

Serving indigenous dishes in hotels: An inquiry into the conative response of menu decision makers

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Highlights

- Normative belief is critical in shaping hotel menu decision makers' intention to augment the variety of indigenous dishes.
- Attitudes of menu decision makers appear to be irrelevant to behavioural intention in study's context.
- Perceived customer patronage represents an important consideration for menu decision making.
- Benefits to hotel business drives intention of menu decision makers, yet no significant influence on attitudes was observed.
- Perceived difficulty in the preparation and service negatively influences attitudes despite having no significant effect on intention.

Abstract

Indigenous cuisines – in many developing economies – play a central role in the celebrations, cultural practices and festivals of the local people, but their presence on hotel food service menu is often insignificant. Yet, little is known about the determinants of menu decision making with regards to the inclusion of indigenous dishes on the hotel menu. Using a survey of menu decision makers from 184 small and medium sized hotels, this study explores the factors affecting menu decision-makers' attitudes and intention to place more variety of indigenous dishes on the hotel menu. Findings shed intriguing insights into the role of antecedents like normative beliefs, perceived benefits to business, perceived difficulties in production and service of indigenous dishes as well as customer patronage. Among other implications for theory and practice, the findings foray into the debate on the relevance of attitude in driving behavioural intention in workplace situations.

Keywords

Local cuisines; Attitude; Intention; Subjective norms; Perceived difficulties; Perceived customer patronage; Theory of planned behaviour; Culinary tourism; Food service

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1. Introduction

Globally, the food service industry churns out millions of meals daily; these meals range from fast food to gourmet cuisines (Lillicrap et al., 2002). But it is the authentic cultural experience offered by local foods that has caught the attention of destination marketers and researchers (e.g., Amuquandoh and Asafo-Adjei, 2013; Arthur, 2010; Hall et al., 2003 ; Pang, 2002). In the hospitality and tourism industry, authenticity is a vital trait and a key motivator for tourists (Changi et al., 2010). It allows an establishment or a destination to achieve competitive advantage. Production, consumption and sale of indigenous dishes not only help to promote food safety, health and nutrition and development of local economies (Bird et al., 2008), but it also plays a major role in establishing the authenticity of a destination.

In many developing countries, indigenous foods are vital role to the celebrations, cultural practices and festivals of the local people but their presence on the hotel menu may be insignificant often due to the westernisation of the hotel menu (Bondzi-Simpson, 2015a). Du Rand et al. (2003) observe that many local people do not hold their own cuisine in high regard and often view it as not sophisticated enough to be served to their esteemed guests. Guests of hotels in some destinations, most often than not, will have to get out of the hotels to local eateries or street vendors to get the opportunity to try indigenous dishes. However, institutionalised tourists (Cohen, 1972) may usually consider such eating places as too exotic and risky, and are thus, deprived of this opportunity. Arthur (2010) and Bondzi-Simpson (2015a) observed that local dishes may not be popular even among the indigenes who eat out. However, the ability to create a niche in tourism using indigenous dishes will depend on the adoption of these dishes unto the menus of restaurants and hotels. Cohen and Avieli (2004) observed that for local cuisine to become a popular attraction – in its own right – for international tourism, 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 converted to meet local tastes. It is therefore critical for hotel menu decision makers, particularly in developing economies, to present more variety of indigenous local dishes.

Yet little is known about the determinants of menu decision making with regards to the inclusion of indigenous dishes on the hotel menu. While socio-psychology theories like the theories of Reasoned Action and Planned Behaviour (Ajzen, 1988 ; Ajzen, 1991) may offer useful insights, their relevance and applicability to the particular context of menu decision making has not been given appropriate attention. Attitude towards products and services, according to Hair et al. (2011a), is the closest a researcher could get to understanding future behaviour towards a product or service. Thus, this study emanates from the background of the importance of local food in the hospitality industry and the role that the attitudes of menu decision-makers could play in enhancing the presence of indigenous dishes on the hotel menu. The current study therefore investigates the factors affecting menu decision-makers' attitudes and intention to place more variety of indigenous dishes on the hotel menu.

2. Literature review

2.1. *Indigenous dishes and the hospitality industry*

The hospitality and tourism literature presents a myriad of perspectives on the role of indigenous or local/regional cuisines in tourism promotion. Some scholars are of the opinion that there are a number of impediments that inhibit tourists' consumption of 'strange' food in its local context (Cohen and 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 et al., 2003). Still, others question whether local foods hold a sufficiently strong appeal to attract visitors and whether it could be elevated to become a key attraction in many underdeveloped destinations (Du et al., 2003). In these instances, far more than a fair proportion of research on indigenous dishes have been dedicated to consumers, to the detriment of unearthing germane issues from service providers' perspective.

Murphy et al. (2000) opined 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 therefore enquired into the preferences of tourists with regard to local foods. Amuquandoh and Asafo-Adjei (2013), for instance, studied the traditional food preferences of tourists to Ghana to ascertain which of the various traditional foods available in the country are liked by tourists. But, Moulin (2000) 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 everything 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 may have benefits that go beyond the destination where the local food was experienced, to the origin of the consumer.

Paulson-Box and Williamson (2007) observed that there is an astronomical growth in the ethnic food market, and this growth could, among other reasons, be attributed to the international growth and development of chain hotels and restaurants. They also cite time spent abroad as one of the reasons for this growth. Paulson-Box and Williamson observed that travelling abroad and experiencing unfamiliar cuisines increases awareness and willingness to experience new foods and, hence, it may well mean that overseas exposures influences the rise in patronage and sales of ethnic foods. Mak et al. (2012) also name familiarity and past experience as factors that influence tourist food consumption. Therefore, if the tourist is not exposed to indigenous dishes, their preferences or consumption patterns will not gravitate towards those dishes. They may also not recognize or appreciate it when they encounter such cuisines in other countries or in their countries of origin.

2.2. *Theory and hypotheses*

The Theory of Planned Behaviour (TPB), the base theory for this study, is a cynosure in behavioural predictive research. It has been widely used in consumer behaviour studies such as Ryu and Jang (2006); Lada et al. (2009); Ha and Janda (2012). TPB 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 the Theory of Reasoned Action to address the observed limitations in TRA (Ajzen, 1988 ; Ajzen, 1991). The theory adds a third variable to explain behavioural intention. According to the TPB, human behaviour is informed by three factors; attitude towards the behaviour, subjective norms and 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. Essentially, the concept of TPB, according to Francis et al. (2002), can be summarised as a predictive tool for envisaging whether a person intends to do something. The needed information are:

- 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).

Ajzen (1989) defines attitude as an individual's "disposition to respond favourably or unfavourably to an object, person, institution, or event" (p. 241). In the present study, the attitude construct is in reference to menu decision makers' evaluation of a specified behaviour concerning a particular object – the introduction of more variety of locally indigenous dishes to the hotel's food service menu. The TPB (Ajzen, 1988) suggests that attitude informs intention and is a major predictor of the intention to undertake any behaviour. Thus, a person's negative or positive evaluation of a behaviour will influence their decision to perform or not perform that behaviour (Lukas et al., 2004). Many studies have confirmed the significant influence of attitude on intention (e.g., Bagozzi, 2000; Cordano and Frieze, 2005; Marquardt and Hoeger, 2009; Stevens et al., 2005) and thus, the hypothesis:

Hypothesis 1 (H1).

Attitude towards adding more variety of indigenous dishes unto the hotel menu positively influences intention to do so.

Subjective norm was conceptualised as the perceived social pressure to perform the given behaviour. As such, the greater the subjective norm, the stronger a person's conative response to perform a given behaviour (Ajzen, 2006). Francis et al. (2002) described 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 often weighted by the motivation that the person has to comply with the desire of that referent. Some studies in other contexts have underscored the influential role of this normative beliefs construct on behavioural intention (e.g., Davis et al., 1989; Bang et al., 2000 ; Aila et al., 2012).

Hypothesis 2 (H2).

Normative beliefs positively influence intention to add more variety of indigenous dishes unto the hotel menu.

Even though the unit of measurement of the model for the Theory of Planned Behaviour is individual-based (Glanz et al., 2008), a number of arguments have been made to oppose the assertion that the TPB model is not suitable for evaluating decisions in organisational contexts because of the dynamic and intricate multi-phase, multi-person, multi-departmental and multi-objective nature of the decision process in organisations (Johnston and Lewin, 1996 ; Thompson and Panayiotopoulos, 1999). Alexander (2006) and Southey (2011) advance this debate by affirming that the aforementioned argument is not cogent 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/manager. Thus, 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 suggest that there are more considerations in business behaviour than may persist in private individual action (Quaddus and Hofmeyer, 2007). The current study assumes this view. In other words, using TPB to understand the concept of decision-making in SMEs would require some modifications, though decision-making in SMEs is largely vested in a single individual.

In this tenor, the literature proposes several models in the quest to predict 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 et al. (2005) and Marquardt and Hoeger (2009). Frameworks that extended the variables in TPB in order to situate it in the context of business decision-making (e.g., Cordano and Frieze, 2005; Quaddus and Hofmeyer, 2007 ; Stevens et al., 2005) and adoption decision making models used in the hospitality and tourism literature (e.g., Iacovou et al., 1995; Kim et al., 2008 ; Lin et al., 2011) were reviewed for the development of a conceptual model for this study.

The variables derived from literature included organisational internal stakeholders' influence (employees, owners and managers), external stakeholders influence (government, suppliers, customers, shareholders, creditors and society) (Stevens et al., 2005). Others were perceived benefits (Quaddus and Hofmeyer, 2007) and perceived difficulties or constraints (Riemenscheider et al., 2003). Preliminary interviews were conducted in the target area to determine the salient variables (among those identified in the literature) that were expected to inform the decision to augment the variety of locally indigenous dishes on the hotel menu. This triangulation approach was to help ensure the validity of the conceptual model. "Perceived benefits to the business", "perceived difficulties in producing and serving", and "perceived customer patronage" emerged as relevant factors (Fig. 1). Most of the external factors were not important to the interviewees, mirroring the findings of Quaddus and Hofmeyer (2007), who after testing the influence of external factors on attitudes and intention, concluded that they were not significant.

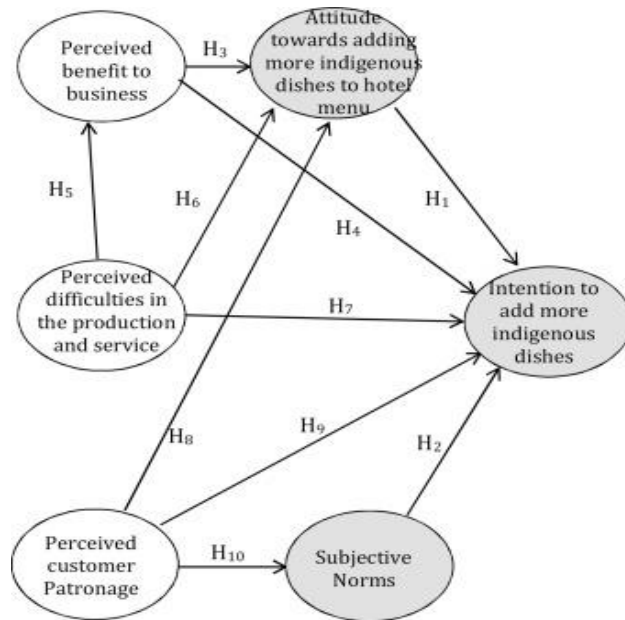


Fig. 1. Proposed model with hypothesised relationships.

Perceived benefits can be broadly categorised into two; first, financial gains through reduction in material cost, accessibility of materials and increased sales and profit margin (Asch, 2005), and second, staff motivation. Hancer and George (2003) identified psychological empowerment as a tool for staff motivation in restaurants. The menu-decision makers viewed the preparation and serving of local dishes as a form of psychological empowerment that has a positive influence on their attitude towards and intention to add more varieties of indigenous dishes to the menu. Extant research also highlights the significant influence of perceived benefits on attitude and intention (Quaddus and Hofmeyer, 2007), hence the hypotheses:

Hypothesis 3 (H3).

Perceived benefits to hotel business positively influences attitude towards adding more variety of indigenous dishes unto the hotel menu.

Hypothesis 4 (H4).

Perceived benefits to hotel business positively influences intention to add more variety of indigenous dishes unto the hotel menu.

A number of scholars have identified perceived constraints or difficulties as an impediment or a challenge that negatively influences an organisation's adoption of new technology, product or idea (Riemenscheider et al., 2003; Morris and Venkatesh, 2000). There are two main stages that this undesirable quest can occur: in the production and in the service. In the production, this 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. This, as recognized by the menu decision-makers during the interviews, may have a negative influence on

attitude and intention to augment the variety of indigenous dishes on the hotel menu as well as what they believe to be the inherent benefits to the hotel business.

Hypothesis 5 (H5).

Perceived difficulties in the production and service negatively influences perceived benefits to hotel business.

Hypothesis 6 (H6).

Perceived difficulties in the production and service negatively influences attitude towards adding more varieties of indigenous dishes unto the hotel menu.

Hypothesis 7 (H7).

Perceived difficulties in the production and service negatively influences intention to add more varieties of indigenous dishes unto the hotel menu.

Customer patronage, as noted by Miner (1996) is a decisive pivot in the success of any menu. McVety et al. (2009) echoed this view by postulating that the ultimate determinant of the success or failure of any operation is its ability to generate demand for its products and services. The preliminary interviews confirmed that patronage of indigenous dishes varied among different categories of hotel guests. In light of this, the concept was operationalised in relation to the category of hotel customers (in-house customer, event customer, conference customer and walk-in customer). Generally, customer patronage was conceptualised as the view on customers' desire to order more variety of indigenous dishes and their willingness to spend more money on it. Mirroring views earlier expressed by Middleton et al. (2009), menu decision-makers explained, during the qualitative interviews 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 and, therefore, may appeal differently to the various categories of customers. Thus, it is expected that menu decision makers' perceptions of customer patronage will shape their affective and conative responses to augmenting the variety of indigenous dishes on the hotel menu; hence, the hypotheses:

Hypothesis 8 (H8).

Perceived customer patronage positively influences attitude towards adding more varieties of indigenous dishes unto the hotel menu.

Hypothesis 9 (H9).

Perceived customer patronage positively influences intention to add more varieties of indigenous dishes unto the hotel menu.

The menu decision makers interviewed were also of the view that their referent group would want them to introduce more indigenous dishes to the menu if they perceived a strong customer patronage. This, the decision makers thought, will favourably influence their intentions, hence the hypothesis:

Hypothesis 10 (H10).

Perceived customer patronage positively influences subjective norms

Concerns about behavioural control – the third factor in TPB – were addressed by the use of a filter question to screen out respondents who did not have strong behavioural control in decision making over what to include in the hotel menu. Thus, the remaining respondents held sturdy perceived behavioural control beliefs.

3. Research methods and design

3.1. Measures

A five-item measuring scale was adapted from previous studies (Ayeh et al., 2013) to measure a spectrum of respondents' attitudes towards introducing more varieties of indigenous Ghanaian dishes unto the menu. These items were measured on a seven-point semantic differential scale with opposite adjectives on each side of the scale, as recommended by Ajzen (2006). Intentions were measured with three items suggested by Lada et al. (2009). Items used for measuring perceived benefits to business, perceived difficulty in production and service, customer patronage and normative beliefs were collected through interviews conducted with menu decision-makers and key players in the food and beverage departments of hotels and consequently measured on a seven-point Likert scale. Items generated from the field were assessed by a panel of twelve expert judges selected from both academia and industry to ensure content validity, as recommended in previous research (e.g., Ayeh, 2013; Bratt, 1984; Stratman and Roth, 2002 ; Zdzinski and Barnes, 2002).

3.2. Sample and procedure

Due to the theory employed, it was essential for the hotels selected to be small or medium sized enterprises (SME). The Bahamas Tourism Services (2003) defined SME hotels as small accommodation properties representing 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. A census of all 1-to-3 star hotels in Accra, Kumasi, and Takoradi (three major cities in Ghana) was conducted. These hotels met the criteria of SME. Purposive sampling was then employed to select the menu decision-makers in the hotels. A population of 249 hotels was obtained from the Ghana Tourism Authority's list of hotels (2013). Out of this number, 165 were from Accra, 48 from Kumasi and 36 from Takoradi, making up the total of 1–3-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. To qualify to answer a questionnaire, the respondent had to be the major menu decision maker in the hotel. Because these hotels were small and medium scaled

businesses, menu making decisions were mostly vested in an individual, usually, the Chef. Out of the 187 responses received, 3 were discarded due to incomplete or missing cases.

3.3. Data analysis

To test for potential measurement problems, a principal component analysis (PCA) with oblique rotation was conducted. The PCA results verified the scales' unidimensionality and reliability. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy confirmed the sampling adequacy for the analysis; KMO equals 0.845, exceeding Kaiser's (1974) recommended threshold of 0.5. Bartlett's Test of Sphericity $\chi^2(780) = 6034.393$, $p < 0.001$, indicating that correlations between items were sufficiently large for PCA. Six theoretically meaningful components were extracted. Following the recommendations of Field (2009), five items that loaded in the wrong group or whose factor loadings fell below the 0.5 criterion were eliminated, leaving 34 items for the main analysis (Appendix A Table A1).

Partial Least Squares (SmartPLS version 3.2.6), a component-based structural equation modelling technique was employed in assessing the psychometric properties of the measures as well as in evaluating the structural model. Considering the nature of this study, PLS was selected over covariance-based techniques like maximum likelihood due to its suitability for exploratory and prediction oriented research (Hair et al., 2011b). Moreover, this technique puts less demand on sample sizes, measurement scales as well as residual distributions and addresses problematic model identification issues (Hair et al., 2011a; Hair et al., 2011b ; Henseler et al., 2009).

4. Results

4.1. Organizational profile

Table 1 presents the organisational characteristics of the hotels involved in the study. Most of the menu decision-makers were chefs even though food and beverage managers also played a key role in menu decision-making. Majority of the owner-manager menu decision-makers were in 1-star hotels. This is so because most 1-star hotels in the study area do not have food and beverage managers or chefs. They operate their kitchens with cooks who are supervised by the owner-managers. Almost all the hotels use a la carte menu cards in their restaurants while a few offered both a la carte and table d'hôte menu. The highest number of indigenous Ghanaian dishes on the menu of the hotels surveyed was 25 and that for foreign dishes was 99. This further underscores the fact that the hotel restaurants are skewed towards the production and service of foreign dishes. About a third of the hotels (33.7%) had five or less Ghanaian dishes on the menu, while only two had the maximum number (21–25) of Ghanaian dishes on the menu.

Table 1: Hotel characteristics

<i>Characteristics</i>		<i>Freq. (Valid n)</i>	<i>Percentage (%)</i>
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 Indigenous 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

4.2. Measurement model evaluation

The psychometric properties of the scales were assessed in terms of item loadings, discriminant validity, and internal consistency. Table 2 ; Table 3 show that the psychometric properties of the scales are adequate. Specifically, item loadings meet the suggested 0.7 criterion, except for one item in the Perceived Benefit construct whose loading was 0.660. This was nonetheless considered adequate due to the exploratory nature of the research (Fornell and Larcker, 1981). Likewise, the model constructs attained high Cronbach's Alpha (α) and composite reliability (ρ) values greater than 0.80, indicating satisfactory internal consistency. Average Variance Extracted (AVEs) are all well above the minimum threshold of 0.50 (Henseler et al., 2009; Bagozzi and Yi, 2012). Regarding discriminant validity, the loading of each measurement item on its assigned latent variable is larger than its loadings on any other constructs (Appendix A Table A2) (Chin, 1998; Straub et al., 2004). Furthermore, the square roots of

AVEs are higher than the corresponding correlations, signifying satisfactory discriminant validity (Table 3).

Table 2: Factor loadings for individual items

<i>Construct</i>	<i>Item</i>	<i>Loading</i>	<i>Cronbach's Alpha (α)</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>AVE</i>
Perceived Difficulty	Difficulty_4	0.790	0.854	0.868	0.888	0.569
	Difficulty_5	0.780				
	Difficulty_6	0.744				
	Difficulty_7	0.732				
	Difficulty_8	0.803				
Attitude	Attitude_9	0.667	0.964	0.971	0.972	0.874
	Attitude_1	0.913				
	Attitude_2	0.948				
	Attitude_3	0.960				
	Attitude_4	0.953				
Intention	Attitude_5	0.900	0.920	0.931	0.949	0.862
	Intention_1	0.923				
	Intention_2	0.946				
Normative belief	Intention_3	0.915	0.932	0.934	0.951	0.830
	Norm_1	0.919				
	Norm_2	0.935				
	Norm_3	0.900				
Customer Patronage	Norm_4	0.889	0.921	0.922	0.940	0.644
	Patronage_1	0.799				
	Patronage_2	0.782				
	Patronage_3	0.745				
	Patronage_4	0.788				
	Patronage_5	0.842				
	Patronage_6	0.845				
	Patronage_7	0.800				
Perceived Benefits	Patronage_8	0.816	0.913	0.923	0.929	0.623
	Benefits_2	0.795				
	Benefits_3	0.803				
	Benefits_4	0.847				
	Benefits_5	0.772				
	Benefits_6	0.660				
	Benefits_7	0.833				
	Benefits_8	0.834				
	Benefits_9	0.757				

Note: All loadings are significant at $p < 0.001$.

Table 3: Inter-construct correlations and the square root of AVE

<i>Construct</i>	<i>Attitude</i>	<i>Patronage</i>	<i>Intention</i>	<i>Normative beliefs</i>	<i>Benefits</i>	<i>Difficulty</i>
Attitude	(0.935)					
Patronage	0.466	(0.803)				
Intention	0.117	0.231	(0.928)			
Normative beliefs	0.197	0.564	0.504	(0.911)		
Benefits	0.326	0.592	0.428	0.689	(0.790)	
Difficulty	-0.345	-0.216	-0.03	0.01	-0.167	(0.754)

Note: The number in parenthesis is the square root of AVE.

4.3. Structural model and hypotheses testing

To assess the predictive validity of the exogenous latent variables, the Stone–Geisser’s Q2 Test (Geisser, 1974 ; Stone, 1974) was employed. The fundamental theory for this measure is that the model should be able to passably predict the indicators of each endogenous latent construct (Hair et al., 2011a ; Hair et al., 2011b). We applied the blindfolding procedure to compute the cross-validated redundancy measure Q2. Values of Q2 greater than zero indicate that the exogenous constructs have predictive relevance for the endogenous construct under consideration, whereas values less than zero suggest a lack of predictive relevance (Chin, 1998). All Q2 values range significantly above zero, indicative of the exogenous constructs’ high predictive power (Table 4). The percentages of explained variance (R2 values) for subjective norm, perceived benefit, attitude and intention are 31.8, 2.8, 28.3 and 28.0, respectively.

Table 4: The prediction relevance (Q^2) test

<i>Construct</i>	<i>SSO</i>	<i>SSE</i>	$Q^2 (=1-SSE/SSO)$
Attitude	920	710.929	0.227
Intention	552	433.867	0.214
Normative beliefs	736	555.108	0.246
Perceived Benefits	1,472.00	1,450.52	0.015

Using the bootstrapping technique, t values were calculated to test the significance of the path coefficients. We applied the non-parametric bootstrapping procedure, using 184 cases, 5000 subsamples and individual sign changes (Hair et al., 2011a; Hair et al., 2011b ; Henseler et al., 2009). As depicted in Table 5, 7 out of the 10 hypothesized relationships in the structural model display statistically significant figures.

Table 5: Results of hypothesis testing

<i>Hypotheses</i>	<i>Path coefficient</i>	<i>t-value</i>	<i>P Values</i>
H ₁ Attitude -> Intention	0.030	0.634	0.526
H ₂ Normative beliefs -> Intention	0.455**	4.626	0
H ₃ Perceived Benefits -> Attitude	0.062	1.091	0.275
H ₄ Perceived Benefits -> Intention	0.195*	2.072	0.038
H ₅ Perceived difficulty -> Perceived Benefits	-0.167*	2.157	0.031
H ₆ Perceived difficulty -> Attitude	-0.254**	4.086	0
H ₇ Perceived difficulty -> Intention	-0.026	0.492	0.622
H ₈ Customer Patronage -> Attitude	0.374**	5.006	0
H ₉ Customer Patronage -> Intention	0.160*	1.985	0.047
H ₁₀ Customer Patronage -> Normative beliefs	0.564**	9.35	0

*Significant at $p < 0.05$. **Significant at $P < 0.01$.

Note: These significance levels are determined via bootstrapping analysis (Hair et al., 2011)

The structural model in Fig. 2 offer empirical support for hypotheses 2, 4, 5, 6, 8, 9 and 10. In contrast to the assumption of TPB (Ajzen, 1988 ; Ajzen, 1991), the effect of attitude on intention was not supported in the context of the present study ($\beta = 0.030$, $t = 0.634$, $p > 0.05$). Nonetheless, the direct positive relationship between normative beliefs and intention received strong support ($\beta = 0.455$, $t = 4.626$, $p < 0.01$). Perceived benefit has a positive direct influence on behavioural intention ($\beta = 0.195$, $t = 2.072$, $p < 0.05$), but its direct impact on attitude was not supported ($\beta = 0.062$, $t = 1.091$, $p > 0.05$). Perceived difficulty, on the other hand, has a significant but negative relationships with both perceived benefit ($\gamma = -0.167$, $t = 2.157$, $p < 0.05$), and attitude ($\gamma = -0.254$, $t = 4.086$, $p < 0.01$), yet, its direct influence on behavioural intention ($\gamma = -0.026$, $t = 0.492$, $p > 0.05$) was not supported. As expected, perceived customer patronage is significantly related to attitude ($\gamma = 0.374$, $t = 5.006$, $p < 0.01$), and intention ($\gamma = 0.160$, $t = 1.985$, $p < 0.05$), and was also found to be directly relevant to normative beliefs ($\gamma = 0.564$, $t = 9.350$, $p < 0.01$).

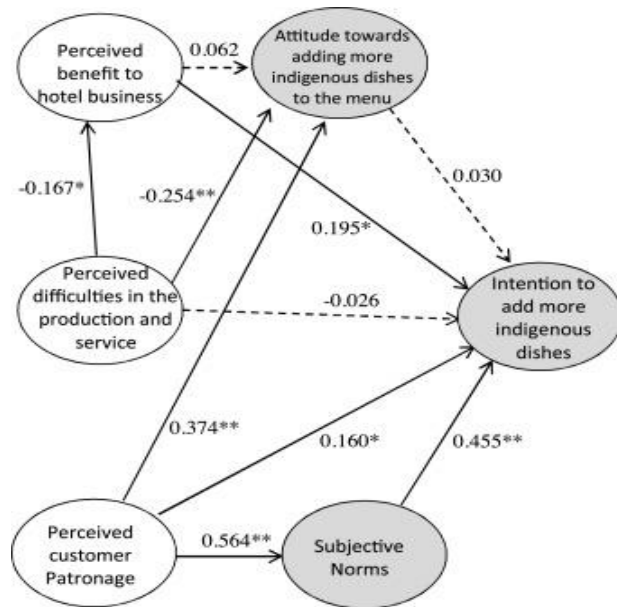


Fig. 2. Structural model test results. **Significant at $p < 0.01$. *Significant at $p < 0.05$.

5. Discussion and conclusion

5.1. Key findings

The potential of indigenous dishes for promoting authenticity of destinations, for elevating local communities as well as for stimulating economic growth and minimizing tourism leakages cannot be disregarded. Yet, anecdotal evidence suggests that there is a limited variety of indigenous dishes on the food service menu of hotels in many developing destinations. This study therefore set out to investigate the attitudes and intention of menu decision-makers in small and medium sized hotels in Ghana towards the inclusion of more variety of indigenous dishes to the menu. Using an extended model founded on the Theory of Planned Behaviour (Ajzen, 1988 ; Ajzen, 1991), a transformative mixed method research was conducted. Overall, the results offer interesting insights into the antecedents of hotel menu decision making in small and medium sized hotels.

Several noteworthy findings emerge. Most thought-provoking is the non-significant influence of attitude on intention. This contrasts what the TRA and TPB (Ajzen and Fishbein, 1980) assume. Nonetheless, it corroborates research on attitudes in some organisational settings (Davis, 1993). While many previous studies have made a strong case for the central mediating role of attitude on the relationship between cognitive factors and behavioural intention (e.g. Ajzen, 1988 ; Ayeh, 2013), others have either ignored (e.g., van der Heijden, 2004) or disputed this, particularly in organisational settings (Davis, 1993). The findings of this study suggest that, in hospitality business scenarios, attitudes may not be a much relevant factor in staff behavioural intention, so far as the action concerned is believed to please customers, management and owners.

The most important factor driving the intention of menu decision-makers to augment the variety of indigenous dishes on the hotel food service menu is normative beliefs. Though all the study participants were the prime menu decision makers in their respective hotels, evidently, normative influence is very dominant in their decision making. The 'referent others' in this context includes customers, food and beverage managers, hotel managers and proprietors. Prior research in other settings have identified subjective norm as a very important factor in decision making and in the prediction of intent (Alam and Sayuti, 2011; Law, 2010 ; Lada et al., 2009). Others have also found normative beliefs influential in determining the probability of a certain behaviour occurring in business contexts (e.g., Cordano and Frieze, 2005; Stevens et al., 2005 ; Quaddus and Hofmeyer, 2007). The results of the current study thus confirm that subjective norms play a prominent role in small/medium sized hotel business decision making. This was cogently communicated via both the qualitative and quantitative aspects of the study results.

The findings further suggest that perceived customer patronage is a very important consideration for business decision making. McVety et al. (2009) accentuate the importance of courting customers to ensure the success of a menu and food service department as a whole. This study indicates that menu-decision makers recognize the importance of customer acceptability of menu items. Thus, hotel menu decision makers' perception of customer patronage is critical in deciding whether or not to introduce varieties of indigenous dishes to the menu. All said and done, since the central aim of any hotel business is to make profit, what is the point in presenting these dishes on the menu if customers would not patronise?

The literature recognizes the influence of perceived benefits on attitude and intention in various contexts (Quaddus and Hofmeyer, 2007). Yet, perceived benefits to hotel business had no significant effect on attitudes, though it considerably influenced the conative response of hotel menu decision makers. This could possibly be explained by the view that the "perceived benefits" measured in this study relates to benefits to the business and not to the menu decision-maker, hence it may not necessarily inform their personal attitudes. The significant influence of perceived benefits on intention accentuates the assertion that, so far as the hotel business decision maker believes that the business will benefit from the decision made, s/he is likely to take that decision without recourse to personal attitudes.

In contrast, perceived difficulty in the preparation and service of indigenous foods drives attitudes considerably, despite having no significant influence on intention. This might imply that menu decision-makers do not consider the difficulties and negative emotions associated with implementing certain business decisions. In other words, they are willing to take action if it makes business sense, even if they do not feel excited about the work involved in getting it done. In other contexts, Riemenscheider et al. (2003) found perceived difficulty to be negatively related to the adoption of new technologies or ideas in organisations. In the context of the current study, the significant negative effect of perceived difficulty on perceived benefits insinuates that any such influence of perceived difficulty on intention might have been mediated by the benefits to the business entity.

5.2. Implications for theory and practice

This study contributes to theory in several ways. First, it offers an interesting perspective on the continuing debate about the relevance of decision making models such as TRA and TPB to organisational settings. While some scholars argue that these models are not appropriate for evaluating decisions in organisational situations (e.g., Johnston and Lewin, 1996 ; Thompson and Panayiotopoulos, 1999), others are of the divergent view that such models are still relevant to decision making in small/medium sized businesses (Alexander, 2006; Southey, 2011). Our findings suggest a middle ground in that though the applicability of TPB to decision making in small/medium scale hospitality businesses cannot be ruled out, some modifications are necessary to fully understand decision making in such contexts. Thus, our study lends support to Quaddus and Hofmeyer's (2007) position that additional considerations are necessary in these settings.

While questioning aspects of the applicability of TPB to the context of hotel menu decision making, this study forays into the discourse on the appropriateness of the attitude construct when researching decision making in workplace situations (Ajzen and Fishbein, 1980; Ajzen, 1988, 1989; Alexander, 2006; Davis, 1993; Southey, 2011). The insignificant influence of attitude on intention and the absence of its conventional mediating role offer support for the argument that, in work situations, people may choose a certain course of action to enhance productivity, regardless of whether or not they have positive attitudes toward that action (Davis, 1993). In other words, such people are motivated not because they hold positive attitudes, but rather because they feel impelled by management to do so. The study findings imply that menu decision makers are less likely to attach emotions to organizational decision making. Giving the significance of normative beliefs in this study, hotel menu planners are more probable to take a decision in a certain direction if they believe their referent group wants them to, rather than on the basis of how they actually 'feel' about the decision.

Additionally, the study sheds light on the antecedents of attitude in workplace situations. While underscoring the important role of perceived difficulty in determining attitudes, the findings reveal that perceived benefits to the business does not necessarily influence attitude, particularly if the decision in question does not directly lead to benefits to the employee.

Several practical implications also emerge: firstly, implications for gastronomic tourism campaigning; secondly, to managers who may want to introduce new food ideas or concepts to their menu decision makers and lastly, to destination marketers who wish to promote the authenticity of tourist destinations. The model might help small and medium sized hospitality firms to understand how their staff undertake key organisational decisions. Findings offer insights into the cognitive factors shaping menu decision making in small/medium sized hospitality enterprises, and managers and owners should attend to these factors as they attempt to leverage organisational behaviour. Similarly, destination marketers who wish to promote the authenticity of a destination may want to consider these factors as they seek to influence hospitality organisations to promote locally authentic cuisines. With reference to gastronomic tourism campaigning, it will be more effective for campaign activities to be directed

towards subjective norms or reference groups; who are the owners of the business, the general managers, the food and beverage managers and customers.

Owners of small/medium sized hospitality enterprises need to recognize that their opinion matter significantly in menu decision-making. It is necessary, therefore, that owners of these hotels are abreast with contemporary food trends and customer knowledge. This will aid them in giving the right directions to menu decision-makers. In the same vein, in suggesting new menu items, owners will have to dwell on the anticipated customer patronage as this directly influences the intention of menu decision-makers towards adding new items to the food list. Furthermore, owners can motivate their menu decision-makers to introduce certain items on the menu by letting them share in the benefits of the profits that will ensue from the outcome of such decisions (e.g., bonuses or special recognition). The insignificant influence of perceived benefits to attitudes despite its direct influence on intention is indicative of the lack of emotional attachment of employee decision makers to the benefits that the business accrues from the services they render. If perceived benefits were directly relevant to the individual (such as increased remuneration or bonuses), then perhaps this factor could influence attitudes.

5.3. Limitations and future research

Overall, this paper contributes to our understanding of how certain factors predict affective and conative responses to adding more varieties of indigenous dishes to hotel food service menu. Research needs to continue disentangling many of the psychological factors that lead to decision making in small/medium sized enterprises. This type of investigation is especially relevant in an ever-increasing complex hospitality business environment.

Research on food cuts across various concepts and categories (Bondzi-Simpson, 2015b). This study concentrates on indigenous Ghanaian dishes in 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. Future research could expand this effort to other types of food service outlets. The study focuses on small and medium scale hotels. Large hotel businesses and chain hotels were not considered because their decision-making process goes beyond the attitudes, intentions and behaviours of single persons. Nonetheless, future research could attempt to investigate the determinants of menu decision making in large scale organisational contexts. The proposed model is limited to the antecedents of attitude, intentions and behaviour in the adoption of new items (i.e., locally indigenous dishes) to the hotel menu. Behavioural determinants of other considerations in the hotels were not explored but could be the subject of future research.

Additional research could test the model in other cultural settings to further assess the relationship between attitudes and intention. Future studies could as well modify the proposed model by eliminating attitude and exploring the mediating role of subjective norms. Others could explore guests' perceptions and attitudes towards patronising indigenous dishes in hotels.

Appendix A

Appendix A.1: Table of mean scores and standard deviations

<i>Construct</i>	<i>Measurement Items</i>	<i>Mean</i>	<i>Std. Deviation</i>
<i>Customer patronage</i>	Customers sleeping in the hotel request for more varieties of Ghanaian dishes	5.05	1.916
	Customers sleeping in the hotels are willing to spend on more varieties of Ghanaian dishes	4.76	1.949
	Conference customers request for more varieties of Ghanaian dishes	4.71	1.858
	Conference customers are willing to spend on more varieties of Ghanaian dishes	4.68	1.849
	Customers whose events we cater for request for more varieties of Ghanaian dishes	4.68	1.880
	Customers whose events we cater for are willing to spend on more varieties of Ghanaian dishes	4.71	1.865
	Walk-in customers request for more varieties of Ghanaian dishes	4.91	1.984
	Walk-in customers are willing to spend on more varieties of Ghanaian dishes	4.88	1.973
<i>Attitude</i>	A good idea/ A bad idea	4.01	2.503
	A wise idea/ A foolish idea	4.03	2.169
	A pleasant idea/ An unpleasant idea	3.88	2.139
	A positive idea/ A negative idea	3.93	2.222
	Favourable / An unpleasant idea	4.14	2.089
<i>Intention</i>	I plan to introduce more Ghanaian dishes onto the menu in the next two years	4.86	1.860
	I am likely to introduce more Ghanaian dishes onto the menu in the near future	5.10	1.801
	I predict that I will introduce more Ghanaian dishes onto the menu within the next five years	5.17	1.814
<i>Normative beliefs</i>	The owner(s) of the hotel thinks that I should introduce more variety of Ghanaian dishes onto the menu	4.95	1.852

	Manager of the hotel thinks that I should introduce more variety of Ghanaian dishes unto the menu	4.97	1.768
	My hotel's customers thinks that I should introduce more variety of Ghanaian dishes unto the menu	5.10	1.747
	The Food and Beverage manager in my hotel thinks that I should introduce more variety of Ghanaian dishes unto the menu	5.07	1.791
<i>Perceived Benefits</i>	Serving more Ghanaian dishes will reduce food production cost.*	4.79	1.998
	Serving more Ghanaian dishes will increase food profit margin.	5.42	1.652
	Placing more in Ghanaian dishes on the menu will improve the menu's attractiveness.	5.42	1.509
	Serving more Ghanaian dishes will give the hotel a competitive edge.	5.42	1.598
	Cooking more Ghanaian dishes will give the staff a sense of satisfaction.	5.32	1.624
	Ingredients for producing Ghanaian dishes are easily available.	6.09	1.243
	Customers' expectations will be met by serving more Ghanaian dishes.	5.35	1.588
	Ghanaian patronage will increase if we serve more Ghanaian dishes	5.64	1.505
	Serving more Ghanaian dishes adds to the customers cultural experience in our hotel	5.74	1.443
	Serving more Ghanaian dishes will make the menu prices cheaper.*	4.88	1.884
<i>Perceived Difficulty</i>	Preparing Ghanaian dishes per portion can be a challenge*	3.53	2.048
	Preparing Ghanaian dishes require long processing time*	3.62	2.093
	Some primitive cooking techniques of Ghanaian dishes do not lend themselves to the use of merchandised equipment*	3.12	1.929
	Serving Ghanaian dishes requires more service equipment	3.66	2.066
	Serving Ghanaian dishes require more service effort	3.54	2.062
	There are shortages of some ingredients for the production of Ghanaian dishes due to the seasonality of supply	3.40	2.102
	A number of the ingredients for the production of Ghanaian dishes have undeveloped commercial supply chain	3.54	1.983
Preserving Ghanaian dishes after cooking is challenging	3.53	2.059	

Kitchen staff do not have enough knowledge to produce more varieties of Ghanaian dishes	4.90	2.238
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*Note: *Item deleted in final analysis*

Appendix A.2: Table of Cross Loadings

<i>Indicators</i>	<i>Perceived difficulty</i>	<i>Attitude</i>	<i>Intention</i>	<i>Normative beliefs</i>	<i>Patronage</i>	<i>Perceived Benefits</i>
Difficulty_4	0.790	-0.186	0.058	0.104	-0.105	-0.017
Difficulty_5	0.780	-0.188	-0.053	0.012	-0.146	-0.093
Difficulty_6	0.744	-0.206	-0.004	-0.034	-0.229	-0.137
Difficulty_7	0.732	-0.151	-0.050	-0.075	-0.199	-0.214
Difficulty_8	0.803	-0.317	-0.010	0.051	-0.139	-0.122
Difficulty_9	0.667	-0.371	-0.048	-0.001	-0.147	-0.129
Attitude_1	-0.238	0.913	0.068	0.147	0.392	0.245
Attitude_2	-0.300	0.948	0.142	0.222	0.468	0.335
Attitude_3	-0.344	0.960	0.076	0.206	0.480	0.315
Attitude_4	-0.354	0.953	0.186	0.202	0.454	0.318
Attitude_5	-0.367	0.900	0.062	0.132	0.369	0.302
Intention_1	-0.055	0.101	0.923	0.492	0.250	0.456
Intention_2	-0.009	0.107	0.946	0.495	0.201	0.394
Intention_3	-0.018	0.121	0.915	0.408	0.188	0.328
Norm_1	-0.061	0.177	0.467	0.919	0.536	0.634
Norm_2	-0.019	0.178	0.468	0.935	0.535	0.666
Norm_3	0.061	0.178	0.473	0.900	0.518	0.645
Norm_4	0.060	0.186	0.427	0.889	0.461	0.559
Patronage_1	-0.195	0.366	0.209	0.470	0.799	0.531
Patronage_2	-0.223	0.356	0.187	0.468	0.782	0.476
Patronage_3	-0.134	0.286	0.218	0.491	0.745	0.414

Patronage_4	-0.078	0.271	0.184	0.522	0.788	0.460
Patronage_5	-0.165	0.409	0.111	0.377	0.842	0.439
Patronage_6	-0.173	0.407	0.143	0.402	0.845	0.472
Patronage_7	-0.228	0.419	0.193	0.397	0.800	0.467
Patronage_8	-0.183	0.463	0.224	0.477	0.816	0.524
Benefits_2	-0.030	0.229	0.343	0.682	0.563	0.795
Benefits_3	-0.223	0.233	0.283	0.465	0.357	0.803
Benefits_4	-0.161	0.278	0.379	0.546	0.445	0.847
Benefits_5	-0.186	0.288	0.364	0.508	0.491	0.772
Benefits_6	-0.114	0.237	0.261	0.484	0.427	0.660
Benefits_7	-0.122	0.331	0.413	0.642	0.552	0.833
Benefits_8	-0.102	0.299	0.326	0.525	0.501	0.834
Benefits_9	-0.094	0.091	0.289	0.480	0.362	0.757

Note: Highest loading of each indicator are emphasized in bold.

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Vitae

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