The Need for Quality Control in Managing Restaurant Business in Awka Capital Territory, Anambra State

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Abstract: *This study was on the need for quality control in managing restaurant business in Awka capital territory. The background to the study, statement of the problem, objectives of the study and research questions were introduced. The literature was reviewed to bring the research work into focus. The method of data collection was used through two sources namely; primary and secondary sources. Primary sources included; oral interview and questionnaire while the secondary sources included; magazines, internet, journals and newspapers. The data collected was analyzed using simple percentage and the sample size was determined using Taro Yameni Technique, with a total population of 64 staff in some selected restaurant. Finally, it was concluded that quality control had been a fundamental strategy for achieving profitability and competitiveness in restaurant business. Again, the study recommended that government should help in the development of good government owned restaurants and set a standard worthy of emulation; proper training should be given to the restaurant staff on quality control.*

Keywords: Quality Control, Restaurant Business

1. INTRODUCTION

Restaurant is an establishment, where foods are served at the table. It is among the many hospitality business commonly found in Nigeria; mainly because it could be done in microcosm because of the capital involvement. Hospitality business refers to the services rendered by hotel, restaurant, resorts and entertainment sector of the economy. This also includes tourism. Tourism happens to be the third highest foreign exchange earner which contributes immensely to the development of the economy through the injection of foreign exchange into the country. Awka is not left out in this development; numerous structures have been established in Awka to promote the image of the hospitality business.

Restaurant business thrives virtually in areas with serious economic activities, donated with people from various wards of life converging for transactions-exchange of goods and services in their various capacity. Most of this people come from a far distance for a business purpose hence making the host area economically viable for restaurant businesses and other hospitality business at large. This type of business is often engaged by women from various income and socio-cultural, educational and financial background. The viability and business scheme is not been too complex, making it supportive for small investment funding. Often time, this business is either seen situate in an open centre or an enclosed area like kiosk or block houses built in an area just along the road or in the market square with high receptivity of people for easy access.

No doubt, restaurant save people from scorching pain of hunger and starvation during business activities, but it can still contribute to health hazard by implication of poor quality control during management process. This is often witnessed with utmost disgust making some unattractive to people which is a serious disservice to other restaurant owners.

This great step is a collaboration of the government and the private sectors within the economy. Like any other source of foreign exchange, these generated from the hospitality industry help to reduce the country's debts. The hospitality industry has been tremendously changed over the last decade.

2. STATEMENT OF THE PROBLEM

It is undisputable that the concept of quality management is always applied in business of different sizes, operating in different industries. Nevertheless, the meaning of quality change from one industry to another, are those that require different sets of tools for effective management. Over the years, the quality of services and management in the restaurant firms; keep posing great challenge in the current world, where everything is changing from analogue to digital technology; the restaurant business is not left behind, the customer's satisfaction becomes the main target in every aspect of any good restaurant service in Nigeria. To improve on the quality of service delivery in this, and quality control in managing any restaurant, becomes re-occurring challenge in the restaurant sector, hence the study delved into this research to examine the need for quality control in managing restaurant business in Awka.

3. OBJECTIVES OF THE STUDY

The study has the overall objective of examining the need for quality control in managing restaurant business in Awka capital Territory.

The specific objectives are as follows:

i.   To examine how to maintain and constantly improve the quality products and services in restaurant business in Awka.
ii. To analyze the various economic importance of good quality control system in restaurant business in Awka.
iii. To check the extent to which customers are satisfied with the quality control in Awka capital.

4. RESEARCH QUESTIONS

The following research questions were generated in the study, in line with the research objectives;

i.   How can quality control be maintained and constantly improve the products and services in restaurant business in Awka?
ii. Is there economic importance of good quality control system in restaurant business in Awka?
iii. Is there extent to which customers are satisfied with the quality control in Awka capital?

5. CONCEPTUAL CLARIFICATIONS

As the characteristics of the industry affect greatly to the meaning of quality, the study would like to introduce briefly about the restaurant industry in Nigeria. This is in order to give readers a more thorough look about the environment in which the company is operating.

Philip (2011), once said that Nigeria should choose "the kitchen of the world" as national branching image, for its rapid development of food service industry (A kitchen of the world Saigon times 2011). In Nigeria, restaurant business is among the most profitable, especially big cities. Nigeria has been among the countries that have greatest spending on food and leisure. Besides, dense population is another reason for high and complex demand that always leave places for new ideas to sprout and grow. Currently, street and mobile vendors are the most profitable channels which account for 45.7 percent of food service sector total profit (food and beverage in Nigeria, 2011). Similarly, to many other countries in South East Asia, street-side cuisine develops immensely like in Nigeria.

Nigeria prefer foods sold on the street sides, then those in well decorated restaurant. They believe that mobile vendors sell the most delicious foods. Indeed, this belief is somehow true. Taking a look into best places to dine out in a reliable local website, vendors account for at least half of the suggested places. The second profitable channel, which provides the sector with 42 percent of total profit, are full-service restaurants (Food and beverage in Nigeria, 2011). Restaurant belong to this group which offer foods in more

polite and formal ways. Though the prices are usually higher than those of vendors; the services are better and food hygiene applies better standards. As food hygiene has recently been a popular topic, the demands are expected to expand rapidly in the near future.

5.1 Four Hierarchical Levels of Quality

In the book Total Quality Management, Davids (2010) introduces sluba's point of view about levels of quality. The four following hierarchical levels were observed, looking at the history of Nigeria as "a progression to higher levels of quality or fitness".

5.2 Level 1: Fitness to Standard

This means that the products or services are done precisely to the specifications, which the designers have described the products to be. At this point, the main method to create and manage product quality are statistical sampling and quality inspection. These methods were brought to Japan in 1950s by Denning and soon became popular for its effectiveness in quality control. However, taking fitness to standard as the concept of quality encounters two major mistakes: The control was done by filtering out the worst items. Still, the production process of better items remained dubious, good results cannot be guaranteed. Fitness to standard aims at designer satisfaction instead of customer satisfaction. The quality definition is subjective and does not connect to customer's need.

5.3 Level 2: Fitness to Needs

Moving to this level in 1960s, Japanese enterprises took one step closer to their customers. The products are not only required to fit the specification, it is also necessary to satisfy customers' need. Schperderman (2006) provided a good" example for this improvement. A Japanese dishwashing machine company noticed the high machine failures in one particular geographical area. Further investigation stated that local potato farmers used the machine to wash their crop of harvested potatoes. When the engineers told the farmers that they could not use the machine for this purpose, the farmers responded that there was no line in the manual that said so. The company faced two options: to change the manual or to change the machines. Later on, they chose to change the machines, so it fit to wash, not only dishes but also potatoes. This is an extreme example; however, it indicates very clearly the importance of considering customer needs and integrate them into the products.

5.4 Level 3: Fitness to Costs

When all enterprises in the field is capable, to specify the product according to customer needs, the

competitive advantage belongs to those who can achieve the same quality at lowest cost. In order to reduce costs of quality control, the companies have to gradually replace inspecting quality by building quality into the products, to meet the goal of zero defects or 100 percent quality.

5.5 Level 4: Fitness to Hidden Needs

This is the highest level of fitness, where the companies identify and satisfy customer's needs before the customers even know of those needs. Reaching and maintaining this level ensures the leading position of one company, because it is always a step ahead its competitors. Research and development activities play significant roles, because they support and facilitate the process innovation. In addition to the original four fitness, Schneiderman (2006) recommends the fifth fitness as a new quality dimension: fitness for society. Today, every movement of manufacturers can impact and cause irreversible changes to the environment. Therefore, in long-term development, showing responsibility to the society, by protecting the environment; becomes more important as this has become a non-financial performance measurement recently.

5.6 Quality in the Present Time

In the past, quality with small "q" symbol used to refer solely to product quality. The companies focused on producing products that are good enough to sell. The outputs are the most important. When mistake over-ride places, there would be some actions to repair; nonetheless, there is no attention on preventing the reoccurrence of the defects. Furthermore, customer feedbacks were not included in the quality management process (Bhat, 2010). However, the concept of quality has changed gradually according to the transformation of the market. The situation has reversed. Basically, the supply has exceeded the demand, and customers have more options to think about. At this point, focusing merely on the product growth help nothing with gaining advantages against competitors. The big "Q" a new approach to quality has been established focusing on three areas: product, process and customer. Customers need to take an important part in the decision of product features. The defects should be prevented instead of repaired. People play major role in the process and it is crucial to make sure that they perform the tasks properly. The company also needs to maintain customer feedback flow, as a valuable source to revise and learn from the mistakes (Bhat, 2010)

5.7 Quality Management

From the process of view during 1970s and 1980s, people believe that quality system is the dominant element of quality management. Today, though this belief is outdated, it is still widely favoured and many managers still prefer total quality management to quality systems. To be sure, the

critical role of system and procedures should not be underestimated. It is efficient tool to manage the quality, detected faults and maintain smooth information flow.

However, the system itself cannot get the job done. If the employees do not really care about the procedure, or they do not mind to follow the instructions written in the papers, the quality is still out of control. Regularly, the management decides to fix the system. Focused approach failure by establishing an even heavier system and more detailed procedure. They expect to strengthen the tools to take more control of the situation.

5.8 Four Fundamental Elements of Quality Management

Gin (2010) emphasizes that quality contain four elements: Quality systems can be found in a range of documents of different organizations such as British standard 5750, 150 9000 9001 etc. An effective quality system is necessary for quality management.

The key process lies in hands of problem-solvers. There are tens of problems which happen daily, even in the simplest and smallest organization. If the only one who can solve them is the management, the stress might be too much to handle. On the other hand, the management cannot manage all the problems and make decisions on time, which can lead to late actions. In order to improve the process, the most efficient team in terms of problem solving; Gin (2010), mentions two extremes of management styles: authoritarian and participative. Authoritarian style focuses on giving orders and supervise employee to make sure that they obey accordingly. The participative style seeks a stronger relationship with the employee and considers their involvement in decision making process. The manager should choose the style that is most suitable to current human resource circumstance of the organization. It does not matter which style of management was chosen; people play an important role in the whole picture. The quality management can only be successful with the participation of people throughout the organization. Giri 2010 believed that the quality problems mostly occur because the workers do not care about doing their jobs properly according to the standards.

Nevertheless, the responsibility only belongs to the workers, the worker knows clearly what he is supposed to do; he or she is aware of the desired result of the products; too often, the workers do not accomplish the job and produce fault quality product because of the mistake in management process. These mistakes include ambiguous product specification, poor working condition and poorly defined desired outcomes. (Product quality 2006).

5.9 Total Quality Management and Six Sigma

Total quality management philosophy defines product quality to confirm to defined standards that satisfy customer demands. The key point of this philosophy is getting all done exactly and properly right the first time. The company has to actively strive for the perfection or 100 percent level of quality. The organizations applying this philosophy understand clearly the significant role of process in every part of the business, vertically and horizontally. Many companies allow certain deficiencies in quality in the range from 1 to 5 percent. These companies accept a given amount of errors as daily routine in their operation, assuming that the amount is small and inconsiderable. However, customers do not perceive defects this way, because the unlucky customer suffering from poor quality product is affected.

5.10 Three Types of Quality Control

Quality control refers to all the activities that need to be executed in order to fulfill quality objectives of the organization. Quality control process takes in all the steps from the input of material to the output of production. Schermerhon (2010) point out that organizations interact with their environment through particular cycle of input-through output. In each phase, different types of quality controls are applied to manage the quality and amend errors.

5.11 Feed Forward Control: This approach of control is proactive. Feed forward controls take place before the production begins. Many factors are taken into consideration, such as purchasing, inventory, procedure, employee training, in order to prevent problems not to occur. At this phase, all the standards and rules are set to direct the work properly.

5.12 Concurrent Controls: This type of control happens during the production process, when the employees are performing their tasks. The goal of these controls are to solve the problems when they occur, and ensure people do their job in conformity with the plan.

5.13 Feedback Controls: Feedback controls focus on whether the results match with desired standard or not. Hence, these controls try to correct the problems once they have happened, and record the mistakes for future learning to avoid the recurrence.

6. QUALITY MANAGEMENT TOOLS

These are different tools developed to support quality control. The management should choose the most effective combination based on characteristic of the industry and organization current situation. This part introduces seven basic tools, developed by Kaoru Ishikawa and three additional tools suggested by other literature sources.

According to Kaoru Ishikawa, "father of quality control circles", 95 percent of problems arisen in enterprises can be managed and solved using seven simple control tools, Ishikawa creates the tool kit to simplify the statistical analysis, make it more understandable and approachable to average people.

Process Flow: Process flow chart is a simple way to record activities and decisions of different stages in the process. In order to be effectual, the chart needs to be easily understood, thus improve the communication between people involved in the process. The chart is optimized if it is the result of teamwork. When everyone contributes to draw up the ideal chart, they tend to understand the process more thoroughly and ready for improvement. (Product Quality, 2012).

Check Sheets: The check sheet is a form of document used to collect data clearly and in detail. Data collection, without proper control, can be unstructured and messy. Check sheets facilitate the data collection process by grouping data into clearly labelled categories, to keep it under control and easy to trace for later analysis. The first advantages of using check sheets are to have a uniform structure for data collection process, through which data is displayed in effective way. Moreover, the tool is applied to manage the frequency and sources of problems that occur (Product Quality, 2012).

Histograms: The histogram is a bar chart used to organize, summarize and display interrelated data into groups reasonably for future use. Usually, base on the statistic, the sum, mean, and maximum value in the simplest way that is helpful for managers in decision -making situations. (Cooper presentation n.d.).

This is to find out the rules according to which foods have been handled and controlled. The information about current process is gathered through several interviews with the owners.

7. EMPIRICAL FRAMEWORK

7.1 Types of Restaurant

The immense size of the catering industry always create a lot of confusion to the dinners as well as to the servers. A new person finds lot of difficulties to differentiate between a barbecue and a grillroom, or a nightclub with a discotheque. There is no shortcut for classifying the restaurant but most of the experts will agree that restaurant can be categorized on the basis of the following features:

Menu Items: Specialty, multi-cuisine, continental and steak house

Menu Prices: Midscale restaurant and upscale restaurant

Ownership: Single-owned and chain restaurant

Quick Service: Fast-food restaurant, drive-through restaurant and delivery services.

Ambience: Find dining, theme, and ethnic

1.   Single-Owned or Independent Restaurant

Single-owned restaurant are mainly owned by one or more owners. They are responsible for the day-to-day operations of the business. Such restaurant are not affiliated with any national brand. They enjoy creativity and bears business risks simultaneously. Around 70 percent restaurant in Nigeria fall in this category.

i.   Overhead costs are quite higher in comparison to other restaurant operations.
ii.   It becomes tough to maintain very sophisticated, freshly prepared and high qualitymenu standard.
iii.   Maintaining constituency and quality is a very difficult task.
iv.   Limited market appeal.

2.   Celebrity Restaurant

Today, celebrity restaurant are in trend and are becoming popular day by day. This type of restaurant are operated by celebrity chefs, such as the Yellow Chilli by Chief Sanjeau Kapoor and Varg by Chief Hemant (Taj). Celebrity restaurant have an extra winning combination of design, food, and perhaps the thrill of occasional visits by the owner(s). Apart from the celebrity chefs, other celebrities also own restaurant, such as Tendulkar's by Sachin Tendulkar, Mahi by M.S. Dhoni, Pavilion by Kapil Devi etc.

3.   Theme Restaurant

Theme restaurant provide a sophisticated specialty and aim at making the experience of the guest memorable. They have choice of menu blended with the theme of the restaurant, which is achieved through decoration and atmosphere.

4.   Specialty Restaurant

The restaurant of this type features a particular type of food, that is usually based on the theme of the restaurant. A number of chains of this type of restaurant have been introduced in Nigeria.

5.   Ethnic Restaurant

Ethnic restaurant are independently owned and operated. They make provisions for something to the adventurous diners or a taste of home for those of the same ethnic background as the restaurant. This variety of restaurant are available in the major cities in Nigeria, Nigerian ethnic restaurant are similar to the specialty restaurant and provide atmosphere according to their ethnicity with live performances. The dress code of the serving staff are also ethnic and food is served in a traditional manner. An ethnic restaurant might be an outlet of a catering or run by a single ownership firm. Seat turnover in such restaurant remains higher during dinning time. Choki Dhani resorts in Japur is a good example.

6.   Casual Dining Restaurant

The casual dining restaurant include various coffee/tea houses of Nigeria. These restaurant offer limited range of food and beverages at an average price.

7.   Family Restaurant

The family restaurant are the individually or family operated businesses. These are generally located in the suburbs. Informal settings with simple menu and services are designed to please the families of the guests visiting to dine together.' Some of the family restaurant have bar and sole beer, spirits, and cocktail. A host/hostess remains present at the entrance of the restaurant to greet and escort the guests. The stewards take order; they bring food from the kitchen and serve the guests. The average bill in family restaurant is higher than the casual dining restaurant.

8.   Quick Service/Fast food Restaurant

These food and beverages outlets consist of diverse operating facilities whose slogan is "quick food". The quick-service sector occupied the driving seat of the entire catering business of Nigeria as well as the world, and has the maximum market share. At present, the major trend in the market is service "home delivery". The QRS restaurant offer limited menus, such as burgers, French fries, chicken, poori bhaji, samosa, idli sambhar, etc. Customers order their food at a counter under a brightly lit menu featuring coloured image of the food items. The customers are encouraged to clear their own trays, which helps to reduce costs. QSP's have become popular due to the following reasons:

1.   Found at very convenient locations.
2.   Menus are limited, which makes it easy for the customers to make quick decisions.
3.   Value for money and time.
4.   Deliver fast services include self-service.
5.   Use of processed ingredients help the QRS's to maintain low prices.
6.   Minimum use of skilled and unskilled labour, it increases the profit margin.

In Metro cities, where a business space is very expensive, there are stand-up restaurants where busy office workers can eat quick meals. Many Nigerian QSR dinings are targeting the international markets, mostly in the large cities of various overseas destinations.

9. Drive through Restaurant

The drive-through restaurants are an extended a part of the existing QRS system. Under this concept, one may drive in, place order, receive food, pay for it and drive out. Customers do not need to park their vehicles and go into a restaurant to eat. It is a new concept in the Nigerian market and growing at a slow pace in comparison to the western countries where this concept is quite popular. A drive through restaurant can be operated in a small building with lower cost. These restaurants offer simple menus; it gives them the advantage of low-cost business operation.

7. 2 Food Quality Management in Restaurant

The Nature of Food: Foods are different from many other products. Even in a small restaurant, many different food types and categories are served; each required different handling technique. In restaurant industry, the products and services cannot be separated from each other. Despite recognized standards, each chef retains the right to finish the cooking of food with a personal touch-which is sometimes very crucial to appeal to customers. The standardization of food production is difficult and time consuming, because the ingredients and cooking techniques varied a lot. Besides, raw material purchase and inventory also need dedicated arrangement, due to different perishable degree (Seth, 2013). Unlike other products, foods are easily pilfered, contaminated, spoil and wasted. Besides, the hygiene problem cannot be overemphasized, since once foods are consumed; there is no way to retrieve them. Nothing can be more harmful to a restaurant image than a hospitalized customer for food contamination. Hence, strict control during the process is crucial. (Seth 2013).

7.3 Food Quality Assessment

The common point between quality food and other product category is the subjectiveness in terms of quality perception. Different customers come with divergent preferences, which makes quality concept become even more relative.

Although, customer expectations vary according to their criteria, there is still a common level of quality that can be managed-acceptable quality. At this level, the food may not totally be satisfying; yet neither does it create disappointment. The acceptable quality can be considered as the bottom-line in quality control-(Seth, 2013).Talking about food usually leads one to think about sensory action.

However, under management point of view, food quality is also based on quantitative and nutritional standards. The Quantitative aspect reflects the amount of each ingredient in a plate of food. To the management, it is a cost control tool, while customers look at it, to assess the value of money. The sensory aspect is the most important in customer's point of view, and nutritional part is to ensure the nutritive value in each food portion. (Seth 2013).

7.4 Food Quality

Control processes Seth, (2013) propose that food handling system in the restaurant consists of five main phases:

- Purchasing
- Inventory
- Food Production
- Food Service
- Waste management in order to manage food quality effectively, management need to pay greater attention to each phase to ensure the flow is free of defection;

Mistakes happen in one phase can affect greatly to the quality of food served.

8. THEORETICAL FRAMEWORK

The theory used in this study is the quality control and management theory which was propounded by Kemp in 2012.

Quality, though widely mentioned as the key to success, is still the concept with no solid definition. Quality product can range from an expensive first-class car to a cheap small needle. Different people give different answers to the question "what is quality?" depend largely on the situation, and the products or services they receive. Nevertheless, a quality product or service has to meet or exceed customer's expectation, (Howard O'Connor and Darren 2014). The quality not only varies from, one customer to another, it also changes according to which angle the producer uses to approach quality concept. A marketing manager may consider quality as a value-added factor to the product. His job is to make sure that this value is well recognized by the customers. Meanwhile, a production manager takes quality as the measurement of the performance. What he cares for is whether the quality outcome conforms to the standards and specifications, (Kemp 2012). It will be challenging, for a company to approach quality issues without knowing exactly what they are dealing with. Despite the fact that quality swings, according to Gravin (2010), quality can be seen and assessed fewer than five views.

Transactional View: The quality is assessed based on certain product characteristics.

Product-based View: The quality of a product is measured by its fitness to customer usage.

Manufacturing-based View: The quality can be measured by bench-marking to certain standards. Quality changes are the results of changing the inputs or manufacturing process.

Value-based View: The quality is decided by the price of the product. A quality product should bring the best value out of the acceptable price.

9. METHODOLOGY

A detailed presentation on how the study was conducted are stated below:-

9.1 Area of the Study

The area of this study was on the need for quality control in managing restaurant business in Awka capital territory.

9.2 Research Design

The study adopted descriptive design in the conduct of the research. This was found suitable because of the nature of the variables identified in the subject.

9.3 Sources of Data

This research employed two types of data in the course of this work. These are:

a. **Questionnaire:** A structured questionnaire was designed by the researcher for the staff and customers of Restaurant in Awka. The questionnaire was personally presented to the respondents by the researcher and it consisted of printed questions in which the respondents have to fill the answers. The study made use of multiple choices in the questionnaire.
b. **Interview:** The researcher also used oral/personal interview in collecting primary data. This method served a very useful purpose in obtaining facts and data that were not possible through questionnaire method.

Secondary Data: This was generated from book of readings, internet, textbooks and journals including new-paper prints.

9.4 Population of the Study

Population was the census of all subjects that passed the characteristics or that have knowledge of the phenomenon being studied. The population of the study composed of customers and staff of three selected restaurant in Awka which included Mr. Biggs, chicken Republic and Grassroot Kitchen.

9.5 Sample Size Determination

The study used Taro Yameni formula in determining the sample size.

9.6 Sampling Technique

Simple random sampling technique was used in the study.

9.7 Validity and Reliability of the Research Instrument

The instrument was valid beyond doubt, facts and content validated. Questionnaires were distributed personally. The respondents were allowed two (2) days to respond to the questions and after which, were collected back from them.

9.8 Data Analysis

During the study, simple percentage analysis was used in analysing data collected.

10. SUMMARY OF FINDINGS

It was obvious that increasing global competition, demands and needs of consumers, quality service and quality management have become fundamental strategic factors for achieving profitability and competitiveness on the relentless tourism market. Any goal must define a "special policy" of improving the quality of hotel service through "structural program of quality improvement", which have become an important factor in the hotel business. With the design, introduction and control of a "special menu in the catering session" of quality improvement of hotel services, hotel management can have a positive impact on increasing competitiveness and market power of the catering, the rationalization of operating cost, towards enhancement of good reputation and value of the catering on the demands of the tourist market.

11. CONCLUSION

It is obvious to state that there are range of potential influences on human resources management policy choice in the hotel and catering industry. Debates concerning the appropriate competitive response to emerging consumer trends, workforce or management, receptiveness to change, the strategic capacity of management to handle change,

fluctuations in patterns of demand, organizational aspects of the industry such as establishment size, workforce inability and national ownership highlight the differences in opinion which exist concerning the potential role of HRM in the industry. There are concerning arguments suggesting that HRM has a potential contribution to make, but equally compelling arguments that its role will always be restricted.

One thing that is clear, however, is that there are key similarities between the debates in he hotel and catering industry. Literature and debates in the HRM literature, in relation to the factors that are likely to influence the approach taken to HRM. Conversely, where cost reduces business strategies, are concerned; both sets of literature suggest the use of non-standard labour and clerk killing to the appropriate HRM responses.

Whether consumers really are coming to demand higher quality, customized and professionalized products, underpins, the debate over the applicability of human resources to the development of hotel and catering services, are so clear that the usage of human resource management will go a long way to improve the working conditions in the industry.

12. RECOMMENDATIONS

Based on the findings of this research work, the following recommendations were made:
- That the government should help in the development of the government own restaurant, so that other private owned restaurant in the country will copy from them.
- There should be proper training of the restaurant staff in the country to enable better co-ordinations in the sector to improve quality control.
- The staff of restaurant should strive hard to form a standard union, in order to look into the welfare of its members.

It will open the mind of the existing managers and other prospective restaurant managers on the need to adopt quality control in managing restaurant business for efficient and effective business activities. With this, innovative and enterprise approach will be a benchmark for them to service the competitive environment.

Users of restaurant will gain the confidence in using facility to nourish their lost energy at any time, fulfilling the aims and purpose of restaurant; by taking tentatively those attributes with regard to quality control which the owners of the established business have taken, in promoting their business. This is seen through their ethical practices.

However, this study also provides an approved recommendation on the need to ensure that hospitality businesses should not be relegated to the background as it promotes, economic activities and development within and outside the state.

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