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# International Journal of Management and Marketing Research

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## PERCEIVED SERVICE QUALITY IN RESTAURANT SERVICES: EVIDENCE FROM MAURITIUS

Prabha Ramseook-Munhurrin, University of Technology, Mauritius

### ABSTRACT

The purpose of this study is to investigate service quality dimensions in restaurant services. The study examines the influence of the service dimensions on customer satisfaction and behavioral intentions within the restaurant context in an island economy, Mauritius. Factor analysis was performed to determine dimensions that are likely to influence customers' restaurant service evaluations. Based on the analyses, three distinct dimensions were identified by the customers, "Food Quality-Reliability", "Responsiveness-Assurance-Empathy" and "Tangibles". Multiple regression analyses were then employed to examine the relative importance of the three service dimensions in determining satisfaction judgments and customers' behavioral intentions. The results support the links between service quality dimensions, satisfaction and behavioral intentions respectively. The findings are expected to help the owners of restaurants in Mauritius to address the gaps and improve satisfaction level of their customers, thereby bringing about repeat business and improving profits.

**JEL:** M31

**KEYWORDS:** Service Quality, Customer Satisfaction, Behavioral Intentions, Restaurant

### INTRODUCTION

Delivering high quality service is important for the success of organisations so that they can survive and strengthen their competitiveness. The restaurant industry has not been exempted from either increased competition or customer demand for high service quality. Nowadays, customers have a wide range of restaurant services to choose from and service quality conditions indeed influence a restaurant competitive advantage (Bojanic & Rosen, 1994; Soriano, 2002; Yüksel & Yüksel, 2002; Sulek & Hensley, 2004; Chow *et al.*, 2007). Since service quality is an important factor for restaurants, research related to service quality, customer satisfaction and behavioral intentions in the restaurant industry has been growing. However, most of the research studies were focused on the United States (US), Hong Kong, China, Korea and Europe (Stevens, Knutson & Patton, 1995; Oh, 2000; Kivela, Inbakaran & Reece, 1999, 2000; Soriano, 2002; Yüksel & Yüksel, 2002; Sulek & Hensley, 2004; Chow *et al.*, 2007; Kim *et al.*, 2009) and very few, if any research has been undertaken to measure service quality of restaurants in an island. Therefore, an understanding of the factors that influence service quality ought to be useful in guiding restaurant owners and managers to design and deliver the right offering to the customers.

The trend of globalization has fostered the introduction of a number of foreign chain restaurants into the Mauritian market place, a small developing island in the Indian Ocean. The restaurant industry is one of the fastest growing industries within the island and is likely to continue its development into the future. This growth is also attributed to the development of the tourism sector as well as socio-cultural and economic changes which are influencing the eating habits of local consumers. Consequently there is an increase in the frequency of Mauritians dining outside the home. Changes in local eating behaviour, increased product knowledge and competition have forced the restaurants to improve their product offerings as well as their level of service. Therefore, it is deemed important to explore this industry in terms of service delivery as well as food quality. The aim of this study is to identify the key service quality dimensions that affect customer satisfaction and behavioral intentions in restaurant services in Mauritius.

# INBOUND INTERNATIONAL TOURISM TO THE UNITED STATES: A PANEL DATA ANALYSIS

E. M. Ekanayake, Bethune-Cookman University  
Mihalis Halkides, Bethune-Cookman University  
John R. Ledgerwood, Embry-Riddle Aeronautical University

## ABSTRACT

*The objective of this paper is to analyze the demand for tourist arrivals to the United States, using the panel cointegration technique. The study attempts to identify and measure the impact of the main determinants of inbound international tourism flows to the United States. The study uses annual data from 1986 to 2011 for tourist arrivals from 50 major countries of tourist origin. The specified model includes several country-specific determinants. The panel unit root tests indicate all the variables are integrated of order one. The panel cointegration tests show that all seven test statistics reject the null hypothesis of no cointegration at the 1% significance level, indicating that the five variables are cointegrated. The results suggest that tourism demand to the United States must be considered as a luxury good and is highly dependent on the evolution of relative prices and cost of travel between origin and destination country. The results also show that tourism demand is elastic with respect to income but inelastic with respect to tourism price, real exchange rate, and travel costs.*

**JEL:** L83, O51

**KEYWORDS:** Tourism demand, Panel data, Panel cointegration, United States

## INTRODUCTION

The Tourism industry has emerged as one of the leading service industries in the global economy, as well as in the United States economy in recent decades. Economic flows, generated by international tourism, have become vital factors in economic growth and international economic relations in many countries. Tourism, is now one of the largest foreign exchange earners in the United States, generating \$434.4 billion or 2.9% of GDP in 2011 (World Travel and Tourism Council, 2012). indeed, a major source of economic and employment growth. For example, according to the U.S. Bureau of Economic Analysis, direct tourism employment in the United States was 5.41 million and a total tourism-related employment of 7.63 million in 2011, accounting for about 5.5% of total employment. According to the U.S. Department of Commerce, Office of Travel and Tourism Industries, between 1986 and 2011, international tourist arrivals to the United States increased from 25.7 million to 63.2 million, growing an annual average growth rate of 3.5% (see Table 1). Based on the latest forecast by the U.S. Department of Commerce, the United States is expected to see a 5% annual growth rate in visitor volume between 2012 and 2016, producing 81.5 million visitors by 2016.

Given the importance of the travel and tourism industry to the United States, Congress introduced the Travel Promotion Act of 2009 (TPA) authorizing the creation of a public-private partnership, and the establishment of a new non-profit Corporation for Travel Promotion (CTP) to further promote tourism. The CTP's main goal is to promote the United States as a premier travel destination to international travelers. According to the U.S. Department of Commerce press release on President Obama's signing the TPA Act into law, in March 2010, each year "overseas visitors spend an average of \$4,500 per person." The Department forecasts that the TPA will "generate \$4 billion in new visitor spending and 4,000 new jobs. However, the impacts are expected to be minimal in 2012 and increase as a proportion of normal expected growth through 2014 and then decline through 2016.

# AN EMPIRICAL INVESTIGATION OF THE IMPACT OF LUCK ON SMALL BUSINESS PERFORMANCE: DYNAMIC PANEL DATA EVIDENCE

Victor Oladapo, Webster University, USA  
Godwin Onyeaso, Shorter University, USA

## ABSTRACT

*Luck is a critical variable in small business strategy. However, there is little empirical evidence about the role of luck. This study responded to calls for empirical research using nonstandard statistical techniques to probe the dynamic trajectory of luck on firm performance. We analyze six-year annual panel data, elicited from eleven small business owner/managers. We use the Generalized Method of Moments, GMM-Systems, econometric technique. The results provide statistically significant empirical evidence suggesting that Luck was a determinant of small business economic performance. In previous research, luck was not found to be a significant determinant of firm performance. However, previous performance was found to be a significant determinant of the current level of small business performance.*

**JEL:** MOO, M1, M2.

**KEYWORDS:** Luck, Resource-based View, GMM, AR1, AR2

## INTRODUCTION

The primary objective of strategic management research is to identify why some organizations outperform others. In turn managers can use this information to improve the performance of their organizations (e.g., Rumelt, 1974; Barney, 1991, 1997). In this respect, it is known that luck explains why some organizations outperform others. A solid literature has emerged, starting from economics (Alchian, 1950; Demsetz, 1973; Mancke, 1974; 1977) to contemporary strategic management (Barney, 1986; 1991; Caves, Gale & Porter, 1977; Lippman & Rumelt, 1982; Lieberman & Montgomery, 1988; Reed & DiFillippi, 1990; Rumelt & Wensley, 1981; Makadok & Barney, 2001; Cockburn, Henderson & Stern, 2000; Denrell, 2004). This literature provides a strong theoretical grounding that luck is a major factor explaining inter-firm performance differences.

While in theory we know significant amounts about luck, empirical knowledge of strategic luck is meager (Barney, 1997). Strategy researchers have estimated the amount of variance in inter-firm performance attributable to firm-effects and industry-effects (see, e.g., Snow, Miles & Miles, 2005:431). In contrast, the amount of variance in firm performance attributable to luck or the luck-effect remains largely unknown (Barney, 1997:16). Yet, luck is a major strategy variable in determining firm performance (Rumelt & Wensley, 1981; Barney, 1986; Dierickx & Cool, 1989; Makadok & Barney, 2001). Interestingly, Barney (1997) explained the lack of empirical research focusing on luck: “*The major challenge facing researchers is to develop rigorous methods for rejecting the luck alternative in favor of some other alternative explanation of these [inter-firm performance] differences (1997:17).*”

Commenting further on this empirical challenge, Barney (1997) suggested that “standard statistical techniques” would be woefully inappropriate in probing the theorized role of luck in strategy, and suggested the use of panel data to investigate the dynamic trajectory of the effects of luck on firm performance (p. 17).

# LEVELS OF FACEBOOK USE: EVIDENCE FROM EGYPT

Abeer A. Mahrous, Cairo University

Rania S. Hussein, Cairo University

## ABSTRACT

*This study aims to explore the factors which discriminate between the use at different levels of the social media in Egypt. Facebook will be the focused of this research, as a particular application of the social media. The study will divide Facebook users on the basis of three groups of factors, namely, Internet experience, psychographics and satisfaction and will relate these factors to three levels of Facebook use: heavy, moderate and light. A sample of 384 users was drawn from the Facebook users in Egypt. Data were analyzed using Structural Equation modelling; the findings indicate that Internet experience, Internet lifestyle and satisfaction are the significant determinants of one's level of Facebook use.*

**JEL:** M

**KEYWORDS:** Social Media, Facebook, Segmentation, Level of use, Egypt.

## INTRODUCTION

Social network sites (SNSs) are quickly becoming the most popular tools for social communication (Ross et al., 2009). In such applications as Facebook, more than 400 million active users visit it frequently and use it as their main communication tool (Alarco'n-del-Amo et al., 2011). However, the success of any social network application does not depend merely on how many members use it, but on the extent to which they do so (Jin et al., 2009). The adoption of a specific SNS platform does not necessarily imply continued and increasing use of the platform. Moreover, the literature on information technology acceptance indicates that complex innovations such as the Internet and its products, notably the SNSs, are considered to be "multi-level phenomena" and their adoption and use involve more levels than the simple indications of "do use" and "do not use" (Huizingh and Brand, 2009).

Nevertheless, the levels of use of SNS and the factors which motivate or hinder the heavy use of SNSs are still unknown. Previous studies about the adoption of SNSs have focused on the factors which motivate people to adopt them (Richter et al., 2011) and on the way in which people use them. For example, Ross et al. (2009) discuss the way in which personality factors and competence may lead to the use of more features of Facebook, such as commenting on or sharing, than other attributes do. The current heterogeneity in users of SNSs is not reflected in the literature. Specifically, when a new technology-based product or process is still in the early stages of diffusion as Facebook use is in the Middle East, it may be inaccurate and inappropriate to treat all users as a homogeneous population. Therefore, it may be helpful to explore the levels of adoption of SNSs and to discriminate more clearly the factors which distinguish these levels. In addition, the existing literature seems to have looked into SNS use only among university students; thus the knowledge about the adoption and use among other age groups remains limited (Richter et al., 2011). Moreover, research so far has concentrated on users in a Western context, while some preliminary results in other contexts suggest that the culture of a different country may cause different patterns of adoption (Choi, 2006; Fogg and Lizawa, 2008; Vom Brocke et al., 2009).

Against this background, the existing literature cannot discriminate well enough between levels of adoption and/or use, or to link these with user population and geographical context. This limitation may limit the identification of more general patterns across different contexts or the specifics of SNS in a certain context. Therefore, this study will attempt to address these gaps through developing and testing a

# A FRAMEWORK EXPLAINING HOW CONSUMERS PLAN AND BOOK TRAVEL ONLINE

Michael Conyette, Okanagan College

## ABSTRACT

*The dynamics of online searching and purchasing is becoming better known and understood as researchers study various products sold via the Web. Even though there is a prevalence of travel products purchased online, integrated frameworks that identify the various determinants of the decision process and how they interact is still sparse in travel literature. In this study, a Conceptual Framework was developed showing the connection between online searching, planning and booking of leisure travel products and the relationship between these variables is tested using logistic regression. It confirms that consumers plan then book travel and that beliefs and attitudes influence one's intention to book travel online. Furthermore, beliefs about travel agents affect beliefs and attitudes towards online searching. This study aims to make a contribution by testing for the first time the relevant variables of planning and booking in a proposed Framework. It uses data collected from an online questionnaire completed by 1,198 respondents. We could expect that more travel products will be booked online in the future as online intelligent agents become more user-friendly and powerful, and as portable devices such as smartphones and iPads become more prevalent and versatile.*

**JEL:** M31, O32, D10, D81

**KEYWORDS:** Decision Process, iPhone, Leisure Travel, Mobile Devices, Online Travel Searching

## INTRODUCTION

What is known about the consumer decision making process is that the consumer has a limited capacity for processing information (Bettman, 1979). When given a choice, the consumer rarely undertakes very complex analyses of available alternatives, but rather will use simple decision heuristics. This allows them to avoid the overly burdensome task of assessing all the information available about all the alternatives in order to arrive at a choice. The consumer undertakes an external search to the extent that information now available in memory is judged to be inadequate. Additional information will be acquired until the consumer perceives any additional exertion to be too costly in terms of time or effort expended. Consumers do not enjoy applying a great deal of effort on decision making. Equity theory demonstrated that as more effort is spent on decision-making, consumers' satisfaction with the decision process diminishes (Oliver & Swan, 1989).

More recently, consumers use the Internet for planning purposes as well as transactional ones. Motivation is the reason for this behavior. Consumers also search the Web for information of interest to them and thereby seek some form of gratification through this search process. This planning and searching behavior applies to the travel sector as well as many other areas. Information searching and planning often take place before purchases especially in the travel sector due to high levels of involvement with the product of travel and the large cost (Conyette, 2010). Motivational theory and uses and gratifications theory well explain why travel consumers use the Internet in planning or researching their travel before purchasing or booking a transaction. What is lacking in travel literature are frameworks that track components of the complex consumers decision process and confirm the relationships of variables in the framework.

In this research, a Conceptual Framework was developed showing the connection between the online searching component and booking of leisure travel products. In addition, the relationship between key

# AN EMPIRICAL STUDY OF THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY DISCLOSURE AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM LIBYA

Nagib Salem Bayoud, Tripoli University, Libya  
Marie Kavanagh, The University of Southern Queensland  
Geoff Slaughter, The University of Southern Queensland

## ABSTRACT

*This paper examines the relationship between corporate social responsibility disclosure (CSR D) and organizational performance in terms of financial performance, employee commitment and corporate reputation in Libyan companies through stakeholder's pressures. The researchers have chosen the Libyan context as one of the world's developing countries and it has undergone many changes over a short period of time in terms of economic, environmental and social changes. The empirical study was used to collect data relating to CSR D and organizational performance in Libyan companies, it was employed to analyse 110 annual reports of 40 firms that were gathered by using content analysis. This paper reveals that level of CSR D in the annual reports has a positive relationship with organizational performance in terms of financial performance and corporate reputation, while there is not significant relationship between level of CSR D and employee commitment. This paper contributes to the accounting literature by providing evidence from Libya that perceived the level of CSR D in annual reports can have an influence on level of both financial performance and corporate performance by stakeholder's pressure.*

**JEL:** C33, C83, M14, M41, L2, L11, K21

**KEYWORDS:** Corporate Social Responsibility (CSR); Corporate Social Responsibility Disclosure (CSR D); Financial Performance; Employee Commitment; Corporate Reputation and Stakeholder Theory

## INTRODUCTION

Major corporate ethical disasters impacting on the environment, human resources, and the community have heightened the demand for public firms to voluntarily disclose their corporate social responsibility (CSR) activities to stakeholders. A means of comprehension and tracking CSR impacts, through creating good dialogue with stakeholders of a company, effective CSR D is intended to improve stakeholder-related performance. In effect, CSR D allows companies to make internal decision; enabling companies to identify strengths and weaknesses points across the whole CSR reporting that in turn measure the value of long-term relationships and assets. In addition, using effective measuring through CSR reports enables companies to manage external relationships, attracting stakeholders who prefer to deal with socially responsible business and have the power to reward it (Waddock & Bodwell 2004). Indeed, CSR D definitely supports stakeholder dialogue by communicating what firms achieve in the area of stakeholder-related CSR. The business media often show instances where some firms resort to socially irresponsible practices in order to improve their performance at the expense of CSR activities.

Although there is a will of political actors in some developing countries experiencing fast economic growth such as Malaysia and the UAE to disclose corporate social responsibility activities in terms of health and safety, investors protection, and pollution, the levels of disclosure in some developing countries remain low compared with some developed countries (Al-Khater & Naser 2003; Rettab et al. 2009). Libya falls within this category, as it is also developing and growing economically. However, the



# THE INFLUENCE OF SUBORDINATE AFFECT AND SELF-MONITORING ON MULTIPLE DIMENSIONS OF LEADER-MEMBER EXCHANGE

Mark Kunze, Virginia State University

Kim Gower, Virginia State University

## ABSTRACT

*In this research we investigate possible differential effects of subordinate positive trait affect and negative trait affect upon four dimensions of supervisor-rated leader member exchange: affect, loyalty, contribution, and professional respect. In addition, self-monitoring is tested for its potential moderating effect upon these relationships. Data was collected from 267 subordinate/supervisor dyads in six different organizations. Results revealed that subordinates' negative trait affect is negatively related to the supervisor-rated dimensions of affect, loyalty, and respect, while subordinate positive affect is positively related to the dimensions of contribution and professional respect. Conversely, the hypothesized moderating effect of self-monitoring upon the relationships received no support, despite existing research to the contrary. We conclude with a discussion of the implications for theory, practice, and future research.*

**JEL:** M12

**KEYWORDS:** LMX, Affect, Self-Monitoring

## INTRODUCTION

The fable “The Two Dogs,” by Ivan Kriloff, ends with this exchange between Barbos, the yard dog, and Joujou, the housedog:

“How did you, Joujou, who were so small and weak, get taken into favor, while I jump out of my skin to no purpose? What is it you do?” ““What is it you do?” A pretty question to ask!” replied Joujou, mockingly. “I walk upon my hind legs.”

This excerpt illustrates an idea drawn from conventional wisdom - that those who are able to act in a manner pleasing to others will reap the rewards for doing so, even if they have to bear the cost of a certain degree of discomfort. Individuals who are adept at reading social cues and altering their behavior to please others are known as high self-monitors (Snyder, 1974; Gangestad & Snyder, 2000), and there is evidence that high self-monitors are more embedded in social relationships at work (Sasovova, 2006) and establish a greater number of mentoring relationships (Blickle, Schneider, Perrewé, Blass, & Ferris, 2008). Conversely, low self-monitors prefer congruency between their inward state and outward behavior, regardless of the social context (Gangestad & Snyder, 2000).

A number of studies have identified favorable outcomes associated with a positive exchange relationship between subordinate and supervisor, such as increased job satisfaction (Masterson, Lewis, Goldman, & Taylor, 2000) and higher performance ratings and level of delegation (Scandura & Schriesheim, 1994; Schriesheim, Neider, & Scandura, 1998). However, few studies have investigated the role of dispositional traits such as affect, or the tendency to experience positive or negative emotional states, upon this relationship (Day & Crain, 1992), and none have investigated the potential moderating impact of self-monitoring ability.

When managers are trained to provide resources to subordinates in an equal manner, subordinates who have low quality exchange relationships with their supervisors often show improvements in productivity

# A QUANTITATIVE STUDY OF MARKET ORIENTATION AND ORGANIZATIONAL PERFORMANCE OF LISTED COMPANIES: EVIDENCE FROM GHANA

Solomon A. Keelson, Takoradi Polytechnic

## ABSTRACT

*The study is part of a larger research of market orientation, which was conducted to build on previous research, and particularly examined the association between market orientation and business performance in a larger market context, using a synthesis model approach. Using the survey approach 24 companies out of 37 listed companies participated in the quantitative study; where 72 senior officials were surveyed from August 2011 to September 2011, through a five-likert scale questions. In this preliminary analysis, correlation analysis was used to measure the association between antecedents of market orientation and components of market orientation; as well as the link between market orientation components and business performance of firms. The findings indicated that top management factors on the average had statistical significant relationship with market orientation; organizational factors related highly with market orientation; and external factors also had statistical significant relationship with market orientation. Similarly, the four components of market orientation were found to have statistical significance correlation with both economic and non-economic performance of business. Thus, the results implied that the overall performance of listed companies in Ghana is linked to market orientation.*

## INTRODUCTION

The marketing concept has received a lot of research attention, with particular emphasis on its implementation issues (Turner and Crawford, 1994; Kotler and Armstrong, 2010). The importance of the implementation issues have reflected in the manner in which the term “market orientation” had been used extensively to refer to the marketing concept (Shapiro, 1988; Narver and Slater, 1990; Kohli and Jaworski, 1990). Similarly, authors have linked the origin of market orientation to the marketing concept (Kohli and Jaworski, 1990; Narver and Slater, 1990; Ruekert, 1992; Gainer and Pandanyi, 2005; Carr and Lopez; 2007). This suggests that the marketing concept and its implementation have consequences to the overall business strategy.

Six different perspectives have so far been identified to relate to the implementation of the marketing concept. These include organizational decision making perspective, market intelligence perspective, culturally based behavioural perspective, the strategic focus perspective, the customer orientation perspective and the system-based perspective have emerged. Researchers have used one perspectives or another in their study of market orientation, and the implementation of the marketing concept. The six perspectives have demonstrated a number of commonalities, which reveal common areas of agreement; nevertheless, there exist differences, particularly in the concept’s conceptualization. Furthermore, despite the importance and extensive use of these market orientation perspectives in the market orientation literature, they have been found to have their individual limitations (Oczkowski and Farrell, 1997; Mavondo and Farrell, 2000). Thus, unlike previous studies, this study conceptualizes market orientation as a combination of all six perspectives (Zebal, 2003; Alhakimi and Baharun, 2009; Bytyqi, 2010). Thus, in this study the six different perspectives have been combined to propose a synthesis model of market orientation (Chapter, Figure 2.1). In other to evaluate the six different perspectives in this study, three issues, from the marketing concept to the outcomes of implementing the marketing concept were identified. These were the originators, which include the marketing concept and its implementation; the

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