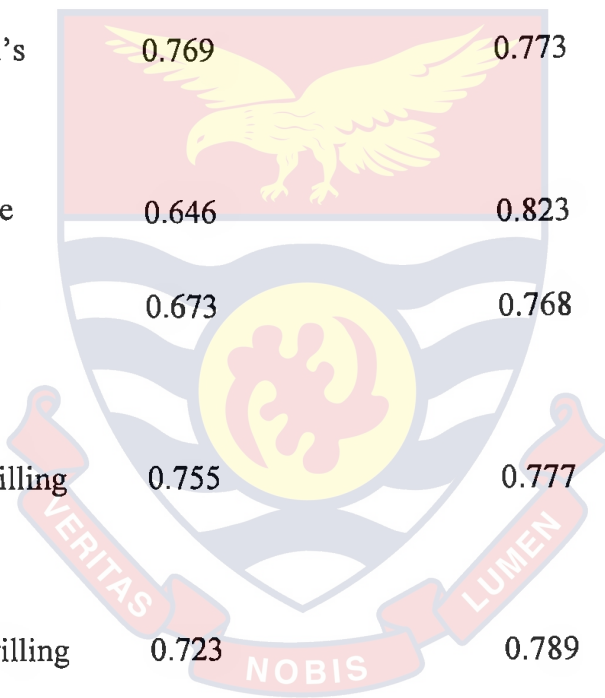
findings caused by insignificant readings (Kock & Lynn, 2012). Two cases had to be deleted after obtaining the PCA results and applying the oblique rotation.

Table 31: PCA for independent constructs (N=184)

	<i>Loading</i>	<i>Eigenvalue</i>	<i>Item-Total Correlation</i>	<i>α if Item Deleted</i>	<i>α</i>
<i>Customer patronage</i>		8.933			0.923
In-house guests request for more varieties of Ghanaian dishes	0.649		0.736	0.913	
In-house guests are willing to spend on more varieties of Ghanaian dishes	0.655		0.711	0.915	
Conference customers request for more varieties of Ghanaian dishes	0.763		0.669	0.918	
Conference customers are willing to spend on more varieties of Ghanaian dishes	0.785		0.730	0.913	
Social events customers request for more varieties of Ghanaian dishes	0.871		0.796	0.908	
Social events customers are willing to spend on more varieties of Ghanaian dishes	0.843		0.799	0.908	

α
 Loading Eigenvalue Item-Total α / Item α
 Correlation Deleted

Walk-in customers request for more varieties of Ghanaian dishes	0.727	0.730	0.914
Walk-in customers are willing to spend on more varieties of Ghanaian dishes	0.713	0.749	0.912
<i>Hotel's readiness</i>		9.316	0.945
In line with my hotel's vision and mission	0.769	0.773	0.939
Fits my hotel's image	0.646	0.823	0.936
Fits into the hotels marketing strategy	0.673	0.768	0.939
My hotel staff are willing to adopt	0.755	0.777	0.939
My hotel staff are willing to learn the needed	0.723	0.789	0.938
The leaders in the food and beverage department have enough influence to ensure proper production and service	0.726	0.738	0.941
My hotel has the needed resources	0.822	0.826	0.936



My hotel has the needed production systems	0.763	0.801	0.938
My hotel has the needed maintenance systems	0.755	0.773	0.939
<i>Perceived benefits</i>		9.267	0.910
Reduces food production cost	0.587	0.547	0.911
Increase in food profit margin	0.689	0.769	0.895
Improves menu attractiveness	0.733	0.710	0.899
Give competitive advantage	0.679	0.717	0.898
Give the staff a sense of satisfaction	0.683	0.701	0.899
Ingredients are easily available	0.643	0.611	0.905
Customers expectation will be met	0.728	0.749	0.896
Patronage by Ghanaians will increase	0.705	0.731	0.897
Adds to the customers cultural experience	0.752	0.706	0.899
Will make the menu prices cheaper	0.642	0.579	0.908

Loading Eigenvalue Item-Total Correlation Deleted

	<i>Loading</i>	<i>Eigenvalue</i>	<i>Item-Total Correlation</i>	<i>Deleted</i>	α
<i>Perceived difficulties</i>		5.499			0.873
Preparing Ghanaian dishes per portion can be a challenge	0.633		0.467	0.872	
Preparing Ghanaian dishes require long processing time	0.800		0.627	0.858	
Limitations in the use of mechanised equipment	0.629		0.555	0.865	
Requires more service equipment for service	0.869		0.799	0.842	
Requires more service effort	0.828		0.756	0.846	
Shortages of some ingredients for production	0.697		0.650	0.856	
Underdeveloped commercial supply chain	0.725		0.660	0.856	
Preserving Ghanaian dishes after cooking is challenging	0.709		0.631	0.858	
Kitchen staff do not have enough knowledge to produce more varieties	0.490		0.393	0.881	

Source: Fieldwork (2014)

Kaiser-Mayer-Okin Measure of Sampling Adequacy (KMO) = 0.879

α = Cronbach's Alpha (Reliability Coefficient)

Field (2009) propose that factor loadings should be above 0.40, and suggests that items that load more than 0.4 on two or more factors should be

considered for deletion. The item “serving more Ghanaian dishes in my hotel will serve the hotel customers target market well”, loaded more than 0.40 on two factors; it was thus deleted. Again, the other, an intention question, was deleted because it loaded on the wrong construct. The rest of the PCA results after the deletion suggested an optimal structure with majority of the variables presenting high loadings with figures ranging between 0.490 and 0.970 (-/+), as presented in Tables 31 and 32.

Table 32: PCA for dependent constructs (N=184)

	<i>Loading</i>	<i>Eigenvalue</i>	<i>Item-Total Correlation</i>	<i>α if Item Deleted</i>	<i>α</i>
<i>Attitude</i>		4.632			.964
Good / Bad	-.911		.872	.962	
Wise / Foolish	-.935		.921	.951	
Pleasant / Unpleasant	-.946		.938	.949	
Positive / Negative	-.939		.919	.952	
Favourable / Unfavourable	-.884		.852	.963	
<i>Intentions</i>		3.567			.921
I plan to introduce more Ghanaian dishes onto the menu in two years	.877		.815	.906	
I am likely to introduce more Ghanaian dishes onto the menu in the near future	.934		.871	.860	
I predict that I will introduce more Ghanaian dishes onto the menu in the next five years	.970		.832	.891	

	Loading	Eigenvalue	Item-Total Correlation	α if Item Deleted
<i>Subjective Norms</i>		4.967		.932
The owner(s) of the hotel thinks that I should	.890		.850	.907
Manager of the hotel thinks that I should	.923		.876	.899
My hotel's customers think that I should	.859		.819	.917
The F&B manager in my hotel thinks that I should	.921		.813	.919

Source: Fieldwork (2014)

Kaiser-Mayer-Oklin Measure of Sampling Adequacy (KMO) = 0.815

α = Cronbach's Alpha (Reliability Coefficient)

Tables 33 and 34 report the component correlation matrix for the independent and dependent components respectively. The tables confirmed that the components met the criterion of discriminant validity with values below the 0.70 standard. This means that each variable relates more to its own component than to other components. The eigenvalues for the components *Customer patronage*, *Hotel's readiness*, *Perceived benefits*, *Perceived difficulties*, *Attitude*, *Intentions* and *Subjective Norms* ranged between 3.185 and 9.316 as reported in Tables 31 and 32. Tables 31, 32, 33 and 34 establish the discriminant validity of the key constructs or components.

Table 33: Component correlation matrix for independent variables

<i>Component (independent)</i>	<i>Hotel's readiness</i>	<i>Perceived difficulties</i>	<i>Customer patronage</i>	<i>Perceived benefit</i>
<i>Hotel's readiness</i>	1.000	0.168	0.352	0.403
<i>Perceived difficulties</i>	0.168	1.000	0.195	0.140
<i>Customer patronage</i>	0.352	0.195	1.000	0.482
<i>Perceived benefit</i>	0.403	0.140	0.482	1.000

Source: Fieldwork (2014)

Note: Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization

Table 34: Component correlation matrix for dependent variables

<i>Component (dependent)</i>	<i>Subjective Norms</i>	<i>Attitude</i>	<i>Motivation to comply</i>	<i>Intentions</i>
<i>Subjective Norms</i>	1.000	-0.108	0.345	0.477
<i>Attitude</i>	-0.108	1.000	-0.213	-0.068
<i>Intentions</i>	0.477	-0.068	0.145	1.000

Source: Fieldwork (2014)

Note: Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization

Testing of proposed structural model

The proposed structural model was tested after cleaning the data and establishing the validity of the constructs. PLS-SEM analytical technique was employed, using Smart PLS 3.0 software. The inner-weighting option was set to the path-weighting scheme. A two-step process was conducted to assess the outer and inner models, PLS-Algorithm and Bootstrapping. Blindfolding analysis was also conducted to establish the indirect and total effect of the

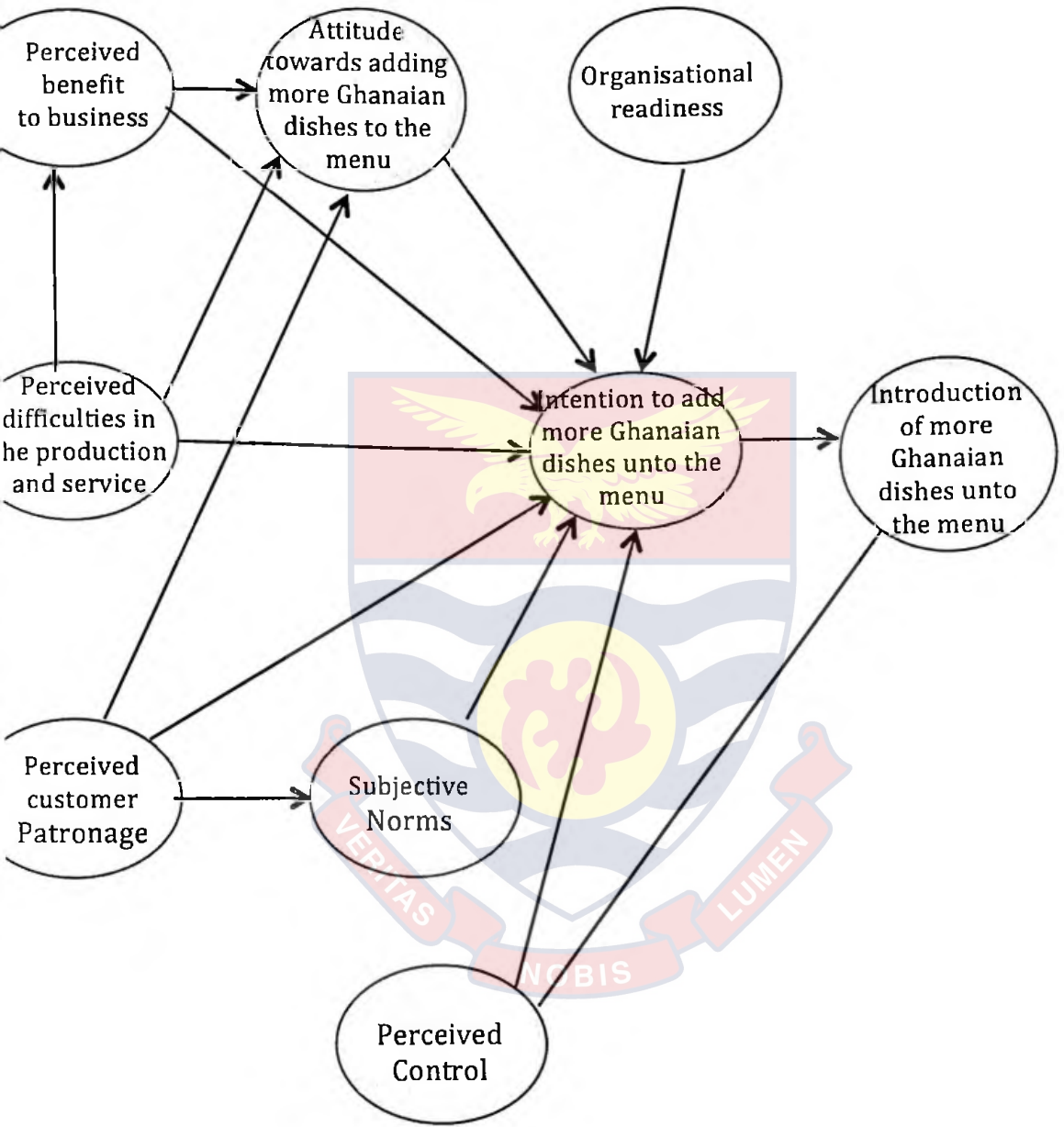
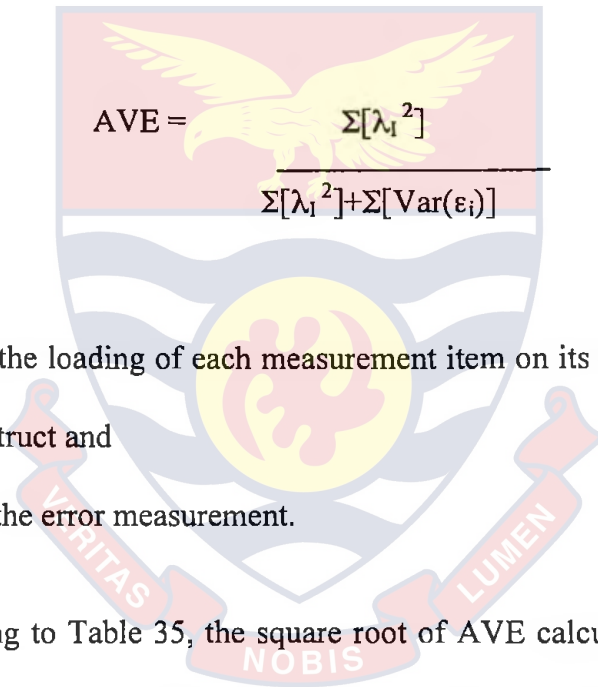


Figure 9: Proposed Structural Model for predicting attitudes and intentions towards adding more Ghanaian dishes unto the menu

Note: Traditional TPB constructs (Ajzen, 2006) are shaded

Outer model Evaluation

model was verified to ensure that each indicator loaded significantly on the constructs they were intended to measure. The Average Variance Extracted (AVE) values presented in the table shows that the minimum suggested value of 0.5 (Henseler, Ringle & Sinkovics, 2009) was exceeded in all cases. AVE measures the explained variance of each construct. It is compared with the correlation coefficient to observe if the items of the construct explain more variance than the items of the other constructs do. AVE is calculated as:


$$AVE = \frac{\sum[\lambda_i^2]}{\sum[\lambda_i^2] + \sum[\text{Var}(\epsilon_i)]}$$

Where:

λ_i is the loading of each measurement item on its corresponding construct and
 ϵ_i is the error measurement.

Still referring to Table 35, the square root of AVE calculated for each latent construct is much bigger than any correlation among any pair of latent construct. As presented in the table, for example, “Attitude” recorded 0.935, “Intention”, 0.931 and “Perceived difficulties”, 0.677. This establishes discriminant validity as espoused by Zait and Berteau (2011). Likewise, the model constructs exhibited high to moderate Cronbach’s α values of between 0.842 and 0.964 and passed the Composite Reliability test. All the figures reported were above 0.70 value as recommended by Hensler *et al*, (2009).

Table 35: Descriptive data, inter-construct correlations and the square-root of AVE

	Attitude	Hotel Intentions	Subjective norms	Customer Perceived Benefits	Perceived Difficulties		
Attitude	(0.935)						
Hotel's Readiness	0.341	(0.830)					
Intention	0.118	0.348	(0.931)				
Subjective norms	0.197	0.542	0.504	(0.911)			
Customer patronage	0.466	0.586	0.231	0.564	(0.810)		
Perceived benefit	0.357	0.647	0.417	0.691	0.613	(0.750)	
Perceived difficulties	-0.339	-0.276	-0.083	-0.046	-0.238	-0.218	(0.677)
AVE	0.875	0.690	0.867	0.830	0.656	0.562	0.510
Cronbach's alpha	0.964	0.944	0.921	0.932	0.923	0.912	0.842
Composite Reliability	0.972	0.952	0.951	0.951	0.939	0.927	0.869
Mean	3.998	5.437	5.040	4.798	5.023	5.407	4.895
Standard deviation	2.224	1.629	1.825	1.909	1.790	1.604	2.322

Source: Fieldwork (2014)

Note: Square-root of AVE in parenthesis

Further more, Table 36 confirms the discriminant validity, in that, the cross-loadings shows that no indicator loaded higher on an opposing construct as highlighted in the table.

Table 36: Cross-loadings for the measurement models ($n = 184$)

Indicator	Attitude	Hotel readiness	Intentions	Subjective Norms	Customer Patronage	Perceived benefits	Perceived difficulties
a2a	0.915	0.215	0.069	0.147	0.393	0.286	-0.226
a2b	0.948	0.329	0.142	0.222	0.468	0.371	-0.299
a2c	0.960	0.324	0.076	0.206	0.48	0.348	-0.342
a2d	0.953	0.327	0.186	0.202	0.454	0.341	-0.343
a2e	0.899	0.387	0.062	0.132	0.369	0.315	-0.36
h3ar	0.279	0.839	0.358	0.528	0.541	0.61	-0.217
h3br	0.325	0.878	0.337	0.517	0.492	0.578	-0.218
h3dr	0.325	0.836	0.309	0.516	0.568	0.612	-0.239
h3er	0.351	0.821	0.257	0.421	0.506	0.495	-0.302
h3fr	0.353	0.825	0.233	0.391	0.481	0.552	-0.317
h3gr	0.243	0.780	0.246	0.346	0.435	0.452	-0.229
h3hr	0.228	0.841	0.301	0.413	0.457	0.487	-0.213
h3ir	0.232	0.838	0.257	0.435	0.437	0.527	-0.197
h3jr	0.209	0.813	0.254	0.429	0.436	0.489	-0.156
int4a	0.102	0.327	0.927	0.494	0.251	0.455	-0.11
int4b	0.108	0.326	0.949	0.497	0.202	0.385	-0.056

Indicator	Attitude	Hotel readiness	Intentions	Subjective Norms	Customer Patronage	Perceived benefits	Perceived difficulties
int4c	0.121	0.318	0.916	0.408	0.188	0.312	-0.063
n5ab	0.177	0.518	0.467	0.919	0.536	0.635	-0.112
n5bb	0.178	0.540	0.468	0.935	0.535	0.675	-0.063
n5cb	0.178	0.491	0.473	0.900	0.518	0.637	0.003
n5db	0.186	0.420	0.427	0.889	0.461	0.565	0.013
p1a	0.367	0.535	0.209	0.470	0.799	0.540	-0.206
p1b	0.357	0.504	0.188	0.469	0.784	0.495	-0.244
p2a	0.293	0.459	0.223	0.502	0.762	0.449	-0.154
p2b	0.277	0.465	0.188	0.534	0.806	0.494	-0.095
p3a	0.415	0.430	0.112	0.383	0.854	0.458	-0.187
p3b	0.413	0.437	0.145	0.407	0.857	0.481	-0.186
p4a	0.419	0.459	0.192	0.397	0.800	0.491	-0.249
p4b	0.463	0.492	0.224	0.477	0.816	0.543	-0.211
pba	0.244	0.300	0.241	0.386	0.407	0.602	-0.227
pbb	0.229	0.521	0.343	0.684	0.565	0.808	-0.070
pbc	0.234	0.616	0.283	0.467	0.358	0.777	-0.231
pbd	0.280	0.631	0.381	0.549	0.448	0.805	-0.200
pbe	0.289	0.494	0.364	0.509	0.492	0.780	-0.214
pbf	0.237	0.401	0.261	0.484	0.427	0.665	-0.141
pbg	0.331	0.503	0.413	0.642	0.552	0.824	-0.147
pbh	0.300	0.564	0.327	0.527	0.504	0.807	-0.128

Indicator	Attitude	Hotel readiness	Intentions	Subjective Norms	Customer Patronage	Perceived benefits	Perceived difficulties
pbi	0.091	0.537	0.289	0.480	0.362	0.755	-0.122
pbj	0.379	0.237	0.149	0.406	0.429	0.636	-0.136
pda	-0.050	-0.025	-0.177	-0.146	-0.189	-0.133	0.501
pdb	-0.025	-0.033	0.064	0.018	-0.027	0.030	0.584
pdc	-0.159	-0.210	-0.136	-0.122	-0.123	-0.130	0.594
pde	-0.188	-0.210	-0.054	0.012	-0.147	-0.092	0.768
pdf	-0.206	-0.29	-0.004	-0.034	-0.229	-0.153	0.733
pdg	-0.151	-0.243	-0.049	-0.076	-0.199	-0.238	0.754
pdh	-0.319	-0.175	-0.01	0.051	-0.140	-0.134	0.782
pdi	-0.371	-0.15	-0.047	-0.001	-0.147	-0.157	0.645

Source: Fieldwork (2014)

Table 37, significant standardized factor loadings of above 0.70 ($p < 0.01$) was recorded for most of the indicators ascertaining reasonable levels of indicator reliability. Notable among the loadings are the items: “Serving more Ghanaian dishes in the hotel requires more service effort”; “There are shortages of some ingredients for the production of Ghanaian dishes”; “A number of the ingredients for the production of Ghanaian dishes have under-developed commercial supply chain”, and “Preserving Ghanaian dishes after cooking is challenging”. These items loaded on the perceived difficulties construct. This implies that the above-mentioned are the most perceived difficulties in the production and service of Ghanaian dishes in the hotels. The item “preparing Ghanaian dishes per portion can be challenging” loaded the

least on the construct, in other words, that was the least of the worries of the chefs in the hotels. All the other items loaded nearly evenly on their respective constructs.

The items also showed highly significant t-values, meaning that all the items explained the constructs even though some did more than others. The figures recorded so far, thus, give a strong evidence of reliability and validity of the latent construct measures.

Table 37: Factor loadings for individual measurement items (N = 184)

<i>Construct/Item</i>	<i>Loading</i>	<i>SE</i>	<i>t-value</i>
<i>Attitude</i>			
Good / Bad	0.915	0.018	50.402
Wise / Foolish	0.948	0.010	98.823
Pleasant / Unpleasant	0.960	0.006	161.227
Positive / Negative	0.953	0.014	67.928
Favourable / Unfavourable	0.899	0.025	35.879
<i>Hotel's Readiness</i>			
In line with my hotel's vision and mission	0.839	0.028	29.441
Fits my hotel's image	0.878	0.022	40.159
Fits into the hotels marketing strategy	0.836	0.034	24.585
My hotel staff are willing to adopt	0.821	0.050	16.553
My hotel staff are willing to learn the needed	0.825	0.049	16.996

The leaders in the food and beverage department have enough influence to ensure proper production and service	0.841	0.063	12.402
My hotel has the needed resources	0.838	0.038	22.205
My hotel has the needed production systems	0.813	0.041	20.434
My hotel has the needed maintenance systems	0.839	0.046	17.828

Intentions

I plan to introduce more Ghanaian dishes onto the menu in two years	0.927	0.020	46.224
I am likely to introduce more Ghanaian dishes onto the menu in the near future	0.949	0.012	78.144
I predict that I will introduce more Ghanaian dishes onto the menu in the next five years	0.916	0.024	37.884

Normative Beliefs

The owner(s) of the hotel thinks that I should	0.919	0.016	59.156
Manager of the hotel thinks that I should	0.935	0.013	70.64
My hotel's customers think that I should	0.900	0.016	55.952
The F&B manager in my hotel thinks that I should	0.889	0.030	29.496

Customer patronage

In-house guests request for more varieties of Ghanaian dishes	0.799	0.031	25.514
In-house guests are willing to spend on more varieties of Ghanaian dishes	0.784	0.039	20.341

Conference customers request for more varieties of Ghanaian dishes	0.762	0.047	16.298
Conference customers are willing to spend on more varieties of Ghanaian dishes	0.806	0.040	20.156
Social events customers request for more varieties of Ghanaian dishes	0.854	0.031	27.304
Social events customers are willing to spend on more varieties of Ghanaian dishes	0.857	0.030	28.802
Walk-in customers request for more varieties of Ghanaian dishes	0.800	0.034	23.759
Walk-in customers are willing to spend on more varieties of Ghanaian dishes	0.816	0.028	28.954
<i>Perceived benefits</i>			
Reduce food production cost	0.602	0.054	11.185
Increase food profit margin	0.808	0.036	22.154
Improve menu attractiveness	0.777	0.042	18.510
Give competitive advantage	0.805	0.034	23.826
Give the staff a sense of satisfaction	0.780	0.035	22.557
Ingredients are easily available	0.665	0.057	11.567
Customers expectation will be met	0.824	0.026	31.308
Patronage by Ghanaians will increase	0.807	0.029	27.763
Adds to the customers cultural experience	0.755	0.044	17.241
	0.636	0.056	11.455

Will make the menu prices cheaper

Perceived difficulties

Preparing Ghanaian dishes per portion can be a challenge	0.469	0.127	3.956
Preparing Ghanaian dishes require long processing time	0.501	0.125	4.667
Limitations in the use of mechanised equipment	0.584	0.115	5.164
Requires more service equipment for service	0.594	0.088	8.725
Requires more service effort	0.768	0.080	9.106
Shortages of some ingredients for production	0.733	0.088	8.573
Underdeveloped commercial supply chain	0.754	0.057	13.752
Preserving Ghanaian dishes after cooking is challenging	0.782	0.081	7.980
Kitchen staff do not have enough knowledge to produce more varieties	0.645	0.127	3.956

Source: Fieldwork (2014)

Note: $t > 1.96$, significant by 0.05, $t > 2.58$, significant by 0.01

Inner model evaluation

The conceptual framework, as indicated earlier suggests theoretical relationships in the structural model. The constructs include: Perceived benefits to business; Perceived difficulties in production and service; Perceived

customer patronage, and Hotels readiness in the determination of the attitude and intentions of chefs towards adding more Ghanaian dishes unto the hotel menu. Again, PLS-SEM was used to establish the predictive relevance and explanatory power of the structural model, test the stated hypotheses and indicate the direction and significance of the path coefficient. The inner-structural model was evaluated after establishing the appropriateness of the outer model. PLS algorithm and Bootstrapping techniques were employed for this purpose.

Variance explained

Figure 10 presents the variance explained (R^2) values generated with PLS algorithm. In assessing structural models, the R^2 is a vital benchmark (Santosa, Wei & Chan, 2005). It represents the percentage of the variance that the structural model explains in the construct. Chin (1998 as cited in Henseler *et. al.*, 2009) describes an R^2 value that is ≤ 0.2 as weak, $0.2 \leq R^2 \leq 0.3$ as moderate and $0.3 \leq R^2 \leq 0.7$ as substantial. Hensler *et. al.*, (2009) further assert that “moderate” R^2 may be acceptable if the inner path model structures explain an endogenous latent variable by only a few (e.g., one or two) exogenous latent variables. However, Falk and Miller (1992) set the minimum acceptable R^2 value at 0.10.

From Figure 10, the model explains 31.0% of the variance in “Attitude towards adding more Ghanaian dishes unto the menu”; 30.0% of the variance in “Intention to introduce more Ghanaian dishes unto the menu”; 31.8% of the variance in “Subjective norms”; and 4.80% of the variance in “Perceived

benefit to business. This indicates that, with the exception of the R^2 value in “Perceived benefits to business” (0.048), which is weak, all the other R^2 values are substantial.

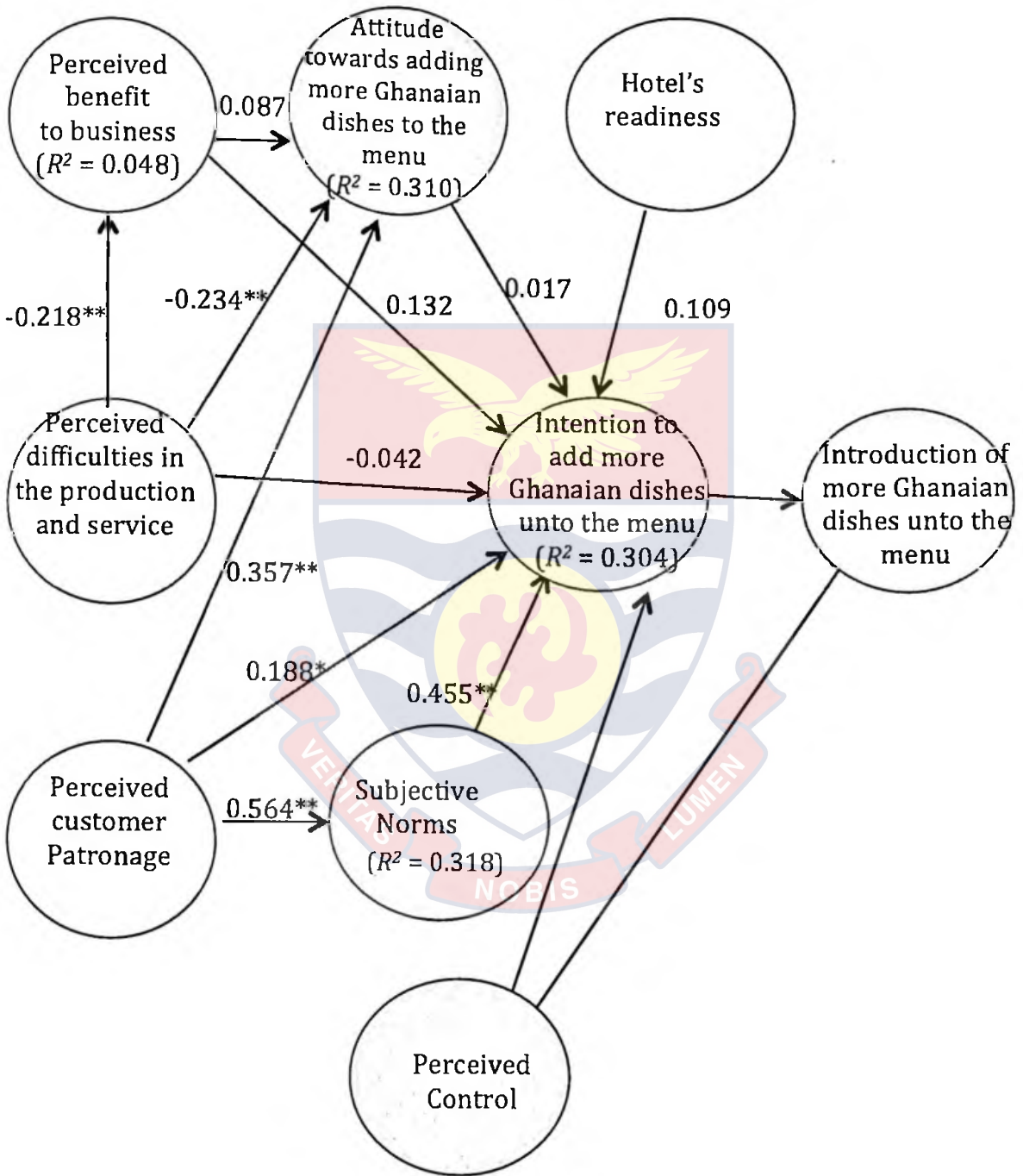


Figure 10: Structural model with standardised parameter estimates

Source: Fieldwork 2014

Note: * Significant at $p < 0.05$, ** Significant at $p < 0.01$

Thus, the hypothesised structural model has a substantial statistical ability to predict “Attitude towards adding more Ghanaian dishes unto the menu”; “Intention to introduce more Ghanaian dishes unto the menu”; and “Subjective norms”. In other words, the structural model can be assumed to substantially reflect menu decision-maker’s attitude, intentions and subjective norms about adding more Ghanaian dishes unto the menu.

Predictive validity (Q^2)

An additional statistical test was necessary to evaluate the model’s ability to adequately predict the indicators of each endogenous latent construct. The blindfolding technique of PLS was applied to estimate the cross-validation redundancy measure Q^2 , with an omission distance of 7 (Davidson & Hinkley, 2003). The Stone-Geisser’s Q^2 is a principal measure for assessing the predictive validity of exogenous latent variables (Tenenhaus, Esposito, Chatelin & Lauro, 2005). It is computed as:

$$Q^2 = 1 - (\sum_D SSE_D) / (\sum_D SSO_D)$$

Where: SSE is the sum of squares of prediction error,

SSO is the sum of squares of observations

and D is the omission distance.

Q^2 values that are greater than zero indicate that the exogenous constructs have predictive relevance whiles those less than zero imply otherwise. Table 38 presents the Q^2 values generated for the endogenous constructs. All the values recorded depicted that the model had statistically

significant predictive relevance since they are all above zero. “Subjective norms” had the highest predictive relevance with a Q^2 value of 0.260. Even though “Perceived benefits” recorded a weak R^2 , it still has predictive relevance with a Q^2 value of 0.023.

Table 38: The prediction relevance (Q^2) test

<i>Endogenous construct</i>	<i>SSO</i>	<i>SSE</i>	Q^2
Attitude	909	701.389	0.237
Intentions	549	425.803	0.224
Subjective Norms	736	544.291	0.260
Perceived Benefit	1833	1,790.420	0.023

Source: Fieldwork (2014)

Hypotheses testing

PLS algorithm was used to check the directions of the proposed relationships, as to whether they were negative or positive. Non-parametric bootstrapping procedures were also adopted to ascertain the significance of the path coefficients by calculating the p and t values as suggested by Henseler *et al.* (2009). N was equal to 184 and sub-samples were set to 5,000 (Ringle *et al.*, 2009). The analysis established that all the relationships were in the hypothesised direction and 6 out of the 11 hypothesised relationships in the inner path model were statistically significant.

Hypothesis 1 was that perceived benefits to business positively influence attitude towards adding more varieties of Ghanaian dishes unto the

menu. This was not supported by the value of the path coefficient between “perceived benefits to business” and “attitude towards adding more varieties of Ghanaian dishes unto the menu”. Even though the hypothesised direction was correct, the path coefficient value was not significant ($\beta = 0.087, t = 1.341, p = 0.180$). This may be because the menu-decision maker did not establish any direct or indirect benefits to themselves in the introduction of more varieties of Ghanaian dishes unto the menu, as was the case in Quanddus and Hofmeyer (2007). They only associated the benefits to the business and that aspect may not be of interest to them so much. Considering the fact that most of these decision makers were hotel employees and not the owners of the business, they may not consider the benefits to the business as personal benefits, which affect their attitude.

Hypothesis 2 proposed that perceived difficulties in production and service negatively influence attitude towards adding more varieties of Ghanaian dishes unto the menu. The findings of this study statistically support the negative influence of perceived difficulties in production and service on the attitude of menu-decision makers. The direction of the path coefficient between these two constructs was negative as hypothesised and the value was significant ($\beta = -0.234, t = 3.359, p = 0.001$). The findings confirm the assertions of Riemenschneider, Harrison and Mykytyn (2003), who introduced expected difficulty to TPB and Technology Adoption Models, in their study of IT adoption in small businesses. The success or failure of food production and service in small kitchens depends mainly on the chef (Foskett & Ceserani, 2008) who in this study tends, primarily, to be the menu decision-maker. Therefore, since the menu decision-maker tends to be the major actor in the

production and service of food, it is logical that their perceived difficulties in its production and service have a negative influence on their attitude. In this case, the perceived difficulties are personalised and not seen as that of the business alone.

Hypothesis 3 asserted that perceived customer patronage positively influence attitude towards adding more varieties of Ghanaian dishes unto the menu. The current study supports this assertion since the path coefficient value recorded for the relationship between customer patronage and attitude was positive and significant ($\beta = 0.357, t = 4.598, p = 0.000$). This construct was original to the present study in that, it was introduced based on the responses gathered from interviews with key players in menu decision-making positions in selected hotels. Four main customers were identified, the in-house customer, conference customer, special event customer and walk-in customer. All of these categories of customers had varying food needs. But on the whole, the menu decision-maker's perception of the level of patronage of Ghanaian dishes generated a positive and statistically significant attitudinal reaction. This means that the higher the perceived patronage, the more positive the attitude of menu decision-makers will be towards adding more variety of Ghanaian dishes unto the menu which is logically sound.

Hypothesis 4 postulated that perceived benefits to business positively influence intention to add more varieties of Ghanaian dishes unto the menu. With this, the current study failed to support a significant relationship ($\beta = 0.132, t = 1.483, p = 0.138$); the path coefficient value between the two endogenous constructs had the right direction but was insignificant. Reasons

that can be described to this are identical to that given for the outcome of hypothesis 1, in that, the affiliation the menu decision-makers exhibited towards perceived benefits to business and their personal feelings towards adding more variety of Ghanaian dishes unto the menu were very minimal. Stated otherwise, the respondents cared very little about what benefits accrued the business. Quaddus and Hofmeyer's (2007) perceived benefits recorded a positive and significant path coefficient value because, their focus was on information technologies that will improve or otherwise the working efficiency of people in small businesses whereas in this study the perceived benefits result out of work that has to be done for a business to benefit. It is not surprising then that the menu decision-makers did not affiliate it to their emotions. Hence, they will not base their intentions on something they cared little about considering the fact that perceived benefits is significantly influenced by their perceived difficulties (Figure 10 and Table 39).

Hypothesis 5 indicated that perceived difficulties in production and service negatively influence intention to add more varieties of Ghanaian dishes unto the menu. Again, this hypothesis was not supported by a significant path coefficient value between perceived difficulties and intentions even though the proposed direction was confirmed ($\beta = -0.042$, $t = 0.696$, $p = 0.487$). Perceived difficulties in production and service influenced attitude but failed to influence intentions. This may be because menu decision-makers do not make business decisions based on their emotions but rather on the perceived outcome of the decision.

Table 39: Results of hypotheses testing <https://ir.ucc.edu.gh/xmlui>

Hypotheses	Path coefficient	t-value	p-value	Supported ?
H1 Perceived benefit -> Attitude	0.087	1.341	0.180	No
H2 Perceived difficulties -> Attitude	-0.234**	3.359	0.001	Yes
H3 Patronage -> Attitude	0.357**	4.598	0.000	Yes
H4 Perceived benefit -> Intention	0.132	1.483	0.138	No
H5 Perceived difficulties -> Intention	-0.042	0.696	0.487	No
H6 Patronage -> Intention	0.188*	2.143	0.032	Yes
H7 Attitude -> Intention	0.017	1.391	0.696	No
H8 Perceived difficulties -> Perceived benefits	-0.218**	2.824	0.005	Yes
H9 Hotel's readiness -> Intention	0.109	1.425	0.154	No
H10 Patronage -> Subjective norms	0.564**	9.481	0.000	Yes
H11 Subjective norms -> Intentions	0.455**	4.461	0.000	Yes

Source: Fieldwork (2014)

Note: * Significant at $p < 0.05$, ** Significant at $p < 0.01$

$t > 1.96$, significant by 0.05, $t > 2.58$, significant by 0.01

This finding contradicts the findings of Riemenschneider *et. al.*, (2003) who studied the adoption of information technology in Small Business in the United States. The different cultural settings of the two studies may account for this variation. Whereas one group in a developed country may internalise their work for others and business decisions, taking into account personal

satisfaction and gratification, the other group in a developing country may not, but rather see work for someone else as an activity outside self. In another view, workers will do what they think is expected of them even if they do not feel like doing it. Hypothesis 11 endorses this.

Hypothesis 6 proposes that perceived customer patronage positively influences intention to add more varieties of Ghanaian dishes unto the menu. This proposal was supported by the present study. The hypothesis, which was tested by the examination of the path coefficient between perceived customer patronage and intentions, registered a significant and positive value ($\beta = 0.188$, $t = 2.143$, $p = 0.032$). Perceived customer patronage is a major consideration for the development of products and services in any business as, what the customer wants, is the basis for such quest (Miller, 2007). Chon and Sparrower (1995) reiterate this assertion that menu planning should be done in a manner that reflects customer needs and expectations. Kotschevar and Withrow (2008) conclude that a comprehensive menu should meet the needs of customers. Menu decision-makers in small and medium sized hotels thus rely on their perception of customer patronage in the absence of data from marketing research to assess customer needs. In this vein, their perception of customer patronage informs their intentions to introduce more Ghanaian dishes unto the menu.

Hypothesis 7 posits that attitude towards Ghanaian dishes positively influences the intention to add more varieties of Ghanaian dishes unto the menu. The current study did not support this hypothesis, in that the path coefficient was not statistically significant, yet, the proposed direction of the relationship was correct ($\beta = 0.017$, $t = 1.391$, $p = 0.696$). This confirms the

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observations indicate that menu decision-makers in the hotels do not base their business decisions on their feelings or emotions. This finding contradicts the observation of Quaddus and Hofmeyer (2007). Ajzen and Fishbein (1988, 1991) suggested that attitudes inform intentions. But their model was based on individual level measurement. The argument that decision making in SMEs is mostly vested in one person and as such, attitudes inform intentions has been made and supported by a number of researchers such as Riemenschneider et. al. (2003) and Alexander (2006). This was not true of the menu decision-makers in the current study who were mostly employees. It might be that this will be true for menu decision-makers who are owners of the business.

Hypothesis 8 predicted that perceived difficulties in production and service negatively influence perceived benefits to business. With a negative and statistically significant path coefficient between the two constructs, perceived difficulties in production and service and perceived benefits to business, the study supports the hypothesis ($\beta = -0.218, t = 2.824, p = 0.005$). The perceived benefits to the business that the menu decision-makers had towards the introduction of more variety of Ghanaian dishes unto the menu were tainted by their perceived difficulties in the production and service. This may be so because they attach stronger negative emotions to the latter construct than they attach positive emotions to the former. Again, this relationship is original to this study.

Hypothesis 9 in the study suggested that organisational readiness positively influences intentions to add more varieties of Ghanaian dishes unto the menu. This was not supported by the significance of the path coefficient

value, but the proposed direction was confirmed ($\beta = -0.109$, $t = 1.425$, $p = 0.154$). Researchers such as Saunders and Clark (1992); Iacovou *et. al.* (1995) and Butterfoss *et. al.* (2008) have suggested a relationship between organisational readiness and intentions to adopt or change. This was not found to be relevant in the current study even though Chon and Sparrowwer (1995) are of the view that menu planning should conform to the organisations operational concept. The reason why relevance was not established may be that the hotels in the present study are fairly small in size, with most of them having between 15 to 75 rooms and very simple food and beverage departments. Therefore, the business structures may be reasonably uncomplicated. In addition, the introduction of Ghanaian dishes may not be such a major decision that will require a dramatic shake up in the existing organisational structures.

Hypothesis 10 stipulates that perceived customer patronage positively influence subjective norms. This relationship had the highest path coefficient as reported in Table 39. It was supported by the current study both in statistical significance and the direction of the proposed association ($\beta = -0.564$, $t = 9.481$, $p = 0.000$). Subjective norms as presented by Ajzen and Fishbein (1980) are the normative beliefs of the decision maker weighted by the motivation to comply. Quaddus *et. al.* (2007) terms this concept as “coercion”. This implies that the higher the perceived patronage of Ghanaian dishes, the more the menu decision makers will perceive that their reference groups will want them to introduce more varieties of these dishes unto the menu. The reference groups in this case were their managers, food and beverage supervisors, customers and the owners of the hotels. An explanation may be that the more customers patronised these dishes, the more profits will accrue to the business and this

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may lead to the positive assessment of the performance of the restaurant in the hotel.

Finally, hypothesis 11 stated that subjective norms positively influence intentions to add more varieties of Ghanaian dishes unto the menu. This proposition was very well supported by the present study with a significant path coefficient that also confirmed the direction of the suggested relationship ($\beta = 0.455$, $t = 4.461$, $p = 0.000$). This finding confirms the intimated connection indicated by the developers of TPB (Ajzen & Fishbien, 1980, 2006) between the two constructs. This means that menu decision makers will intend to add more varieties of Ghanaian dishes unto the hotels menu if they perceive that their reference groups want them to. It is note worthy that when subjective norms mediated customer patronage and intentions, the significance increased considerably as to when customer patronage was directly linked to intentions. This suggests that, menu decision-makes, will do as their reference groups suggest more than as they perceive customer patronage.

Direct, indirect and total effects and effect size (Cohen's F^2)

In the success factor studies of Albers (2009), a new paradigm was proposed. According to the researcher, the sum of the direct effect and all indirect effect of a particular latent variable should be the subject of evaluation for further interpretation rather than considering only the direct inner path model relationships. Henseler *et. al.*, (2009) add that the standardised inner path coefficient reduces with an increased number of indirect relationships and,

thus, substantial direct relationships may become insignificant after including additional indirect connections. The effect size can be calculated using Cohen's (1988) f^2 . The effect size is calculated as the increase in R^2 relative to the proportion of variance of the endogenous latent variable that remains unexplained.

$$f^2 = \frac{(R^2_{\text{included}} - R^2_{\text{excluded}})}{(1 - R^2_{\text{included}})}$$

Where: R^2_{included} = R – squares of the dependent construct when the predictor construct is included; and

R^2_{excluded} = R – squares of the dependent construct when the predictor construct is omitted.

According to Cohen (1988), f^2 values of 0.02 are small, 0.15 are medium, and 0.35 are large.

With the exception of the relationship between customer patronage and intentions, all the significant relationships were confirmed by their total effect, that is the addition of the indirect effects. The mediation of subjective norms between customer patronage and intentions was found to be very significant, as such the direct effect between customer patronage and intentions was rendered insignificant after the introduction of the indirect effect.

Table 40: Direct, indirect and total effects and Cohen's f^2

Path	Direct effects	Indirect effects	Total effects	t-value	Cohen's f^2
Perceived benefit -> Attitude	0.087	-	0.087	1.111	0.007
Perceived difficulties -> Attitude	-0.234**	-0.019	-0.254**	3.625	0.071
Patronage -> Attitude	0.357**	-	0.357**	4.597	0.108
Perceived benefit -> Intention	0.132	0.001	0.133	1.293	0.009
Perceived difficulties -> Intention	-0.042	-0.033	0.075	0.766	0.002
Patronage -> Intention	0.188*	0.262	0.450	0.727	0.024
Attitude -> Intention	0.017	-	0.017	0.247	0.000
Perceived difficulties -> Perceived benefits	-0.218**	-	0.218**	2.738	0.050
Hotel's readiness -> Intention	0.109	-	-0.109	1.313	0.008
Patronage -> Subjective norms	0.564**	-	-0.564**	9.481	0.466
Subjective norms -> Intentions	0.455**	-	-0.455**	4.461	0.132

Source: Fieldwork (2014)

Note: * Significant at $p < 0.05$, ** Significant at $p < 0.01$

From the values in Table 40, five relationships remained significant after the intervention of indirect effects: (1) Subjective norms and intentions, (2) Customer patronage and attitude; (3) Customer patronage and subjective

norms; (4) Perceived difficulties and attitudes; and (5) Perceived difficulties and perceived benefits.

With regards to the size of the effect, the Cohen f^2 reported in Table 40 indicates that, at the structural level, most of the hypothesised paths had small to medium effects with the exception of the path between customer patronage and subjective norms that exceeded the large threshold.

Overall performance of the model

The findings of the present study partially support, the proposed model in the predictability of the attitudes and intentions of adding more varieties of Ghanaian dishes unto the hotel menu. Some of the proposed relationships were however not statistically significant even though the theorised directions were however supported by the model. The operational measures adopted also demonstrated reasonable psychometric properties as indicated by the scale validation. The initial data assessment to validate and ensure the reliability of the measurement of each latent construct, were found to be satisfactory, demonstrating internal consistency, reliability and validity of the measurement scale.

Where deviations from the model occurred, it may have been because most of the additional constructs and its measurement scale were original to the study. They had not been tried and tested as the base model TPB (Ajzen & Fishbein, 1980). Again, the perceived benefits used in the model related to the benefits to the business and not to the menu decision-maker, hence it did not inform attitude and attitude did not also inform intentions, contradicting Ajzen

and Fishbein (1988), Quaddus and Hofmeyer (2007); Riemenschneider et. al. (2003) and Alexander (2006). In all, the model supported more than half of the relationships hypothesised.

In spite of the fact that the Stone-Geisser Q^2 test indicated that the structural model had predictive validity, the explained variance R^2 in the endogenous constructs were at the lower end of the “substantial” mark, indicating that there may be more unexplained variance behind the phenomenon of attitudes and intentions towards introducing more Ghanaian dishes unto the menu. The hypothesised model was not able to explain the majority of the variances in perceived benefits to business, subjective norms, attitude and intentions towards introducing more varieties of Ghanaian dishes unto the menu. Nevertheless, all the R^2 values exceeded the minimum required 0.10 value suggested by Falk and Miller (1992)

Implications to business and theory

The implications of these findings to business are two fold: namely, businesses who intend to market their food products, services or ideas to menu decision makers; and secondly, for managers who may want to introduce new food ideas or concepts to their menu decision makers. With reference to the former, it will be more effective if marketing strategies are directed to the reference groups, who are the owners of the business, the manager, the F&B manager and the customers. The most important amongst these are, the owners, followed by the managers as indicated in the factor loadings. Such businesses may also communicate effectively to the menu decision-makers the advantages

of their products that will reduce their perceived difficulties with the food products. This is because, even though attitude towards the product which is strongly influenced by perceived difficulties may not affect the intentions of the menu decision-makers, it will galvanise the efforts of the reference groups in coercing menu decision-makers into accepting and using the product, service or idea cheerfully.

In the other instance, managers of hotels will have to understand that their opinion matters significantly to menu decision-making. It is necessary, therefore, that, managers of these hotels are abreast with contemporary food trends and customer knowledge. This will aid them in giving the right directions to their menu decision-makers. In the same vein, in suggesting new menu items, managers will have to dwell on the anticipated customer patronage as this directly influences the intentions of the menu decision-makers towards adding new items to the food list.

On theory, a major implication of this study is that attitude of employees who are decision makers in the business does not necessarily influence business decision making even though that of owner decision makers may. The question of whether attitude inform intentions in all personal decision making situations and especial in SME decision-making has to be revisited. The attitude of menu-decision makers on the whole and by city did not inform intentions significantly. Could this imply that sometimes people do not attach any emotions to what they do; they just do it because they think their referent group wants them to and they have control over doing it? If such

situation is possible, then there can be another behavioral theory that can minimize the influence of attitude towards intentions.

In addition, employee decision makers may not have strong emotional attachment to the benefits that the business accrues from the services they render. Perceived benefits did not have significant influence on attitude, which is the emotion of the menu decision makers. This implies that, in the hospitality industry, F&B decision making to be specific, because most of the decision makers are not the owners of the establishment, they do not attach any emotions to the benefits that their businesses get when they make certain decisions. Thus, if the perceived benefits are directly related to the individual, such as increase in remuneration and not increase in profits then maybe perceived benefits would influence attitude.

Again, an implication to theory is the concept of “yes sir master, no spoil work” and how it may affect the theoretical model. The strong mediating effect of subjective norms on customer patronage and intentions, as indicated in the increase in the size of the path coefficient when subjective norms was used to mediate customer patronage suggests that the R^2 for intentions may improve if the other constructs are mediated by subjective norms.

Finally, attitude may not influence intentions if the behaviour that the study seeks to investigate relates to the benefits of the business but does not relate directly to the benefit of the employee, because their emotions (attitude) will not influence their intentions.

This chapter presented the results and discussion of the Structural Equation Modelling of the constructs. Using the theory of planned behaviour as a lens to expand the variables that inform attitudes and intentions, the resulting model was subjected to a series of statistical procedures relating to data cleaning, measurement model validation, structural model testing, hypotheses testing and mediation effects tests. After the issues of missing data, outliers and normality were addressed, a total of 184 out of 187 questionnaires were retained for the major analysis. The characteristics of the hotels were also described in this chapter. In addition, PCA and PLS factorial validity tests were conducted to explore the underlying structure of the components. The formative constructs met the necessary requirements for indicator validity, factorial validity and collinearity. The structural model was then tested following the satisfactory validity tests. The R^2 and Q^2 results suggested that the model had substantial predictive ability. Six out of the eleven hypotheses were supported by the findings. Finally, the chapter outlined some implications to business and theory

CHAPTER EIGHT

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarises all the seven chapters in the study. It then outlines the major findings and offers conclusions based on the specific objectives that were set for the study. The chapter also gives recommendations that emanate from the findings and suggest areas for future research.

Summary of chapters

This study was organised into eight chapters. Chapter One, which is the introductory chapter, dealt with the background of the study, statement of the problem, objectives, and significance as well as the scope of the study. The main objective of the study was to assess the attitude of hotels and their intentions towards Ghanaian dishes using an expanded model of the Theory of Planned Behaviour. The study sought to inquire into was the reasons behind the seeming lack of variety of Ghanaian dishes on the hotel menu from the perspective of menu decision-makers. The significance of this pursuit was to address literature gaps and provide the needed information to practitioners for the predicting and the introduction of new items unto the menu. It was also to provide a clearer understanding of the perceptions of hotels towards Ghanaian dishes. It is hoped that this knowledge will engender the development of

Ghanaian dishes to become a tourist attraction in its own right. The study was limited to 1-to-3-star rated hotels.

In Chapter Two, literature related to the study was reviewed. The aim was to discuss relevant issues that explained and clarified the concept under study and its antecedents. Issues discussed included the hotel industry in Ghana, food service operations, the hotel product, food and beverage service in the hotel, the menu and the factors considered when planning the menu. Further issues of the relationship between local foods and the hospitality and tourism industry were also considered in addition to issues of authenticity in food. To throw more light on the scarcity of literature on food in the hotel industry (specifically, local food) a few of the literature on food in the hospitality industry were reviewed. Finally, since the research has Ghanaian dishes as its object of interest, the chapter also cited a number of documented popular Ghanaian dishes.

Chapter Three, outlined, explained and built the theoretical foundation for the study. The Theories of Reasoned Action and Planned Behaviour were reviewed. Based on this review as well as other related literature and qualitative fieldwork, a theoretical model for the study was developed. Variables that were used to extend the TPB were: perceived benefits to business, perceived difficulties in production and service, perceived customer demand and organisational readiness. The chapter also explained how the variables for the study were conceptualised to fit into the current study, and stated Hypotheses for the study were then proposed.

in this study. It described the study areas, which are Accra, Kumasi and Takoradi, discussing the geographical boundaries and characteristics of the areas as well as their economic and hospitality industries. The chapter then looked at the approaches to research and the design that was adopted to execute the study. The study adopted the pragmatic philosophical paradigm and a mixed method approach to research, specifically, the transformative mixed method. Both qualitative and quantitative approaches were adopted. Starting with the qualitative approach, before using the quantitative method, a wider sample size was reached to allow for generalisation of the findings. The quantitative instrument had three parts, namely, the introduction, hotel and restaurant characteristics and the final part that measured the actual variables for the study. The chapter also explained how the variables were operationalized and measured. The variables included “Attitude”, “Intentions”, “Perceived benefits”, “Perceived difficulties”, “Perceived customer patronage and “Organisational readiness”. Expert panel review, that the study adopted to validate the questionnaire was discussed, pointing out the importance and processes of the concept of expert panel review as was used in the study.

The target population for the study was menu decision-makers in 1-to-3 star hotels in Accra, Takoradi and Kumasi. A census was conducted because the population was not too large. Both qualitative and quantitative data were collected using interview guide and questionnaires respectively. Data collected were analysed using qualitative as well as structural equation modelling techniques. Finally, ethical considerations that were made to protect

the human subjects involved in the study and uphold the integrity of the results were also outlined.

Chapter Five recorded and discussed the results of the qualitative study which was the perceptions of selected menu decision-makers on the introduction of more Ghanaian dishes unto the menu. Using narratives, summaries and representative quotes, the perceptions were reported and discussed. Eight main themes were identified from the interview: (1) Customer consideration and needs; (2) Labour needs; (3) Price and profit consideration; (4) Production and service; (5) Availability of raw materials; (6) Ability to reuse left overs; (7) Appearance and presentation; and (8) Hotel image and management support. In all, the food and beverage practitioners appreciated the benefits of introducing more Ghanaian dishes unto the menu but they also expressed some perceived challenges that will impede that quest.

Chapter Six presented part of the results and discussions of the quantitative survey. The issues of missing data, outliers and normality were also addressed in the chapter. Parametric analysis consisting of descriptive tests, One-way ANOVA tests and Tukey's b tests were used to establish the attitude and intentions of the menu decision-makers towards introducing more Ghanaian dishes unto the menu in addition to their perspectives on the other major constructs. The differences in perceptions were established by star rating and the cities the hotels were located. Generally, though menu decision makers had a negative attitude towards the introduction of more varieties of Ghanaian dishes unto the menu, they had a strong intention to introduce more varieties of the dishes unto their menus within the next two years.

Using the theory of planned behaviour as a lens to expand the variables that inform attitudes and intentions, the resulting model was subjected to a series of statistical procedures relating to data cleaning, measurement model validation, structural model testing, hypotheses testing and mediation effect tests. After the issues of missing data, outliers and normality were addressed, a total of 184 out of 187 questionnaires were retained for the major analysis. The characteristics of the hotels were also described in this chapter. In addition, Principal Component Analysis and Partial Least Squares factorial validity tests were conducted to explore the underlying structure of the components. The formative constructs met the necessary requirements for indicator validity, factorial validity and collinearity. The structural model was then tested following the satisfactory validity tests. The R^2 and Q^2 results suggested that the model had reasonable but insufficient predictive ability. Six out of the eleven hypotheses were supported by the findings as reported in Chapter Seven. Finally, the chapter outlined some implications for business and theory. The following section, presents the key findings of the study and the conclusions drawn.

Chapter Eight summarised all of the chapters. The chapter also outlined the major findings of the study and gave conclusions. In addition, some recommendations to industry and for further studies were made.

Key findings and conclusions drawn from the study

The specific objectives of the study were to:

1. Ascertain hotel perceptions on Ghanaian dishes;

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2. Analyse the factors that influence the intention to place Ghanaian dishes on the menu in hotels;
 3. Examine the intention of hotels to place more variety of Ghanaian dishes onto their menu;
 4. Assess the attitude of hotels towards Ghanaian dishes; and
 5. Expand the Theory of Planned Behaviour by introducing new considerations that influence behaviour in the context of adding new items on the menu in medium-sized eateries;

The first objective, which was, to ascertain hotel perceptions on Ghanaian dishes was executed using qualitative methodology. An interview guide (Appendix A) was used to collect primary data that was manually analysed using themes and sub-themes. The key findings under the themes are summarised as follows:

Customer considerations and needs

Under this theme, four sub-themes were identified. (a) Familiarity and preference; (b) Taboos, superstitions and religious beliefs; (c) health considerations; and (d) cultural experience and exposure.

Familiarity and preference

With respect to familiarity and preference, most of the menu decision-makers felt that the customers of the hotels were not familiar enough with the different varieties of local dishes on the menu. This, they attributed to the fact that the dishes were unpopular. They were also of the view that even though, introducing more varieties of Ghanaian dishes will meet the needs of

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both their local and foreign customers, some of the locals preferred eating local dishes elsewhere than in the hotels due to their questioning of the authenticity of the taste of the local dishes in the hotels.

Taboos, superstitions and religious beliefs

It was found out that some menu decision-makers attached taboos, superstitions and religious beliefs to some Ghanaian dishes and this impeded their intentions to put them on the menu.

Nutritional and Health considerations

The menu decision-makers agreed that Ghanaian dishes are very nutritious because of their multi ingredient nature. This same reason, according to them made it difficult for them to control the health and nutritional information that will assist the customers to make decisions based on dislike and intolerance.

Cultural experience and exposure

Food and beverage practitioners in the hotel believe that introducing more varieties of Ghanaian dishes unto the menu will increase the cultural experience and exposure of both local and international tourists.

Labour issues

Currently, the hotels do not believe that they have the requisite number and calibre of staff to execute a menu that has more variety of local dishes on it. But they are certain that the knowledge of the dishes are widely

Price and profit consideration

The hotels perceive the price of Ghanaian dishes on their menu to be higher than what is available in other operations. They think their customers are not too comfortable paying such high prices but will do so if the service and ambience are appreciated. They also allude to the profitability of serving local dishes because of its low cost of ingredients and high selling price.

Production and service

The hotels, perceive the production and service of local dishes to be more challenging because some of the dishes do not lend themselves easily to the use of merchandised equipment besides being labour intensive. They also view the service to be cumbersome and do not fit their formal service styles.

Availability of raw materials

Menu decision-makers however concur to the availability of ingredients for the production of Ghanaian dishes but they complain that the commercial channels of distribution of some of these ingredients are not well developed.

Appearance and presentation

Garnishing and presenting the Ghanaian dishes prove to be a challenge for the hotel practitioners in the hotel. This is because of the 'one

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pot' nature of the dishes and the unappreciated role of palm oil in enhancing
the appearance of the dishes.

Hotel image and management support

Most of the menu decision-makers did not have any challenges from their manager with regard to introducing more varieties of Ghanaian dishes unto their menu. But a few had major objections from the management that hindered their desire to introduce the dishes on their menu.

Factors influencing the intention to expand the menu

Objective two was to analyse the factors that influence the intention to place Ghanaian dishes on the menu in hotels. This objective was executed quantitatively by testing hypothesis in the proposed model. Six constructs (i.e Perceived benefits to business, perceived difficulties in production and service, perceived customer patronage, attitude towards the introduction of more varieties of Ghanaian dishes unto the menu and subjective norms) were tested to ascertain their relationship with intentions. Two of them, Customer patronage ($\beta = 0.188, t = 2.143, p = 0.032$) and subjective norms ($\beta = 0.455, t = 4.461, p = 0.000$) were significant factors that influenced intentions to place more local dishes on the menu.

Objective three examined the intentions of hotels to place more varieties of Ghanaian dishes unto their menu. Using descriptive statistics, One-way ANOVA tests and Tukey's b tests, the intentions of menu decision-makers were computed. Generally, majority (72.3 %) of the respondents had the intention to introduce more varieties of Ghanaian dishes unto the menu within

the next two years. This was in line with the perceptions of menu decision-makers who took part in the interview. Further analysis revealed, however, that the responses were not statistically significant by hotel star rating ($p = 0.44$) or by City ($p = 0.41$).

Objective four assessed the attitude of hotels towards Ghanaian dishes. The findings were that, half (50%), of the respondents had a negative attitude towards introducing more varieties of Ghanaian dishes unto the menu. This played out in the qualitative responses where interviewees expressed a number of negative perceptions about introducing local dishes on the menu. A One-way ANOVA test revealed that the differences by star-rating were statistically insignificant but were significant ($p = 0.00$) by city. The variance, according to a further post-hoc test was between the responses from Takoradi and the other two cities. This implied that the attitude of respondents in Takoradi was significantly more positive than that from the other two cities.

Objective five set out to expand the Theory of Planned Behaviour by introducing new considerations that influence behaviour in the context of introducing new items on the menu in small and medium-scale food service establishments. A model was thus proposed after a review of theories and literature and the relationships hypothesised. Upon testing the model, six out of the eleven relationships were supported. Key findings in that exercise were:

1. Perceived customer patronage influenced intentions better when the two were mediated with subjective norms. In other words, the perception of customers patronising local dishes alone was not a strong enough reason for menu decision makers to put the dishes on the menu. If they thought that their reference groups wanted them to do so, then,

- customer patronage will strongly influence them to do so. This emerged in the qualitative study as one interviewee pointed out that even though she was aware that customers wanted more Ghanaian dishes, she could not even suggest it to her manager because of his negative attitude towards the dishes.
2. Attitudes did not inform intentions ($\beta = 0.017, t = 1.391, p = 0.696$). Throughout the analysis, both qualitative and quantitative, the respondents portrayed their negative or indifferent attitude towards introducing more Ghanaian dishes unto the menu. But they did not hesitate to divulge their intention to do so within the next two years. This was explained by the fact that they saw the dishes to be profitable hence worth their while.
 3. Perceived difficulties in production and service did not hinder the intentions of menu decision-makers to introduce more Ghanaian dishes unto the menu ($\beta = -0.042, t = 0.696, p = 0.487$), even though more (46.7%) of the menu decision makers perceived difficulties in the production and service of local dishes.
 4. Because the perceived benefits listed by the menu decision-makers were not related to them personally, but as a business issue, perceived benefits to business did not influence their attitude ($\beta = 0.087, t = 1.341, p = 0.180$). They, thus, did not have strong feelings about the benefits the hotel gains from their efforts.
 5. The model moderately explained the variance R^2 in the constructs “Attitude” (0.310), “Intentions” (0.304) and “Subjective norms” (0.318).

6. The model generally and all the constructs have statistically significant predictive relevance with Q^2 values between 0.023 and 0.260.

Conclusions

Anecdotal information suggested that there was limited variety of Ghanaian dishes on the hotel menu. In view of this, this thesis set out to assess the attitude and intentions of menu decision-makers in hotels towards adding more varieties of Ghanaian dishes unto the menu. Using an expanded version of the Theory of Planned Behaviour as the base theory, a transformative mixed method research was conducted. Considering the literature that was reviewed, qualitative and quantitative data collected and the results from the analysis, the study draws the following conclusions: menu decision-makers perceive that:

First, in spite of some reservations, customers will patronise Ghanaian dishes if offered on the hotel menu. Second, kitchen staff are not so keen to produce and serve local dishes in the hotel because of their perceived difficulties and lack of adequate skill in performing that task. Third, Factors that influence intentions of menu decision-makers in the decision to add more varieties of Ghanaian dishes unto the hotel menu are, perceived customer patronage, subjective norms and perceived difficulties in production and service. Fourth, Half of the menu decision makers have a negative attitude towards adding more varieties of local dishes to their menu. Fifth, there is a very high intention to introduce more local dishes unto the hotel menu especially in Takoradi and amongst the 1star hotels, which is mainly inspired by the profit motive. Lastly, the proposed structural model for predicting the attitude and intentions of menu decision makers towards adding more variety

In this regard, attitudes did not influence intentions.

The study has contributed to knowledge by proposing a conceptual model for predicting the behaviour of introducing items unto the menu. It has also generated measurement items for measuring the constructs “Perceived customer patronage”, “Perceived difficulties in production and service” and “Perceived benefits to business”. Aside these, the study have unearthed the attitudes and intentions of menu decision-makers towards adding more varieties of Ghanaian dishes unto the menu.

Recommendations to industry

This study therefore suggests that:

1. The Ghana tourism Authority in its quest to encourage hotels to serve more Ghanaian dishes on their menu should begin with the 1-star hotels and the hotels in Takoradi because they have the best attitude and intentions towards adding more varieties of local dishes to their menu and thus they are more likely to perform that behaviour if encouraged.
2. Owners and managers of the hotels should have requisite knowledge on contemporary food and beverage issues so that they can give productive directions to their menu decision-makers because their opinion matters most to the menu decision makers.
3. Marketers should market their food products to small and medium sized hotels through the owner managers or managers because they will have better success in selling their products. They may hype the attributes of their products that reduce the perceived difficulties of use when they

want to see their food products to menu decision-makers. They should also assess customer acceptance of the product and communicate that to the managers and menu decision-makers. The positioning strategy that may work in the quest to get the hotels to put more local dishes onto the menu are, “ease of use” or “personality endorsement”.

4. With the high intentions of F&B practitioners to introduce more local dishes onto the menu in the hotels and their positive perceptions of customer patronage coupled with their high subjective norm, it is suggested that owner managers, managers and food and beverage managers should encourage the menu-decision makers to take the step and put more of the local dishes onto the menu. The hotels should also organise training sessions for their F&B staff to educate them more on the production and service of the different varieties of local dishes they are interested in. This is to fill the knowledge and competence gap and give the staff more confidence to execute the menu.

Recommendations for further studies

It is further recommended that:

1. Because a new model has been introduced, it is suggested that other studies test the model in other cultural settings to observe the relationship between attitudes and intentions. This is to confirm or refute the lack of influence of attitudes on intentions.
2. A study can also modify the proposed structural model by taking out attitude and mediating all the relationships to intention with subjective norms.

3. Customers' perceptions and attitudes towards patronising Ghanaian dishes in the hotels can also be investigated. Since in the free market environment, it is said, 'the customer is the king'. At the end of the day, it is their patronage that determines both production and profit levels.



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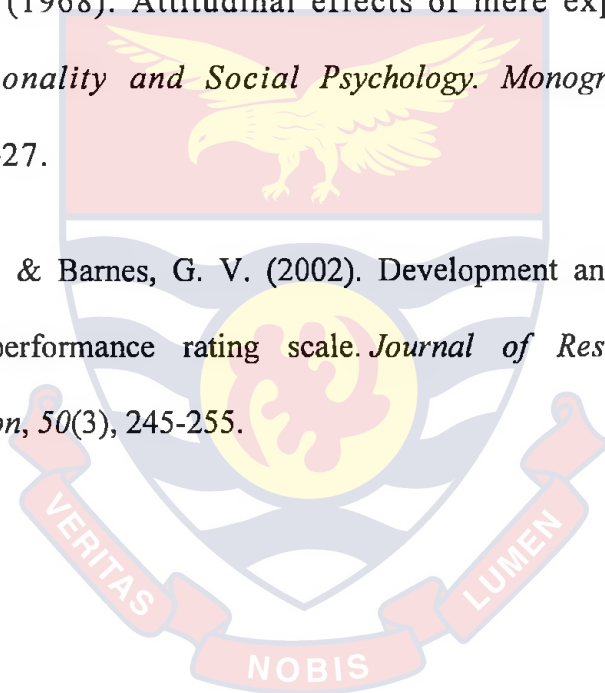
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APPENDIX 1

INTERVIEW GUIDE

Behavioral outcomes

- (1) What do you see as the advantages of placing indigenous dishes on the menu?
- (2) What do you see as the disadvantages of placing indigenous dishes on the menu?
- (3) What else comes to mind when you think about placing indigenous dishes on the menu?

Normative referents

When it comes to placing indigenous dishes on the menu there might be individuals or groups who would think you should or should not perform this behavior.

- (1) Please list the individuals or groups who would approve or think you should place indigenous dishes on the menu.
- (2) Please list the individuals or groups who would disapprove or think you should not place indigenous dishes on the menu.

(3) Sometimes, when we are not sure what to do, we look to see what others are doing. Please list the individuals or groups who have placed indigenous dishes on their menus.

(4) Please list the individuals or groups who are least likely to place indigenous dishes on their menu.

Control factors

(1) Please list any factors or circumstances that would make it easy or enable you to place indigenous dishes on the menu.

(2) Please list any factors or circumstances that would make it difficult or prevent you from placing indigenous dishes on the menu.

- a. What are your perceived benefits of placing indigenous dishes on the menu
- b. What are the difficulties you perceive are associated with placing indigenous dishes on the menu
- c. What is your perceived customer demand
- d. What aspects of your organization should be ready or prepared in order to place more indigenous dishes on the menu or which

aspects of the business strategy will have to change in order to place more indigenous dishes on the menu.



EXPERT REVIEW OF MESUREMENT INSTRUMENT

PART I: REVIEW OF QUESTIONS

Kindly point out the awkward or confusing items and suggest alternative wordings where necessary as you examine the following items for content validity. In addition, you can comment on the adequacy of the item pool, the length, and the appropriateness of the response format as well as the instructions. You may also recommend other ways of tapping the phenomenon that have been overlooked.

<i>The meaning of Ghanaian dishes</i>							
Ghanaian dishes are dishes that have their origins in Ghana and those that were introduced to the country and are now recognised as naturalised or traditional. Other terms used are, “local dishes” or “traditional dishes”.							
The following statements describe your perceptions on indigenous dishes. Please indicate the extent to which you agree or disagree with each item (Mark one of the seven spaces on each row).							
1 = Strongly disagree 2 = Moderately disagree 3 = slightly disagree 4 = Neutral 5 = slightly agree 6 = Moderately agree 7 = Strongly agree							
<i>Perceived customer patronage</i>	1	2	3	4	5	6	7
a. In-house customers demand indigenous dishes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Conference customers demand indigenous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

dishes	© University of Cape Coast https://ir.ucc.edu.gh/xmlui						
c. Event customers demand indigenous dishes							
d. Walk-in customers demand indigenous dishes							

The items below describe your attitude towards serving more varieties of Ghanaian indigenous dishes in hotels. Note that the words on the same row have opposite meanings. Please mark in one of the seven spaces on each row the position that best describes your feelings towards serving indigenous dishes in hotels.

2. Attitude

a. A good idea								A bad idea
b. A wise idea								A foolish idea
c. A pleasant idea								An unpleasant idea
d. A positive idea								A negative idea
e. Favourable								Unfavourable

The items below ask questions about your perception of the organisation's readiness to introduce more varieties of indigenous dishes onto the menu. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.

- 1 = Strongly disagree
- 2 = Moderately disagree
- 3 = slightly disagree
- 4 = Neutral
- 5 = slightly agree
- 6 = Moderately agree
- 7 = Strongly agree

3. Organisational readiness	1	2	3	4	5	6	7
a. The introduction of more Ghanaian indigenous dishes unto the menu fits the organisation's image							
b. Introducing more Ghanaian indigenous dishes							

<p>unto the menu is in line with the organisation's vision and mission</p>							
<p>c. Introducing more Ghanaian indigenous dishes unto the menu will serve our target market well</p>							
<p>d. Introducing more Ghanaian indigenous dishes unto the menu fits into our marketing strategy</p>							
<p>e. Our staff are willing to adopt more Ghanaian indigenous dishes onto the menu</p>							
<p>f. Our staff are willing to learn the skills needed to prepare and serve more Ghanaian indigenous dishes</p>							
<p>g. The leaders in the food and beverage department have enough influence on the staff to ensure the proper production and service of more Ghanaian indigenous dishes</p>							
<p>h. The organization has the needed resources to facilitate the introduction of more Ghanaian dishes unto the menu</p>							
<p>i. The organization has the needed production systems to support the production and service of more Ghanaian indigenous dishes</p>							
<p>j. The organization has the needed maintenance systems to support the production and service of more Ghanaian indigenous dishes</p>							
<p>This section asks questions about your intention to introduce more varieties of</p>							

Ghanaian indigenous dishes onto the menu. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.

- 1 = Strongly disagree
- 2 = Moderately disagree
- 3 = slightly disagree
- 4 = Neutral
- 5 = slightly agree
- 6 = Moderately agree
- 7 = Strongly agree

4. Intention	1	2	3	4	5	6	7
a. I would want to introduce more Ghanaian indigenous dishes onto the menu							
b. I intend to introduce more Ghanaian indigenous dishes onto the menu							
c. I predict that I would introduce more indigenous dishes onto the menu within the next five years							
d. Assuming that you have to revise your menu and introduce new dishes onto the menu, what is the probability that you would add more variety of Ghanaian indigenous dishes onto the menu							
Improbable							Probable

The following section addresses the perceived expectations of others whose opinion matter in the decision to introduce more varieties of Ghanaian indigenous dishes on the hotel menu. Please note that the words on the same row have opposite meanings. Please mark in one of the seven spaces on each row the position that best describes your perception of the expectation of the referent group or person towards introducing more varieties of Ghanaian indigenous dishes on the hotel menu.

5. Normative beliefs

Owner(s) of the hotel												
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I should												I should not
Manager of the hotel												
I should												I should not
The customer												
I should												I should not
The Food and Beverage manager												
I should												I should not
When it comes to introducing more varieties of indigenous dishes on the hotel menu, how much do you want to do what the following persons think you should do?												
6. Motivation to comply												
Owner(s) of the hotel												
Not at all												Very much
Manager of the hotel												
Not at all												Very much
The customer												
Not at all												Very much
The Food and Beverage manager												
Not at all												Very much

PART II: ITEM SCREENING

Please rate each of the following items with respect to their relevance and representativeness in relation to the measurement of the intended constructs as defined below.

In addition, kindly evaluate the items' clarity and conciseness, pointing out awkward or confusing items and suggesting alternative wordings where

appropriate. Also, you may comment on the adequacy of the item pool, the length of the instrument, the appropriateness of the response format and instructions. You may also suggest other ways of tapping the phenomenon that have not been captured.

PERCEIVED BENEFITS

This part concerns perceptions about the benefits the hotel will gain from introducing more varieties of Ghanaian indigenous dishes onto the menu. Survey respondents will be asked to evaluate the benefits stated in the instrument and mark one of the seven spaces on each row to indicate the extent of their agreement to the statement.

(1 = strongly agree; 7 = strongly disagree)

Perceived benefits refer to the advantages that the hotel may obtain by introducing more varieties of Ghanaian indigenous dishes onto the menu.

Kindly rate the representativeness of each item to measure the construct 'perceived benefits' by placing "X" in the relevant box.
(1 = Not representative; 2 = Somewhat representative; 3 = clearly representative).

1

2

3

Serving more Ghanaian indigenous dishes will reduce food production cost.

Serving more Ghanaian indigenous dishes will increase food profit margin.

Placing more in Ghanaian indigenous dishes on the menu will improve the menu's attractiveness.

Serving more Ghanaian indigenous dishes will give the hotel a competitive edge.

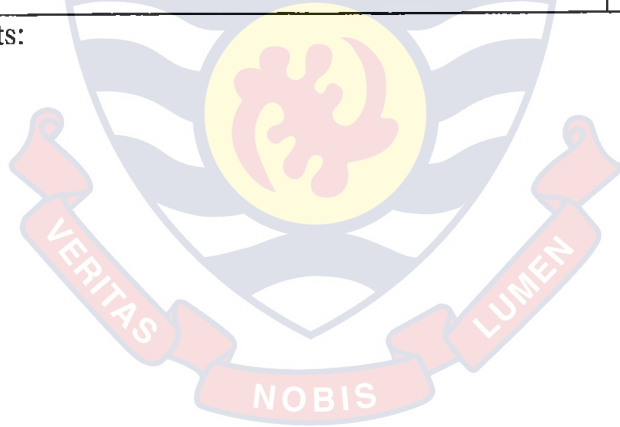
Cooking more indigenous dishes will give the staff a sense of satisfaction.

Ingredients for producing Ghanaian indigenous dishes are easily available.

Customers' expectations will be met by serving more

indigenous dishes.			
Ghanaian patronage will increase if we serve more Ghanaian indigenous dishes			
Serving more Ghanaian indigenous dishes adds to the customers cultural experience in our hotel			
Serving more Ghanaian indigenous dishes will make the menu prices cheaper.			
PERCEIVED DIFFICULTY			
The following statements describe the perceived difficulties in serving more varieties of Ghanaian indigenous dishes in hotels. Participants will be asked to evaluate and indicate their extent of agreement or disagreement with each item. (1 = strongly agree; 7 = strongly disagree)			
Perceived difficulty is the challenges that will make the introduction of more Ghanaian indigenous dishes onto the menu a troublesome preposition.			
Kindly rate the representativeness of each item to measure the construct 'perceived difficulty' by placing "X" in the relevant box. (1 = Not representative; 2 = Somewhat representative; 3 = clearly representative).	1	2	3
Ghanaian indigenous dishes are difficult to prepare per portion			
Preparing Ghanaian indigenous dishes require long processing time			
Some primitive cooking techniques of Ghanaian indigenous dishes do not lend themselves to the use of merchandised equipment			
Serving Ghanaian indigenous dishes requires more service equipment			
Serving Ghanaian indigenous dishes require more service effort			

There are shortages of some ingredients for the production of Ghanaian indigenous dishes due to the seasonality of supply			
A number of the ingredients for the production of Ghanaian indigenous dishes have undeveloped commercial supply chain			
Preserving Ghanaian indigenous dishes after cooking is difficult			
Customers have poor perception of Ghanaian indigenous dishes cooked in hotels			
Hotel customers are not familiar with many Ghanaian indigenous dishes			
Kitchen staffs do not have enough knowledge to produce more varieties of Ghanaian indigenous dishes			
The local flavours may be a nuisance to some customers			
Owner managers have negative attitude towards serving more varieties of Ghanaian indigenous dishes in their hotel			
Further comments:			



Thank you for your kind help.

Alberta Bondzi-Simpson

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UNIVERSITY OF CAPE COAST
 FACULTY OF SOCIAL SCIENCES
 DEPARTMENT OF HOSPITALITY AND TOURISM
 MANAGEMENT

QUESTIONNAIRE FOR ATTITUDES AND INTENTIONS
 TOWARDS ADDING MORE VARIETIES OF GHANAIAAN DISHES
 UNTO THE HOTEL MENU

INTERVIEW IDENTIFICATION				
ORGANISATION		<u>REGION</u>		
LOCATION ADDRESS		ASHANTI		
.....LOCALITY/SUBURB		GREATER ACCRA		
TOWN/CITY		WESTERN		
RESPONDENT'S NAME.....				
RESPONDENT'S POSITION				
[CEL]				
INTERVIEWER'S NAME	TIME STARTED	TIME COMPLETED	TOTAL TIME USED	
..... ID NO				
INTERVIEWER'S SIGNATURE:				
SUPERVISOR'S NAME				
..... ID NO.		 minutes	
INTERVIEW VISITS				
	1	2	FINAL VISIT	
DATE [day/month/year]	/ /	/ /	/ /	
DAY OF VISIT				
INTERVIEW RESULT				
NEXT VISIT				

© University of Cape Coast <https://ir.ucc.edu.gh/xmlui>
 RESULT CODES: COMPLETED1 PARTLY COMPLETED2 POSTPONED ...
 3 OTHER4 [SPECIFY]

SUPERVISOR FIELD CHECKING

ACCOMPANIED1 BACK CHECKED... ..2 FIELD EDITED3 (INITIAL) DATE ...

<i>FOR OFFICE USE</i>	EDITED BY:	CODED BY:	KEYED BY:
NAME			
DATE			

INTRODUCTION & SCREENING

Good morning / afternoon. My name is _____ and I am temporarily working for the Faculty of Social Sciences of the University Of Cape Coast Department Of Hospitality And Tourism Management to solicit information in connection with a postgraduate study on the topic: **AUGMENTING THE VARIETY OF GHANAIAN DISHES ON THE HOTEL MENU – AN ENQUIRY INTO ATTITUDES AND INTENTIONS.**

Your participation is most appreciated and you are assured of absolute confidentiality in the processing, analysis and dissemination of the findings. Thank you.

I can assure you that we are conducting a bona fide research project and are bound by a code of conduct. As such, all your answers will be treated in the strictest of confidence and you will receive no sales calls as a result of this research. Nothing you say today will be attributed to you as a person or to your organization. So please feel free to answer all the questions.

I will be interested in talking to the **menu decision maker**; that is the person who actually decides the foods that go on the hotel's menu.

I would like to talk to the **menu decision maker**; that is the person who actually decides the foods that go on the hotel's menu.

Are you the menu decision maker in this hotel?

Yes 1

No 2

IF NO, ASK TO SEE THE MENU DECISION MAKER

1. Name of Hotel _____

2. What is the number of Ghanaian dishes on your menu _____

3. What is the number of continental dishes on your menu _____

Please circle the relevant code:

4. What type of menu is offered in this hotel?

A la carte 1

Table d'hôte 2

What type of menu is used in this hotel for the following customer types?

4b.	Guests sleeping in the hotel	A la carte	<input type="checkbox"/> 1	Table d'hôte	<input type="checkbox"/> 2	Buffet	<input type="checkbox"/> 3
4c	Conference customers	A la carte	<input type="checkbox"/> 1	Table d'hôte	<input type="checkbox"/> 2	Buffet	<input type="checkbox"/> 3
4d	Walk-in customers	A la carte	<input type="checkbox"/> 1	Table d'hôte	<input type="checkbox"/> 2	Buffet	<input type="checkbox"/> 3
4e	Customers who use the hotel for their events	A la carte	<input type="checkbox"/> 1	Table d'hôte	<input type="checkbox"/> 2	Buffet	<input type="checkbox"/> 3

5. What is the star rating of your hotel?

1 Star 1

2 Star 2

3 Star 3

6. What is your position in the hotel?

Chef 1

Food and Beverage Manager 2

Owner/ Director 3

<i>Perceived customer patronage</i>							
	1	2	3	4	5	6	7
1a. Customers sleeping in the hotel request for more varieties of Ghanaian dishes	1	2	3	4	5	6	7
1b. Customers sleeping in the hotels are willing to spend on more varieties of Ghanaian dishes	1	2	3	4	5	6	7
2a. Conference customers request for more varieties of Ghanaian dishes	1	2	3	4	5	6	7
2b. Conference customers are willing to spend on more varieties of Ghanaian dishes	1	2	3	4	5	6	7
3a. Customers whose events we cater for request for more varieties of Ghanaian dishes	1	2	3	4	5	6	7
3b. Customers whose events we cater for are willing to spend on more varieties of Ghanaian dishes	1	2	3	4	5	6	7
4a. Walk-in customers request for more varieties of Ghanaian dishes	1	2	3	4	5	6	7
4b. Walk-in customers are willing to spend on more varieties of Ghanaian dishes	1	2	3	4	5	6	7

The items below describe your attitude towards serving more varieties of Ghanaian dishes in your hotel. Note that the words on the same row have opposite meanings. Please mark in one of the seven spaces on each row the position that best describes your feelings towards **introducing more varieties of Ghanaian dishes in your hotel**.

2. Attitude

a. A good idea	1	2	3	4	5	6	7	A bad idea
b. A wise idea	1	2	3	4	5	6	7	A foolish idea
c. A pleasant idea	1	2	3	4	5	6	7	An unpleasant idea
d. A positive idea	1	2	3	4	5	6	7	A negative idea
e. Favourable	1	2	3	4	5	6	7	Unfavourable



The items below ask questions about your perception of your hotel's readiness to introduce more varieties of Ghanaian dishes onto the menu. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.

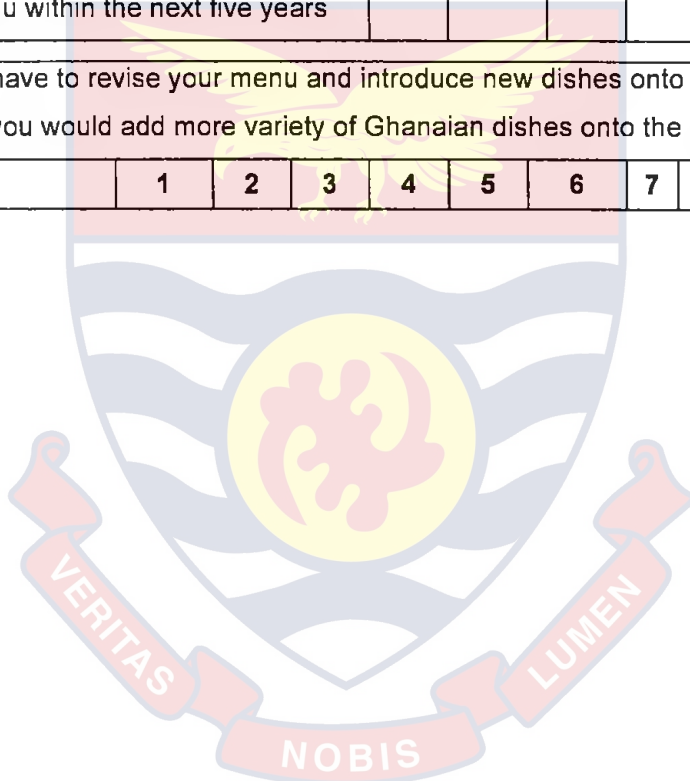
1 = Strongly disagree	2 = Moderately disagree	3 = slightly disagree	4 = Neutral				
5 = slightly agree	6 = Moderately agree	7 = Strongly agree					
3. Hotels readiness							
a. The introduction of more Ghanaian dishes onto the menu fits my hotel's image	1	2	3	4	5	6	7
b. Introducing more Ghanaian dishes onto the menu is in line with my hotel's vision and mission	1	2	3	4	5	6	7
c. Introducing more Ghanaian dishes onto the menu will serve my hotel's target market well	1	2	3	4	5	6	7
d. Introducing more Ghanaian dishes onto the menu fits into the hotels marketing strategy	1	2	3	4	5	6	7
e. My hotel staff are willing to adopt more Ghanaian dishes onto the menu	1	2	3	4	5	6	7
f. My hotel staff are willing to learn the skills needed to prepare and serve more Ghanaian dishes	1	2	3	4	5	6	7
g. The leaders in the food and beverage department have enough influence on the staff to ensure the proper production and service of more Ghanaian dishes in my hotel	1	2	3	4	5	6	7
h. My hotel has the needed resources to facilitate the introduction of more Ghanaian dishes onto the menu	1	2	3	4	5	6	7
i. My hotel has the needed production systems to support the production and service of more Ghanaian dishes	1	2	3	4	5	6	7
j. My hotel has the needed maintenance systems to support the production and service of more Ghanaian dishes	1	2	3	4	5	6	7

This section asks questions about your intention to introduce more varieties of Ghanaian dishes onto your hotel's menu. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.

1 = Strongly disagree 2 = Moderately disagree 3 = slightly disagree 4 = Neutral
 5 = slightly agree 6 = Moderately agree 7 = Strongly agree

4. Intention							
a. I plan to introduce more Ghanaian dishes onto the menu in the next two years	1	2	3	4	5	6	7
b. I am likely to introduce more Ghanaian dishes onto the menu in the near future	1	2	3	4	5	6	7
c. I predict that I will introduce more Ghanaian dishes onto the menu within the next five years	1	2	3	4	5	6	7

d. Assuming that you have to revise your menu and introduce new dishes onto the menu, what is the probability that you would add more variety of Ghanaian dishes onto the menu								
Improbable	1	2	3	4	5	6	7	Probable

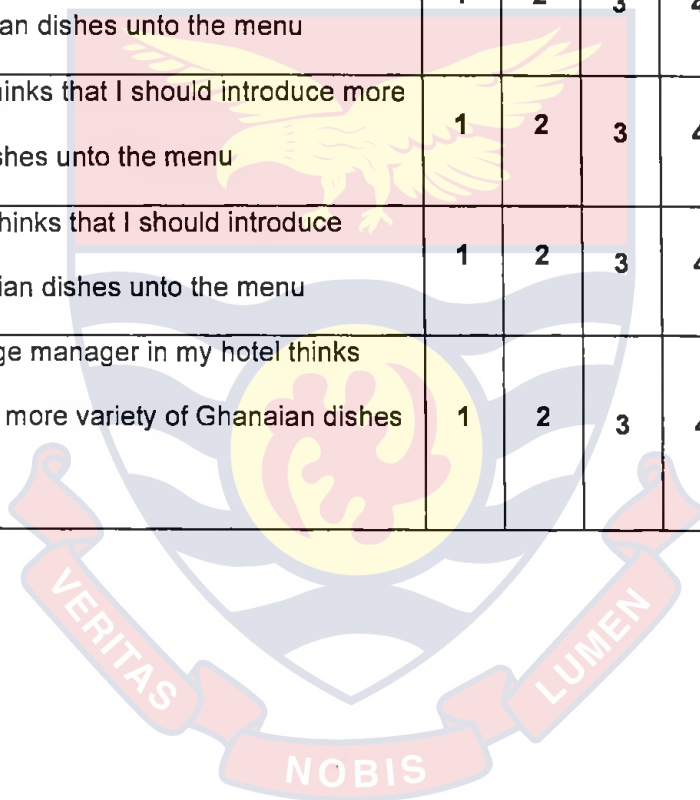


The following section addresses the perceived expectations of others whose opinions matter in your decision to introduce more varieties of Ghanaian dishes on to your hotel's menu. Please mark in one of the seven spaces on each row the position that best describes your perception of the expectation of the referent group or person towards introducing more varieties of Ghanaian dishes on to your hotel's menu. Please note that "1", "2" and "3" have been stated in the negative.

1 = Strongly think that I should not introduce more varieties of Ghanaian dishes on to my hotel's menu
 2 = Moderately think that I should not introduce more varieties of Ghanaian dishes on to my hotel's menu
 3 = slightly think that I should not introduce more varieties of Ghanaian dishes on to my hotel's menu
 4 = Neutral
 5 = slightly think that I should introduce more varieties of Ghanaian dishes on to my hotel's menu
 6 = Moderately think that I should introduce more varieties of Ghanaian dishes on to my hotel's menu
 7 = Strongly think that I should introduce more varieties of Ghanaian dishes on to my hotel's menu

5. Normative beliefs

a. The owner(s) of the hotel thinks that I should introduce more variety of Ghanaian dishes unto the menu	1	2	3	4	5	6	7
b. Manager of the hotel thinks that I should introduce more variety of Ghanaian dishes unto the menu	1	2	3	4	5	6	7
c. My hotel's customers thinks that I should introduce more variety of Ghanaian dishes unto the menu	1	2	3	4	5	6	7
d. The Food and Beverage manager in my hotel thinks that I should introduce more variety of Ghanaian dishes unto the menu	1	2	3	4	5	6	7



When it comes to introducing more varieties of Ghanaian dishes on the hotel menu, how much do you want to do what the following persons think you should do? Please mark in one of the seven spaces on each row the position that best describes your feelings.

1 = I strongly do not want to 2 = I moderately do not want to 3 = I slightly do not want to 4 = Neutral
 5 = I slightly want to 6 = I moderately want to 7 = I very much want to

6. Motivation to comply

a. When it comes to introducing more varieties of Ghanaian dishes on the menu I want to do what the owner(s) of the hotel wants	1	2	3	4	5	6	7
b. When it comes to introducing more varieties of Ghanaian dishes on the menu I want to do what the manager of the hotel wants	1	2	3	4	5	6	7
c. When it comes to introducing more varieties of Ghanaian dishes on the menu I want to do what the customer of the hotel wants	1	2	3	4	5	6	7
d. When it comes to introducing more varieties of Ghanaian dishes on the menu I want to do what the food and beverage manager of the hotel wants	1	2	3	4	5	6	7



PERCEIVED BENEFITS

The items below ask questions about your perceptions of the benefits your hotel will gain from introducing more varieties of Ghanaian dishes onto the menu. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.

1 = Strongly disagree 2 = Moderately disagree 3 = slightly disagree 4 = Neutral
 5 = slightly agree 6 = Moderately agree 7 = Strongly agree

a. Serving more Ghanaian dishes will reduce food production cost.	1	2	3	4	5	6	7
b. Serving more Ghanaian dishes will increase food profit margin.	1	2	3	4	5	6	7
c. Placing more in Ghanaian dishes on the menu will improve the menu's attractiveness.	1	2	3	4	5	6	7
d. Serving more Ghanaian dishes will give the hotel a competitive edge.	1	2	3	4	5	6	7
e. Cooking more Ghanaian dishes will give the staff a sense of satisfaction.	1	2	3	4	5	6	7
f. Ingredients for producing Ghanaian dishes are easily available.	1	2	3	4	5	6	7
g. Customers' expectations will be met by serving more Ghanaian dishes.	1	2	3	4	5	6	7
h. Ghanaian patronage will increase if we serve more Ghanaian dishes	1	2	3	4	5	6	7
i. Serving more Ghanaian dishes adds to the customers cultural experience in our hotel	1	2	3	4	5	6	7
j. Serving more Ghanaian dishes will make the menu prices cheaper.	1	2	3	4	5	6	7



PERCEIVED DIFFICULTY							
The following statements describe the perceived difficulties in producing and serving more varieties of Ghanaian dishes in hotels. Please mark in one of the seven boxes per row below, the extent to which you agree or disagree with the corresponding statement.							
1 = Strongly disagree		2 = Moderately disagree		3 = slightly disagree		4 = Neutral	
5 = slightly agree		6 = Moderately agree		7 = Strongly agree			
a. Preparing Ghanaian dishes per portion can be a challenge	1	2	3	4	5	6	7
b. Preparing Ghanaian dishes require long processing time	1	2	3	4	5	6	7
c. Some primitive cooking techniques of Ghanaian dishes do not lend themselves to the use of merchandised equipment	1	2	3	4	5	6	7
d. Serving Ghanaian dishes requires more service equipment	1	2	3	4	5	6	7
e. Serving Ghanaian dishes require more service effort	1	2	3	4	5	6	7
f. There are shortages of some ingredients for the production of Ghanaian dishes due to the seasonality of supply	1	2	3	4	5	6	7
g. A number of the ingredients for the production of Ghanaian dishes have undeveloped commercial supply chain	1	2	3	4	5	6	7
h. Preserving Ghanaian dishes after cooking is challenging	1	2	3	4	5	6	7
i. Kitchen staff do not have enough knowledge to produce more varieties of Ghanaian dishes	1	2	3	4	5	6	7

THIS IS THE END OF THE QUESTIONNAIRE. Thank you for your kind help.

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APPENDIX 4

FOOD TABOOS AND REASONS FOR ADHERENCE

Food Taboo	Reasons for adherence	Ethnicity/religion	Main nutrient
Dog (permanent)	Dogs are kept as pets and considered as friends so they must not be eaten	Mole –Dagbone, Akans	
	It causes rashes	Some Akans	Protein
	Possess evil spirits which might be transferred to a person who eats it	Akwapims (Akans)	
	They are used for rituals to protect families so it will harm people who eats it	Akans	
	Dogs possess violent and harmful behaviour so they are not eaten by females who have weaker spirits	Grusi, parts of Upper West & East regions	
Snails (permanent & temporary)	Considered as food for gods	Manya Krobo	Protein,
	It causes rashes	Ga's/ Ewes	Iron,
	Because the snail is slow, consuming it decreases	Gas	Calcium

	men's physical stamina		
	It decreases a warrior's strength during wars.	Gas	
	Pregnant women must not eat snails or their children will drool	Most ethnic groups in Ghana	
Pig (permanent)	Muslims abstain for religious reasons	Muslims	Protein, fat
	It is believed that pigs possess evil spirits	Seventh Day Adventist	
	Considered as a dirty and unclean animal that eats faeces so its consumption is forbidden by gods	Some Ewes	
Bush rat (<i>kusi</i>)- (Permanent)	Causes rashes and sores	Akans	
	Considered a dirty and unclean animal that digs graves	Akyem- Akans	Protein
	A totemic animal for twins so if eaten by them it could result in madness	Akans	
Cat (Permanent)	They are prohibited because of the emotional attachment to them	Gas, Akans, Ewes	Protein
	The spirits of the dead	Gas, Akans	

people transmigrate into
cats,so if you eat a cat,
you might be eating a
dead person

They protect people from Grusi
evil spirits

Parrots (Permanent)	Considered a totemic animal	Agona clan	Protein
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Used for tribal marks for
protection

Effiduase – (Akans)

Tortoise (Akyikyide)	The shell is used for tribal marks for	Akans	Protein
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Permanent protection against
illnesses

It causes boils and scale-
like rashes

Some Ewe's

Fresh beef (temporary)	Dries up the milk of lactating mothers and	Ewe's, Gas	Protein
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causes post-partum
diarrhoea

Birds (Permanent)	If couples eat birds that easily fly, they will have problems in their marriage or their marriage will disintegrate	Ashantis (Akans)	Protein
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Food Taboo	Reasons for adherence	Ethnicity/ religion	Main nutrient
Diker (<i>Otwi</i>) (Permanent)	Cause leprosy	Akwapims-(Akans)	Protein
Animal hide (wele)- (Temporary)	Causes miscarriage in women and a delay in removal of the umbilical cord.	Grusi	Protein
Crab (Permanent)	An ancestor died while consuming crab so it is believed that whoever eats crab will die It is a totemic animal (<i>Oguaa k)tr</i>)	Fante (Akans)	Protein, Calcium
Crawling animals (Permanent)	They have direct contact with the ground so they are considered unclean and a sin to eat	Seventh Day Adventists	Protein
Mud fish (Adwene or Adehe) (Permanent)	Children born after twins (Tawiah) and the eight born command a lot of respect so they are not supposed to eat mudfish else they would lose their	Ahanta	Protein

respect in their

community

Twins are not supposed Ewes

to eat mudfish else they

will go mad

Salmon	This is a scale-less fish,	Seventh Day	Protein
(Permanent)	considered as unclean	Adventists	
	and an imperfect creature		

in the bible

Salted	Causes swollen feet (Gas	Protein &
tilapia	oedema) during	Iodine
(koobi)	pregnancy	

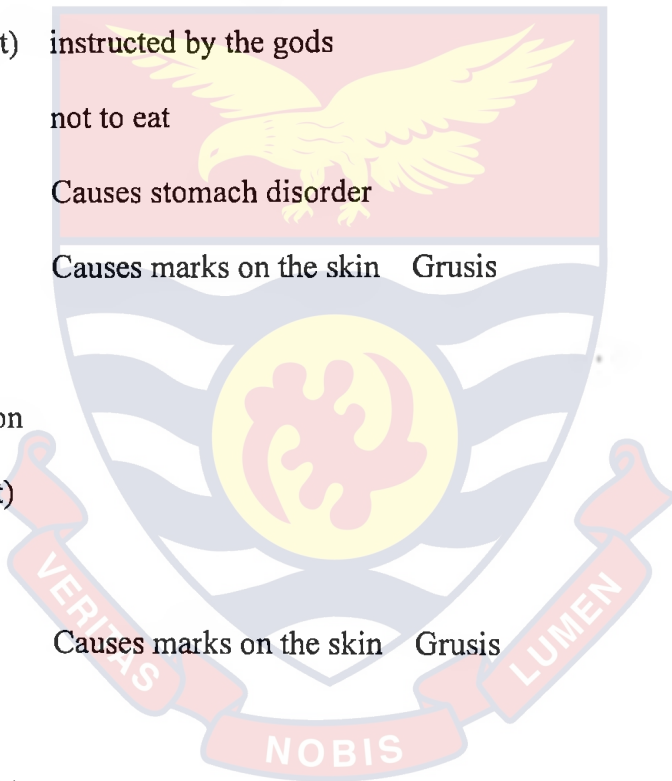
(Permanent)			
Banana	Causes pre-matured Gas	Vitamins &	
(Permanent)	contractions during	Minerals	
	pregnancy		

Okro	It reduces men's sexual	Mole- Dagbone	Minerals,
(Permanent)	stamina and makes them		Vitamins
	weak during battles		

Yam	Water yam is believed to	Akans , Gas	
(Permanent/	cause boils		Carbohydrate

Temporary)	Consuming new yam is	Peki – (Ewes)	
	prohibited till it is		
	offered to the gods and		
	the ban lifted.		

Food Taboo	Reasons for adherence	Ethnicity/religion	Main Nutrient
Ripe plantain (Permanent/Temporary)	Causes miscarriage during pregnancy Men should not ripe plantain or else they will develop waist pains	Akans	Carbohydrate
Beans (Permanent)	Certain people are instructed by the gods not to eat Causes stomach disorder		Protein
“Gboma” Solanum macrocarpon (Permanent)	Causes marks on the skin	Grusis	Iron
Baobab leaves (kuka) (Permanent)	Causes marks on the skin	Grusis	Vitamins
“Fufu” (Temporary)	Forbidden for widows to eat fufu (pounded cassava, yam, plantain)	Akans	Carbohydrate
Pineapple (Temporary)	Causes miscarriage	Akans (Fante)	Vitamins
Cocoyam	Men must not eat a	Akyem -Akans	Carbohydrate



(Permanent) species of cocoyam
(taro) or else they will
not be able to perform
sexually

Guava	Causes appendicitis	Akans, Gas, Ewes	Vitamins & Minerals
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