UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

SETTING UP A RESTAURANT IN THE BONO REGION:

EXAMINATION OF MOTIVATIONS AND PITFALLS

ADELAIDE ADDAE

MAY, 2021

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ADELAIDE ADDAE

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A Dissertation in the Department of HOSPITALITY AND TOURISM EDUCATION, Faculty of VOCATIONAL STUDIES EDUCATION, submitted to the School of Graduate Studies, University of Education, Winneba, in Partial fulfillment of the requirements for the award of Master of Technology (Catering and Hospitality) degree

MAY, 2021

DECLARATION

STUDENT'S DECLARATION

I, ADELAIDE ADDAE, declare that, except for reference to other peoples work which has been duly acknowledged, this project work consist of my own work produced from research undertaken under supervision and that no part has been presented for any degree in the university or any university elsewhere.

SIGNATURE: …………………..………………….

DATE: …………..…………………………………

SUPERVISOR'S DECLARATION

I hereby certify that, the preparation and presentation of this project work was supervised in accordance with the guidelines on supervision of long essay laid down by the University of Education Winneba, Kumasi campus.

SUPERVISOR'S NAME **DR. (MRS.) ELLEN LOUISE OLU FAGBEMI**

SIGNATURE: …………………..………………….

DATE: …………..…………………………………

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I am greatly indebted to God whose grace has been sufficient for me throughout the writing of this project work. I am grateful to Dr. (Mrs.) Ellen Louise Olu Fagbemi my supervisor, through whose guidance and direction this work has become possible. I also owe a lot of gratitude to my family who has been a rock by my side, encouraging and supporting me. Finally, I am grateful to all my friends and well-wishers for their prayers and support.
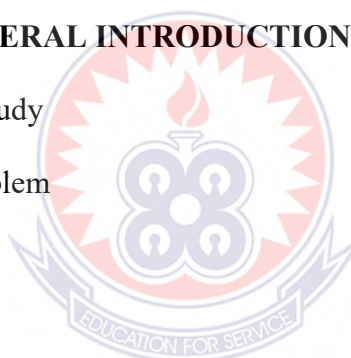
DEDICATION

To my son Josiah Nana Kwasi Gyimah and all my love ones whio helped one way or the other to accomplish this project.

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ABSTRACT

This research sought to examine the motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana. The study population included management and staff of all restaurants in the Sunyani and Techiman Township. The study utilized a quantitative research approach along with a descriptive research design. Questionnaires were used to collect data from 120 respondents. The study adopted both purposive sampling methods. The quantitative data collected were subjected to statistical analysis using mean and standard deviation. Findings showed that restaurant start-ups in the Bono region are motivated by both internal and external factors. The study showed that startups are motivated to enter the restaurant business due to a sense of passion, motivated to enter the restaurant business. The study also showed that a majority of start-ups are motivated to go into the restaurant sector because it represents the areas of their specialties whilst a majority of others go into the business to build their culinary skills and abilities. The study showed that externally, set-ups were motivated to enter the restaurant business because they saw a real need in the community which needed to be filled. The study therefore showed that the possible pitfalls that should be overcome for a start-up to be viable included low start-up capital, Poor knowledge about competition, Wrong location to site the business, Poor restaurant promotion. The study also showed that significant pitfalls exist that restaurant start-ups must seek to navigate and avoid in order to be viable in both the short and long term. Based on the findings, the study recommended that management of restaurant start-ups ensure adequate start-up capitalization before venturing into the business since a lack of adequate start-up capital was found to be one of the key factors to lack of viability of restaurant start-ups. The study also recommended that managements of start-up restaurants armed themselves with credible knowledge about the competitive environment in the field before venturing into it. Also, it is the recommendation of the study to managements to ensure to site their restaurant businesses in areas that ensure visibility and convenience to customers, ensure to promote the business, ensure good inventory keeping and staff management as well as to keep good relations between suppliers and customers.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the Study

Setting up a business can be challenging for the business owner. According to Mayhew (2018), startup enterprises often encounter a topsy-turvy ride, full of debilitating lows and triumphant highs. Whilst some startups stagnate and die off, others persevere and succeed. The motivation that drives a person to start up a business venture is divergent, depending on the individual, the industry being ventured into, and the features of the geographical area and the demographics of the people resident in the area (Adhikari, 2018). Bhasin (2018) posits that motivation can determine success and failure in business.

In the restaurant business, Burns (2018) posits that having the right levels of internal motivation is as important as identifying the right external factors to ensure business success. The need for restaurant startups to have internal motivation has been touted by several researchers as a key prerequisite for success. In his treatise on understanding the marketing mix concept, Cleverism (2019) asserted the need for a restaurant startup owner to be self-motivated and focused. Harwell (2018) opines that restaurant startup owners must have that inner passion and energy to take action and keep making progress. Griffin (2016) touts the need for self-motivation to be exhibited through sacrifice and taking risks. According to Carpenter and Dunung (2017), however, intrinsic motivation must be powered by competence, a strong sense of self-belief, and intelligence to spot opportunities in the targeted market.

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In a similar vein, some researchers have touted the importance of external motivational features in making a restaurant business viable. Bogati (2016) asserts that restaurant startups can be motivated by a viable market with demographics of higher education, higher salaries, and less time for home meals. Bhasin (2018) asserts that an area that is consistently busy with a lot of foot traffic and parking places should inspire the setting up a restaurant. Burns (2018) and Cleverism (2019) recommend an area that is easily accessible and is visible to customers and can draw them in without any advertisements. Other researchers assert the need for startups in the restaurant business to be motivated by knowledge of the market and of the business as well as intelligence in customer service and customer relationship management. As posited by Barkley (2017), a lack of either the internal or external motivational features ban brings about significant pitfalls that could inhibit the growth and sustainability of the restaurant business.

In Ghana, the restaurant business as part of the hospitality industry is flourishing in the major cities of Ghana. According to Braimah (2014), the best restaurants reflect the diverse nature of the community and range in location. In the large cities of the recently created Bono region, just like in other big cities in Ghana, a cosmopolitan, working-class population is forming (Ghana Tourism Authority, 2018). Also, the rural-urban migration that has persisted over the decades is set to continue, giving rise to bustling city life. With a registered voter population of 525,275, this new region is set to offer opportunities for entrepreneurs and startups, and the restaurant sector could see significant improvements in sales and growth (Ghana Statistical Service, 2016).

These positives notwithstanding, the specific motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana have not been empirically investigated, therefore making the topic a gray area in the research environment. This presents a conundrum to prospective entrepreneurs, investors, and startups in the restaurant sector in this region. Given this, it is important to conduct an empirical examination of the motivational factors and pitfalls that could affect the setting up a restaurant in the Bono Region of Ghana.

1.2 Statement of the Problem

When the researcher conceived the restaurant idea to be sited in the Bono region, a trusted friend asked a topical question: Why do so many people get into the restaurant business when the most successful restaurants are neither wildly profitable nor easily scalable? This question is relevant on many levels. Firstly, there is the notion that Ghanaians hardly patronize restaurants unless on special occasions (Braimah, 2014). Secondly, the restaurant is only perceived to be successful in a cosmopolitan area where income levels are high, with a demographic that has a high level of education (Adhikari, 2018). Several researchers have examined the behaviors of indigenous people concerning patronizing restaurants. Bogati (2016) in his treatise on the hospitality industry in Nepal asserted the relative disinterest of indigenous people in patronizing restaurants, preferring instead to eat home-cooked meals. Burns (2018) made similar assertions to indigenous tribes in Kenya and Uganda. With a perceived, largely indigenous population in the middle-belt cities of Techiman and Sunyani, will the assertions of previous researchers apply? Or will the increasingly cosmopolitan and educated population in these places make them ideal areas to set up a restaurant? There needs to be an empirical investigation to enable adequate responses to these questions,

not only to find out the viability of a restaurant business in these cities, but also to improve literature on the subject in relation to the local restaurant market.

1.3 General Objectives

The general objective of the study was to examine the motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana. The specific objectives of the study are as follows:

1. To examine the internal motivational factors that push startups to venture into the restaurant business.

2. To examine the external motivational features that make setting up a restaurant in the Bono region of Ghana viable.

3. Examine possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable.
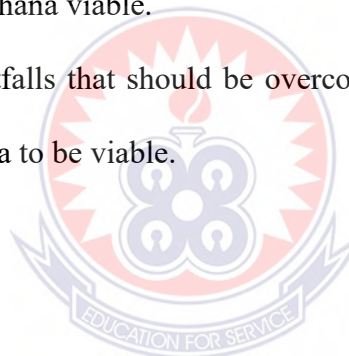
1.4 Research Questions

The study will seek to achieve the research objectives by answering the following research questions.

1. To examine the internal motivational factors that push startups to venture into the restaurant business.

2. To examine the external motivational features that make setting up a restaurant in the Bono region of Ghana viable.

3. Examine possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable.

1.4.1 Research Hypothesis

The following hypotheses were used for the study:

1. There will be a significant effect of internal motivation factor on startup ventures viability.

2. There will be a significant effect of external motivation factor on startup ventures viability

3. There will be a significant effect of pitfalls factor on startup ventures viability

1.5 Significance of the Study

An examination of the motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana would have significance to several stakeholders. Firstly, the study would serve to reveal the internal motivations that push people into starting businesses and venturing into entrepreneurship, with particular focus on the internal driving forces behind the zeal to go into the restaurant business.

To startups and entrepreneurs, the study would serve to bring up useful information on the external features of possible places where startup ventures can thrive and look into the features present in the Bono region useful for startups to flourish in the restaurant sector. The study would also present the possible pitfalls that startups and entrepreneurs must look to overcome to enable their businesses to flourish and thrive in the restaurant sector. The study would determine the feasibility studies, market and demographic characteristics, competitor analysis, and other vital external features that must be considered in venturing into the restaurant business in the Bono region.

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To the general public, the study would help put startup businesses on a sound practicable footing to enable the increased possibility of success. Such a situation is sure to increase the capacity of businesses to increase employment and reduce the unemployment burden on parents and the government.

To the government, improvements in chances of business and startup success in terms of sustainability and prosperity would help increase revenue mobilization, which would help the government and its agencies to meet financial and development goals.

To academia, the study would add to the extant literature on the topic and serve as reference material to future researchers. This study would also improve literature on the topic and aid researchers' efforts in conducting further studies in the field. The findings of the study would also give directions to future researchers as to which areas of the topic need further research.

1.6 Overview of Research Methodology

The study will seek to utilize a descriptive research design in combination with a quantitative research approach. For this study, a quantitative strategy was best suited as the research has a large focus on numbers due to its survey format. The use of a quantitative approach would enable the creation and use of measurable models, hypotheses, and numbers (figures) in the examination of collected data. Also, the study will utilize a descriptive design to enable the research accurately to depict opinions, perceptions, and other data collected for analysis. Neumann (2007) posits that the combination of quantitative and descriptive research methods help achieve comprehensive data gathering and analysis processes. Questionnaires would be used in collecting primary data for the study.

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The study population will include the management and staff of all restaurants in the Sunyani and Techiman Township. These towns were purposively chosen for their relatively big sizes and the cosmopolitan natures of their inhabitants. A study sample of 120 respondents (from 20 restaurants in the 2 towns) would be selected from these 2 towns, 60 respondents from each town. Purposive sampling methods would be adopted in the selection of both management and staff of the restaurants. Purposive sampling techniques will be predicated on respondents' positions within the restaurant, ownerships, level of education, and years of experience.

According to Saunders, Lewis, and Thornhill (2012), purposive sampling enables the selection of targeted subjects in a given population. Purposive sampling as applied in this study was based on respondents' position, job role, perceived experience, and knowledge on the job. The use of purposive sampling techniques was found to suit the study methodology best and would ensure the representativeness and generalizability of the study findings. Yin (2005) asserts that purposive sampling improves the contextual quality of a research endeavor since respondents are mostly experts targeted to provide specific responses to the study.

Questionnaires and interview guides would be used to collect data. The study shall utilize the Statistical Package for Social Science (SPSS) and Microsoft Excel software for data analysis. The study would seek to use factor analysis (mean, standard deviation, and frequency tables). The study shall present findings using tables and charts.

1.7 Scope of the Study

The scope of the study is limited to examining the motivational factors and pitfalls in setting up a restaurant. Geographically, the study would be limited to restaurants in the 2 selected towns of Sunyani and Techiman in the Bono region of Ghana. Conceptually, the study focuses on examining the internal motivational factors that push startups to venture into the restaurant business, the external motivational features that make setting up a restaurant in the Bono region of Ghana viable, and possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable.

1.8 Limitations of the Study

The main limitation the study anticipates will be time. The time allotted for the completion of the study is perceived to be short and therefore limits the ability of the study to select a larger sample size from a larger and geographically more diverse population. To effectively combat this limitation, the study has limited the geographical span for respondent sampling and data collection and employed the targeted approach of purposive sampling with the view of improving representativeness and generalizability. The study will also execute the various chapters of the work concurrently to meet the time limitations.

1.9 Organization of the Study

The study is organized into 5 chapters. Chapter one describes the background of the study to usher readers into the concept of the research topic. The chapter also discusses the statement of the problem, the research objectives, and questions, the significance of conducting the study, a brief methodology on how the researcher intends to conduct the study, the scope and limitations of the study, and the organization of the study.

Chapter two presents extant literature and previous studies related to the research topic as well as the main concepts in the objectives of the study. This presentation of literature is focused on theoretical as well as conceptual frameworks of the study. Chapter three presents the methodology adopted to execute the study. The main areas of discussion include the research design and approach, the population, sample and sampling techniques used in selecting respondents, the data collection sources and data analysis procedures, and the profile of the study area.

Chapter four gives a presentation of analyzed data and the analysis that goes with the data as well as a discussion of the data. The chapter five presents and discusses the analysis of the demographic characteristics of respondents and proceeds to discuss the analysis of data relating to the research objectives. Chapter five gives a summary of the study findings, presents a conclusion to the study as well as issues recommendations for stakeholders and future researchers.
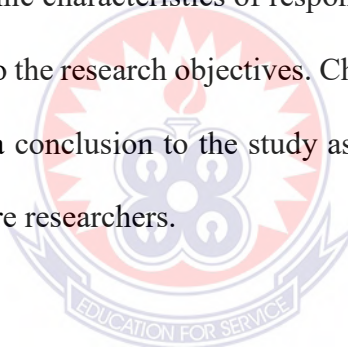
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two presents extant literature related to the research topic as well the main concepts in the objectives of the study. This presentation of literature is focused on theoretical as well as conceptual frameworks of the study. The chapter is structured as follows:

2.2 Definitions and Concepts

This section reviewed the major concepts inherent in the study topic and objectives. The section looked at the concept of motivation, both intrinsic and extrinsic, the hospitality industry as a whole, the restaurant sector, the restaurant environment which consist of the geographical area and the demographics of potential consumers in the area. The section also looked at the management and ownership structures of restaurants.

2.2.1 Concept of Motivation: Extrinsic and Intrinsic Motivation

This section looks at the hospitality industry as an umbrella term that contains the restaurant sector. The section takes a broader look at the industry and then narrows down the perspective to the restaurant sector.

2.2.2 Motivation

A study of motivation was pioneered many years ago by several well-known scholars, including Pavlov, Watson, and Skinner (as cited by Lepper et al., 1997). Since then, the topic has received a great deal of attention from scholars in different fields of study in

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attempts to further explore and establish new theories of motivation. Based on many established motivation theories, extrinsic and intrinsic motivations are acknowledged as the fundamental tenets of motivation theory (Sansone and Harackiewicz, 2000, as cited in Bateman and Crant, 2003; Ryan and Deci, 2000). Moreover, early studies of motivation showed that extrinsic motivation such as monetary rewards was more effective in motivating employees and more powerful in controlling behavior than intrinsic motivation (Mickel and Barron, 2008).

Studies in the hospitality industry have also claimed that tangible rewards like monetary incentives or increases in wages can effectively motivate employees (Lam et al., 2001; Smith et al., 1996). However, more current studies have revealed a shift from extrinsic motivation to intrinsic motivation (Benabou and Tirole, 2003; Gagne´ and Deci, 2005; Pink, 2009; Ryan and Deci, 2000). Recent studies have found that employees would most value a job that has aspects that are important and meaningful to them rather than job promotions, income, and job security (Grant, 2007). Pink (2009) supported the results and claimed that some individuals were more creative and motivated when they believed they were doing meaningful work (purpose), in charge of their work (autonomy), and getting better and better at their work (mastery).

Furthermore, recent studies in the hospitality industry have also indicated that intrinsic motivations such as the nature of the work or feelings of accomplishment were key drivers for hospitality employees (Chuang et al., 2009). In addition, Van Beek et al.'s (2012) recent study of 760 Chinese nurses and physicians asserted that intrinsic motivation was positively associated with work engagement. Van Beek et al. (2012) further explained that motivation from within had helped individuals achieve higher

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levels of energy, dedication, and absorption at work. However, their study also found a positive relationship between work engagement and extrinsic motivation. The study indicated that intrinsically motivated employees have higher levels of work engagement when extrinsic factors are involved. As evidenced by previous studies, the effects of motivation on work engagement are not consistent or agreed upon. Therefore, further discussion of extrinsic and intrinsic motivation is needed, especially in the hospitality setting. The two key concepts of motivation, extrinsic and intrinsic motivation, are discussed in the following section to further explain the relationship between motivation and work engagement.

2.2.3 Extrinsic motivation

Extrinsic motivation is a type of motivation derived from factors outside an individual that lead to a specific outcome (Ryan and Deci, 2000). For example, Ross (1976) conducted a study on children and found that contingent rewards such as candies make children engage more in a drawing task (as cited in Deci et al., 1999: 636). In the business world, individuals who are extrinsically motivated will do their jobs because they believe they will receive desirable outcomes, such as monetary rewards, job promotion, bonuses, or an increase in wages or salary. A free weekend trip or a gift card is a common rewarding tactic that companies use to motivate employees to achieve a desirable outcome. The concept has been popularly applied to motivate employees and the results have indicated that extrinsic factors do motivate employees, especially when reinforcement like a reward is implemented.

Several previous studies have found evidence that extrinsic motivation helps employees be more productive in the workplace. For example, as cited in Srivastava and Barmola (2011), Roethlisberger and Dickson (1939) found with industrial employees that performance feedback and pay-for-performance were two factors that had to be in play to increase employees' performance at work. Srivastava and Barmola (2011) also asserted that extrinsic motivation such as pay, wages, bonuses, and other incentives were very important to increase employees' productivity. In the hospitality industry setting, an early study by Weaver (1988) mentioned that hourly employees in hotels and restaurants would easily be motivated if they were offered an incentive such as a financial incentive rather than career advancement or a personal growth program within the company.

According to Weaver, this is because the hospitality industry is known for its low wages and long working hours, which resulted in employees preferring to receive cash. As a result, Weaver proposed a theory known as Theory M, an incentive program that focused on cash rewards to employees that were intended to motivate them. Charles and Marshall (1992) supported Weaver's Theory M and found that higher wages were the best motivator among nonsupervisory hotel employees in the Caribbean. A different study conducted with 278 employees from 12 different hotels located in the United States and Canada also found that hospitality employees preferred good wages as the first motivational factor, followed by job security and opportunity for advancement and development (Simons & Enz, 1995).

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In addition, across various age groups of employees, the study also found good wages to be the number one motivational factor. The study compared hospitality employees and industrial employees and found that hospitality employees who were younger and older than 30 ranked good wages as the number one motivational factor. According to the authors, the results made sense because the hospitality industry is known for its low wages and, therefore, employees want wages that are on a par with employees in other industries. Moreover, another study of 1245 employees of 64 hotels in Hong Kong also found that the top three factors of motivation at work were (1) opportunities for advancement and development, (2) loyalty to employees, and (3) good wages (Siu et al., 1997). Consistent with previous studies, Ariely et al. (2009) and van Beek et al. (2012) suggested that extrinsic motivation, especially monetary rewards and bonuses, helps increase motivation among employees performing a job or task that requires mechanical skills that are usually repetitive and unpleasant. Besides, Karatepe's (2013) study of hotel employees in Romania asserted that rewards appeared to be the most reliable indicator of employee work engagement.

2.2.4 Intrinsic motivation

In contrast to extrinsic motivation, intrinsic motivation comes from within an individual. Individuals who are intrinsically motivated at work tend to have higher job satisfaction and higher job performance because they feel their job is interesting, challenging, and meaningful (Amabile et al., 1994; Herzberg, 1968). In an early study of intrinsic motivation, White (1959) reported that certain animals engaged in behaviors in the absence of both reward and reinforcement. He suggested that humans and animals were not only motivated by a reward such as money or food to change their behaviors, as Watson (1913) and Skinner (1948) claimed, but they were also intrinsically

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interested and curious about their surroundings, which drove them to learn and master the challenges posed by the environment. White (1959) explained that these behaviors were driven by feelings of fun and being challenged to extend one's capacities.

Furthermore, Ryan and Deci (2000: 56) defined intrinsic motivation as ''the doing of an activity for its inherent satisfactions rather than for some separable consequence.'' In this circumstance, intrinsic motivation is the result of work that is both fun and challenging. Specifically, rather than working for a financial reward, intrinsically motivated employees will maximize their effort at work because the tasks are interesting, challenging, and fascinating to them (Ryan and Deci, 2000). Many studies of intrinsic motivation in the workforce have been conducted to seek a better way to motivate individuals. Employees are motivated when the work itself is challenging and interesting (Dyer and Parker, 1975; Herzberg, 1968; Wong et al., 1999). Herzberg (1968) mentioned that the work itself was one of the motivators intrinsic to the job that increases an individual's motivation. Besides, Amabile (1993: 186) stated that the nature of the work itself is ''the most basic fact of a person's life within an organization.

In their study, Lam et al. (2001), for example, conducted a study of 171 employees of Hong Kong's Chinese restaurants and found a significant difference between new employees' perceptions and expectations of fast-food restaurants' job characteristics (e.g., challenging job, meaningful work, sense of accomplishment). The results showed that new employees found that the nature of the work in the hospitality industry, especially in fast-food restaurants, was not exciting, challenging, or meaningful. As a result, as mentioned in previous studies (Amabile, 1993; Chalofsky and Krishna, 2009;

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Herzberg, 1968), job factors that were not challenging and meaningful could reduce employees' motivation to perform better and to engage more at work.

Furthermore, the study also analyzed the relationship between job satisfaction and three job characteristics (e.g., challenging job, meaningful work, sense of accomplishment), training and development (e.g., learning opportunity, promotion opportunity, autonomy), and compensation and fairness (e.g., competitive salary, benefits). However, the findings showed that the relationship between job satisfaction and compensation and fairness at the level of p ¼ 0.05 was not significant. Thus, one can conclude that exciting, challenging, and meaningful tasks increase employees' intrinsic motivation and job satisfaction while competitive salary and benefits, which are considered extrinsic motivations, do not have a significant impact on employees' job satisfaction.
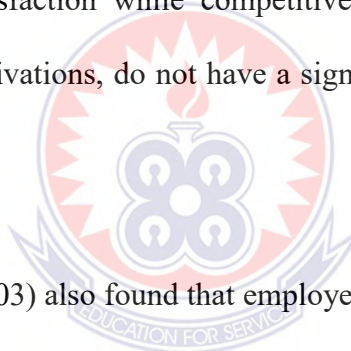
Sharpley and Forster (2003) also found that employees did not support higher pay as a motivational factor. This result was inconsistent with early studies considering higher pay to be the best motivator. Furthermore, a study by Chiang and Jang (2008) of 289 hotel employees from 56 mid-scale hotels in a Midwestern state in the United States supported Sharpley and Forster's (2003) finding that extrinsic motivation contributed less than intrinsic motivation to employees' motivation at work.

Furthermore, studies have also shown that intrinsically motivated employees tend to engage more in the workplace physically, emotionally, and cognitively in challenging and meaningful tasks (van Beek et al., 2012) and they are more productive and work and perform better in the workplace (Demerouti and Bakker, 2006). Weibel et al. (2007)

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supported the previous studies and suggested that intrinsic motivation drives a person toward higher cognitive effort that is related to absorption, one of dimensions of work engagement (Bakker and Demerouti, 2008; Salanova, et al., 2005).

2.2.5 Overview of the Hospitality Industry

The word 'hospitality' is derived from *hospitare*, a Latin verb meaning to meet, greet and cater to the needs (food, beverage and accommodation) of customers (Dittmer, 2003). The *Oxford English Dictionary* provides a loose definition of hospitality as 'the friendly and generous reception and entertainment of guests or strangers'. Huyton and Baker (2001) define hospitality as a 'collection of businesses providing accommodation and/or food and beverages to people who are away from home' (p.2). This definition seems to be very general and fails to capture the service aspect of hospitality, which involves emotions, mutual exchanges and human relationships. Morrison and O'Gorman (2008) go further by suggesting a working definition of hospitality as representing 'the cordial reception, welcome and entertainment of guests or strangers of diverse social backgrounds and cultures charitably, socially or commercially with kind and generous liberality' (p.3). Hogan (2008) provides a more comprehensive definition of hospitality. He views it not just as being 'attentive, courteous, amiable, cordial, agreeable, gracious and welcoming' (para.2), but also as an industry that focuses on providing places that demonstrate 'consistent excellence and quality in people skills (staff and guests), products, and ambiance', that allows people 'to be exceptional individuals and extend their own personality and style'. The concept of hospitality as an industry consists of different commercial businesses that provide products including accommodation, food, beverages and entertainment, and these

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transactions between the product providers and receivers involve mutually enhancing social interaction (Brotherton & Wood, 2000).

Botterill (2000) and Lashley and Morrison (2000) view hospitality as falling into three domains: social, private and commercial. According to Lashley and Morrison (2000), the social domain encompasses social activities as acts of hospitableness that 'take place together with the impacts of social forces on the production and consumption of food, drink and accommodation' (p.9). Also, they consider that hospitality activities create social bonds between people and can satisfy social needs (Lashley & Morrison, 2000). Related to the social domain is the private domain, where hospitality acts as friendship, as a tie between people that 'establishes bonds between those involved in sharing hospitality' (Lashley & Morrison, 2000, p.11). Lashley and Morrison (2000) suggest that the commercial aspect of hospitality needs to recognise the emotional experience provided through service, and address the connection between the guest and host.

However, there is some disagreement with Lashley and Morrison's (2000) 'three domains' approach. Slattery (2002) agrees with Lashley and Morrison's (2000) inclusion of social aspects in the definition of hospitality, but argues that most hospitality activities could occur in diverse venues, such as hotel and restaurants, instead of just the domestic context. Also, Slattery (2002) emphasises that the hostguest relationship proposed by Lashley and Morrison's (2000) social and private domains overlooks the business concept in hospitality, and that most hospitality activities involve monetary exchange for products and services (Slattery, 2002). To conclude, Slattery (2002) criticises Lashley and Morrison (2000), as their approach of three

domains overlooks the contesting industrial and corporate segments and the venue diversity of hospitality.

Overall, studies on hospitality have evolved, and researchers have analysed hospitality from different and broader contexts and enriched the knowledge of hospitality (Lashley & Morrison, 2000; O'Gorman, 2010, Slattery, 2002). Adding to these debates, Wagen (2003) claims that hospitality is a 'people's industry', and highlights the special attributes of the hospitality industry, noting that it cannot be defined without considering the human perspective. This perspective is also supported by O'Gorman (2010), who identifies hospitality as a key factor of human endeavour that involves human behaviour and affects the development of societies. Within these perspectives it can be seen that hospitality establishments operate based on transactional arrangements to generate a profit, but they also meet other social needs to retain customers.

Recognising the importance of these perspectives, this research focuses on the provision of hospitality within a commercial context. Commercial hospitality is not just selling products (food, beverage, accommodation and entertainment) for monetary gain, neither is it just building relationships and social connections under various contexts. It is a combination of all three perspectives to create an 'experience' for customers, for which they are charged accordingly (Pine & Gilmore, 2011). Apart from the actual product, the service the hospitality establishments provide is also crucial. Service, as the product of the restaurant, requires high consumer involvement where the quality of the product is measured against customers' experience and expectations (Gronroos, 2001). Gronroos (2001) explains that customers are searching for a complete package; they care not only about the actual product they receive (for

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example, food and beverage), but also the process of how the company delivers the products, and the entire package decides their level of satisfaction. The commercial hospitality industry comprises of accommodation, food services and other hospitality operations, such as leisure, and travel-related categories (Schmidgall, Hayes & Ninemeier, 2002; Ottenbacher, Robert & Harrington, 2007). However, this study focuses on the restaurant sector in the commercial hospitality context and examines it from both social and commercial perspectives.

2.2.6 The Restaurant Sector

Situated within the commercial hospitality industry, the restaurant sector provides food and beverages to customers (Ninemeier, 2010). Restaurants are generally defined in the literature as organisations providing food, beverages and services at a specific location in return for monetary gain (Brotherton, 2003; Kiefer, 2002; Ottenbacher et al., 2007). Similarly, Schmidgall et al. (2002) define a restaurant as a 'for-profit foodservice operation whose primary business involves the sale of food/beverage products to individuals and small groups of guests' (p.239). The above studies have defined restaurants from a transactional perspective and excluded the social perspective by neglecting a discussion of how restaurants act as social venues that build connections and relationships between people.

The industry is diverse and therefore perhaps the narrow focus of these definitions can be attributed to the need for a simple definition to cover all styles of restaurants. Based on menu styles, prices, food quality, service provided and ambience created in the establishments, restaurants can be categorized into different styles (Dittmer, 2003). Parsa et al. (2005) explain that most restaurants can be classified into one of four major

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restaurant types: fine/formal-dining (e.g. Michelin-starred restaurants), casual dining (e.g. family restaurants), fast-casual (e.g. cafés) and quick-service restaurants (e.g. fastfood restaurants), which offer different price structures, service styles, atmospheres and experiences.

This study includes two restaurant styles: casual and formal. A casual restaurant provides meals at moderate prices and targets family and/or middle-class customer markets (McNeill, 2000). The atmosphere is more casual, for example, the service, dress standard and atmosphere of the restaurant is casual. Moreover, the menus in casual restaurants often provide more choice than those in formal restaurants. Formal restaurants use higher-quality ingredients and enhanced cooking techniques, resulting in higher-priced menu items, targeted to an up-market customer segment (McNeill, 2000). Dittmer (2003) suggests that with food presentation as the main focus, personal service is also provided by well-trained wait staff.
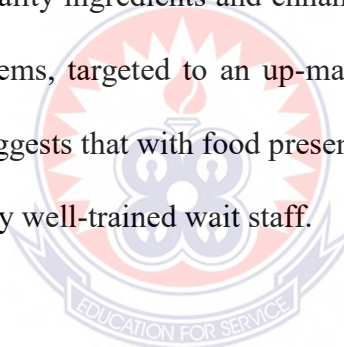
2.2.7 The operating environment

Muller and Woods (1991) suggest environmental conditions have an influence on a restaurant's success or failure and as the restaurant industry's operating environment is continually changing, understanding the environment and how to react to the changes is important for restaurant survival. Slattery and Olsen (1984) consider that different sectors of the hospitality industry face different rates of environmental variability, and that the restaurant sector is more susceptible to environmental influences. Furthermore, Vasconcelos and Ramirez (2011) point out that the environment has become more complex because of enhanced competition, changes in regulation, internationalisation, and the development of technologies.

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Therefore, Muller and Woods (1991) suggest that 'it is of paramount importance that individual restaurant operators maintain a constant understanding of the external variables that have an effect on overall restaurant performance' (p.64). English et al. (1996) suggest that all external factors should be considered in the initial stages when opening a restaurant. The literature also suggests a significant factor in restaurant success is the low barriers of entry, which attract inefficient operators who lack restaurant knowledge and experience (Budhwar, 2005; Camillo et al., 2008; Cooper, McNeil & Floody, 2000; English et al., 1996; Mandabach et al., 2011). As Litz and Stewart (1998) explain, owning and operating an independent restaurant is an attractive option as it provides freedom for entrepreneurs as they get to decide on most operational factors, such as location, purchasing and ordering, hiring and training staff, price and quality of products and marketing and financial control. The initial investment can also be considerably less than for other business opportunities.

2.2.8 Management/ownership structures

Restaurants vary in terms of their ownership/management models (Kotas & Jayawardena, 1994). McNeill (2000) identifies four types of ownership/ management models: sole proprietorship, partnership, corporation, and franchising. Sole proprietorship means the restaurant is run and owned by one person; partnership restaurants operate with an agreement between two or more investors who share the profits but may or may not be involved in the restaurant operations; the corporation structure means the restaurant is a legal entity in and of itself, and its operation is separate from the shareholders; franchising structured restaurants pay a percentage of sales and fees to a parent company in return for using the name, concept and

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management system (McNeill, 2000). This study has focused on independently owned restaurants operated by a sole proprietor.

An independent restaurant is defined as a restaurant owned by an individual and not part of chain or franchised operation (Mandabach et al., 2011; McMillan, O'Gorman & MacLaren, 2011; McNeill, 2000). Budhwar (2004) defines an independent restaurant as one owned by an individual, family or a private group, where the restaurant concept, menu and experience are hard to replicate by other competitors within the industry. Walker (2007) further explains that the independent restaurant owner-operator is often the employer who decides on the restaurant location, recruitment and management issues. Similarly, Walker (2007) describes independent restaurants as typically owned and run by locals where the owner-operator is usually working in the restaurant either as the host, chef or in other positions.

There are advantages and disadvantages of owning and operating an independent restaurant. Owning and operating an independent restaurant provides freedom as far as the operation is concerned. Litz and Stewart (1998) further explain that the cost of opening an independent restaurant is lower as the owner-operator decides on most operational factors, such as location, purchasing and ordering, hiring and training staff, price and quality of products, marketing and financial control. However, studies suggest that the low barrier of entry and operational freedom also increases the failure rate for independent restaurants (Budhwar, 2004; English et al., 1996; Parsa et al., 2005).

Mandabach et al. (2011) suggest that among different management structures, independent restaurants have a higher possibility of failing (McNeill, 2000). Parsa et al.'s (2005) study found that within the first three years of operation, the failure rates of independent restaurants are higher than for chain restaurants. This is because chain or franchised restaurants have support for most operational needs, such as marketing strategy, concept and menu design, costing control, and brand reputation (Lesonsky, 2012; Parsa et al, 2011). This study focuses on exploring the underlying success factors for independent restaurants that are established in either casual or fine-dining categories.

2.3 Theoretical Framework

This section reviewed the theories that apply to the substance of this study. The study reviewed three main concepts: the Motivation crowding theory, Psychological Entrepreneurship Theories (Personality Traits theory, Locus of Control, Need for Achievement theory) and the Sociological Entrepreneurship Theory. Under the psychological entrepreneurship theories, the study reviewed how the personality traits theory, locus of control theory and the need for achievement theory, relate the study.

2.3.1 Motivation crowding theory

Motivation crowding theory is based on the two motivation theories discussed earlier, extrinsic and intrinsic motivation. As two fundamentals of motivation theory (Ryan and Deci, 2000; Sansone and Harackiewicz, 2000, as cited in Bateman and Crant, 1993), extrinsic and intrinsic motivation theories have been studied intensively and tested theoretically and empirically. However, some scholars have argued that in particular situations, extrinsic motivation, especially monetary rewards, has an impact on one's

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intrinsic motivation; this phenomenon is known as motivation crowding theory (Frey, 2012).

Motivation crowding theory assumes that when financial rewards are introduced to already intrinsically motivated individuals, the rewards will diminish the individuals' motivation to fully engage in a particular interesting activity (Deci, 1972). Cameron and Pierce (1994) illustrated the theory by using a child who loved to draw pictures without any incentive who later received a financial reward for each picture. Then the child's efforts to draw a good picture diminished when the financial rewards were removed. In other words, the financial rewards destroyed the child's genuine interest in drawing pictures and made the child put in effort to draw pictures only for the financial incentive.

In the workplace setting, most studies have focused on using monetary incentives and found that the motivation crowding theory had an impact on employees' performance (Frey and Jergen, 2001). However, despite evidence from several studies, most of which were conducted experimentally in laboratory settings, the motivation crowding theory has been controversial and received both positive and negative comments from scholars. For example, in their meta-analysis of approximately 100 experimental studies of motivation crowding theory in education and social psychology, Cameron and Pierce (1994) concluded that financial rewards did not diminish a person's intrinsic motivation.

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However, despite the disagreement on the theory, Cameron and Pierce (1994) did find a minimal negative effect of financial rewards on individuals' motivation when they were asked to perform a task. When the rewards were removed, the study reported that individuals' intrinsic motivation tended to decrease, but the change was not significant. In addition, Eisenberger and Cameron (1996) supported Cameron and Pierce's (1994) findings and argued that studies of motivation crowding theory should not only use a single-time reward to assess the effect on subjects being studied, they should also look at the effect of receiving a reward and not receiving one over time to determine whether any consistency exists. Moreover, Cameron and Pierce's study found only a limited number of studies that had applied a longitudinal method to test the motivation crowding theory and the results showed no significant effect of the theory.

However, the results of meta-analyses conducted by Cameron and Pierce (1994) and Eisenberger and Cameron (1996) have been criticized by some scholars. For example, Deci et al. (1999) conducted a meta-analysis on 128 studies to show that the motivation crowding theory existed, as Eisenberger and Cameron (1996) claimed. In their study, Deci et al. (1999) argued that there were flaws in the studies conducted by Cameron and Pierce (1994), especially in the methodology (see Deci et al., 1999: 633–634).

Furthermore, Frey and Jegen (2001) supported a study by Deci et al. (1999) and reported empirical evidence from several psychology and economics studies conducted using motivation crowding theory in different countries. In addition, a meta-study of motivation crowding theory by Weibel et al. (2007) showed that tangible rewards had a significant and positive effect on the performance of individuals who worked on extrinsically motivated tasks, but a negative relationship with tasks that were

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intrinsically motivated. The findings from the study also showed that the tangible rewards had a positive impact on individuals with low intrinsic motivation while, on the other hand, the rewards had a negative effect on individuals with high intrinsic motivation.

Moreover, Georgellis et al.'s (2011) study using public sector employees found that the crowding out effect was influenced by income. The results showed that income had an impact on intrinsically motivated employees with a low income. Therefore, applying extrinsic motivation in the workplace, especially to employees in the hospitality industry, could result in diminishing employees' performance, in this case employees' work engagement. Moreover, as an industry known for low pay, as well as a labor-intensive nature and high employee turnover (Karatepe and Olugbade, 2009), we argue that the motivation crowding theory does influence employees in the hospitality industry, especially in restaurant settings.

2.3.2 Psychological Entrepreneurship Theories

The level of analysis in psychological theories is the individual (Landstrom, 1998). These theories emphasize personal characteristics that define entrepreneurship. Personality traits need for achievement and locus of control are reviewed and empirical evidence presented for three other new characteristics that have been found to be associated with entrepreneurial inclination. These are risk taking, innovativeness, and tolerance for ambiguity.

2.3.2.1 Personality Traits theory

Coon (2004) defines personality traits as "stable qualities that a person shows in most situations". To the trait theorists there are enduring inborn qualities or potentials of the individual that naturally make him an entrepreneur. The obvious or logical question on your mind may be "What are the exact traits/inborn qualities?" The answer is not a straight forward one since we cannot point at particular traits. However, this model gives some insight into these traits or inborn qualities by identifying the characteristics associated with the entrepreneur. The characteristics give us a clue or an understanding of these traits or inborn potentials. In fact, explaining personality traits means making inference from behavior.

Some of the characteristics or behaviors associated with entrepreneurs are that they tend to be more opportunity driven (they nose around), demonstrate high level of creativity and innovation, and show high level of management skills and business know-how. They have also been found to be optimistic, (they see the cup as half full than as half empty), emotionally resilient and have mental energy, they are hard workers, show intense commitment and perseverance, thrive on competitive desire to excel and win, tend to be dissatisfied with the status quo and desire improvement, entrepreneurs are also transformational in nature, who are lifelong learners and use failure as a tool and springboard. They also believe that they can personally make a difference, are individuals of integrity and above all visionary. The trait model is still not supported by research evidence. The only way to explain or claim that it exists is to look through the lenses of one's characteristics/behaviors and conclude that one has the inborn quality to become an entrepreneur.

2.3.2.2 Locus of Control

Locus of control is an important aspect of personality. The concept was first introduced by Julian Rotter in the 1950s. Rotter (1966) refers to Locus of Control as an individual's perception about the underlying main causes of events in his/her life. In other words, a locus of control orientation is a belief about whether the outcomes of our actions are contingent on what we do (internal control orientation) or on events outside our personal control (external control orientation).

In this context the entrepreneur's success comes from his/her own abilities and also support from outside. The former is referred to as internal locus of control and the latter is referred to as external locus of control. While individuals with an internal locus of control believe that they are able to control life events, individuals with an external locus of control believe that life's events are the result of external factors, such as chance, luck or fate. Empirical findings that internal locus of control is an entrepreneurial characteristic have been reported in the literature (Cromie, 2000, Ho and Koh, 1992; Koh, 1996; Robinson et al., 1991).

In a student sample, internal locus of control was found to be positively associated with the desire to become an entrepreneur (Bonnett & Furnham, 1991). Rauch and Frese (2000) also found that business owners have a slightly higher internal locus of control than other populations. Other studies have found a high degree of innovativeness, competitive aggressiveness, and autonomy reports (Utsch et al., 1999).The same is reported of protestant work ethic beliefs (Bonnet and Furnham, 1991), as well as risk taking (Begley & Boyd, 1987).

2.3.2.3 Need for Achievement theory

While the trait model focuses on enduring inborn qualities and locus of control on the individual's perceptions about the rewards and punishments in his or her life, (Pervin, 1980,), need for achievement theory by McClelland (1961) explained that human beings have a need to succeed, accomplish, excel or achieve. Entrepreneurs are driven by this need to achieve and excel. While there is no research evidence to support personality traits, there is evidence for the relationship between achievement motivation and entrepreneurship (Johnson, 1990). Achievement motivation may be the only convincing 'personological' factor related to new venture creation (Shaver & Scott, 1991). Risk taking and innovativeness, need for achievement, and tolerance for ambiguity had positive and significant influence on entrepreneurial inclination Mohar, Singh and Kishore (2007).

However, locus of control (LOC) had negative influence on entrepreneurial inclination. The construct locus of control was also found to be highly correlated with variables such as risk taking, need for achievement, and tolerance for ambiguity. The recent finding on risk taking strengthens earlier empirical studies which indicate that aversion to risk declines as wealth rises, that is, one's net assets and value of future income (Szpiro, 1986). In complementing Szpiro's observation, Eisenhauer (1995) suggests that success in entrepreneurship, by increasing wealth, can reduce the entrepreneur's degree of risk aversion, and encourage more venturing. In his view, entrepreneurship may therefore be a self-perpetuating process. Further evidence suggests that some entrepreneurs exhibit mildly risk-loving behavior (Brockhaus, 1980).These individuals prefer risks and challenges of venturing to the security of stable income.

2.3.3 Sociological Entrepreneurship Theory

The sociological theory is the third of the major entrepreneurship theories. Sociological enterprise focuses on the social context .In other words, in the sociological theories the level of analysis is traditionally the society (Landstrom, 1998). Reynolds (1991) has identified four social contexts that relates to entrepreneurial opportunity. The first one is social networks. Here, the focus is on building social relationships and bonds that promote trust and not opportunism. In other words, the entrepreneur should not take undue advantage of people to be successful; rather success comes as a result of keeping faith with the people.

The second he called the life course stage context which involves analyzing the life situations and characteristic of individuals who have decided to become entrepreneurs. The experiences of people could influence their thought and action so they want to do something meaningful with their lives. The third context is ethnic identification. One's sociological background is one of the decisive "push" factors to become an entrepreneur. For example, the social background of a person determines how far he/she can go. Marginalized groups may violate all obstacles and strive for success, spurred on by their disadvantaged background to make life better. The fourth social context is called population ecology. The idea is that environmental factors play an important role in the survival of businesses. The political system, government legislation, customers, employees and competition are some of the environmental factors that may have an impact on survival of new venture or the success of the entrepreneur.

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2.4 Empirical Review

The study reviews firstly, the study conducted by Parsa et al. (2005) on restaurant viability. Parsa et al. (2015) conducted a quantitative investigation on operating license permits issued by a government agency to calculate restaurant ownership turnover from 1996 to 1999 in Ohio, United States. They considered the license permits a more valid source of data compared to telephone directory business listings or bankruptcy data, which previous studies had relied upon. They also adopted a qualitative approach and interviewed 20 restaurateurs to discover factors affecting restaurant viability. In the end, they presented their research results through a framework that divided influential factors into four main categories: external environment, internal environment, family life cycle, and organisational life cycle.

Factors in the external environment can be further categorised into general and specific. General environmental factors include factors that influence all businesses within different industries, and include legislation or government intervention, national economic performance, demographic trends, technological development, and social and cultural influences. Specific environmental factors include factors within the restaurant industry that are important to the success of a restaurant. Examples are competition within the industry, suppliers, customers, and regulatory agencies.

While recognising the influence of external factors on restaurant success, Parsa et al. (2005) argue that internal management issues have a greater influence on the success of a restaurant. The internal factors are composed of operational and personal categories. Operational factors are related to the restaurant operation and management. Examples are quality control, the development of management strategy, design of

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marketing plan and implementation, and budgeting and cost control. Operational factors are closely related to the operator's ability to run a restaurant. As the owner-operator plays an important role in the success of restaurant they need to be able to lead the restaurant, plan and implement strategies carefully, react to changes and overcome challenges.

Also, Parsa et al. suggest that they need to maintain a balance between their time and restaurant work and their family and social life. Compared to previous studies, Parsa et al., (2005) emphasised the role of different stages in life and family issues play in the growth and development of a restaurant business. The family life cycle, defined as the emotional and intellectual stages passed through from childhood to retirement as a member of a family, is said to be another influential factor. They also noted that family members influence the decisions of restaurateurs. However, there are some limitations to Parsa et al.'s (2005) study. Firstly, the research was conducted without a clear definition of success of independent restaurants. Moreover, although the research indicated a correlation between the family life cycle and the organizational life cycle and the performance of the restaurant, it did not elaborate on the degree of influence of both factors.

In another study, Mandabach et al. (2011) recognised the importance of the restaurant industry and used a quantitative survey of 110 restaurateurs in southern New Mexico in 2005. The sample was chosen from the New Mexico Department of Health data. The survey questions zwere developed to verify the applicability of success factors proposed by Parsa et al., (2005). The research results were similar to Parsa et al.'s findings (2005) and they also presented a new hypothesized model for variables that contribute to

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restaurant success. The model categorised possible success factors into external environment, internal environment, and family life cycle.

The external environment domain includes factors that are not within the owner-operator's control. According to Mandabach et al. (2007), factors such as the customers, location of the restaurant, quality of products and services provided by suppliers, uncertainty in terms of the local and national economy, competition in the industry, and the skills and knowledge of the labour market all have a major influence on the success of independent restaurants. Out of all of these external environment factors, the customer is the most important factor in contributing to the success of a restaurant. However, because these external environment factors are uncontrollable by the business, the study suggests entrepreneurs consider them in the planning stages before opening a restaurant (Mandabach et al., 2011, p.80).

Mandabach et al. (2011) indicate that effective internal environment factors provide more positive influences on the success of independent restaurants compared to external environment factors. Internal environment factors include what products the restaurant is offering, the business strategy developed, and the marketing plan. Moreover, the internal domain also relates to the restaurateurs, for example, their gender and age, their personal goals and philosophies, as well as how they manage their restaurants, which decides the viability of the restaurant, what business strategy is implemented, what marketing is developed, the control of financial aspects, and how they manage employees. Overall, the research recommends that restaurateurs focus on improving factors that are in their control.

Similar to the findings presented by Parsa et al. (2005), Mandabach et al. (2011) view family as a major factor in restaurant success. Their research indicates that restaurateurs usually take family into account when making business decisions. Moreover, family members are also often involved in restaurant operations to various degrees. Differing from Parsa et al.'s (2005) study, Mandabach et al. (2011) did not examine the organisational life cycle's influence on restaurant performance because all the restaurants involved in the study were at a mature stage. The findings presented in Mandabach et al.'s (2011) research were limited to the geographical area studied.

From 2003 to 2007, Camillo et al. (2008) conducted both questionnaires and interviews on 18 restaurateurs (from nine successful and nine failed restaurants) in San Francisco, United States, to discover factors affecting the performance of independent restaurants. The San Francisco area was selected due to its high density of restaurants and its dynamic operational environment. Two questionnaires were given out to investigate factors that influenced an entrepreneur's decision to enter the restaurant industry, and to collect information on the respondents' restaurant operations. As a result of the results obtained through the first stage of research, one-on-one interviews were then implemented to collect more in-depth answers. The research results indicated that restaurant viability is affected both by operational factors and restaurateurs' emotions, and a framework was also presented.

The operational factors including both controllable and uncontrollable factors affect independent restaurants' daily operation and their success. The concept of controllable and uncontrollable operational factors was also presented by other studies (Mandabach et al., 2011; Parsa et al., 2005). However, factors were varied among different studies, with some considered more important than others.

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According to Camillo et al. (2008), the uncontrollable factors are factors in the external environment, such as the food and beverage cost index, utilities cost index, size of business, location, local legislation, competitors, and acts of God. They further suggest that the influence of uncontrollable factors on restaurant performance can be minimised through close observation of the industry trends and economic changes and by making regular operational adjustments.

On the other hand, the controllable factors are closely related to restaurateurs' ability to manage the quality and price of products, the management of customer relationships, and the recruitment of employees. For instance, Camillo et al. (2008) identify that a successful restaurant usually has a well-developed marketing and business plan. The restaurateurs of successful operations have knowledge and experience in managing a restaurant business and know they should focus on the restaurant operations instead of gratifying their own egos. Moreover, restauteurs' ability to find the balance between their family and the hard physical working environment could also decide the success of the restaurant. Apart from their ability, restaurateurs' emotions are also influential in a restaurant's performance.

Camillo et al. (2008) consider emotional factors fundamental to restaurant success. They suggest that emotional factors influence a restaurant operator's behaviour and attitudes, which extend to their operational activities. The emotion of individual restaurateurs influence a restaurant's performance; restaurateurs with creative emotions have a greater likelihood of operating their restaurants successfully, and destructive emotions might lead to failure. However, Camillo et al. (2008) did not explain clearly

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what was meant by creative and destructive emotions. Moreover, some things, for example, 'success' and 'failure' are listed as emotions in the framework, but these are not emotions. Moreover, the degree of influence of restaurateurs' emotions on the performance of restaurants is also not clear.

2.5 Conceptual Framework

Based on the research objectives and the reviewed literature, the study proposes a conceptual framework to guide the study. As shown in figure 2.1, the proposed model shows the direct role of extrinsic motivation, intrinsic motivation, and the potential pitfalls (independent variables) on the viability and success of the restaurant business.
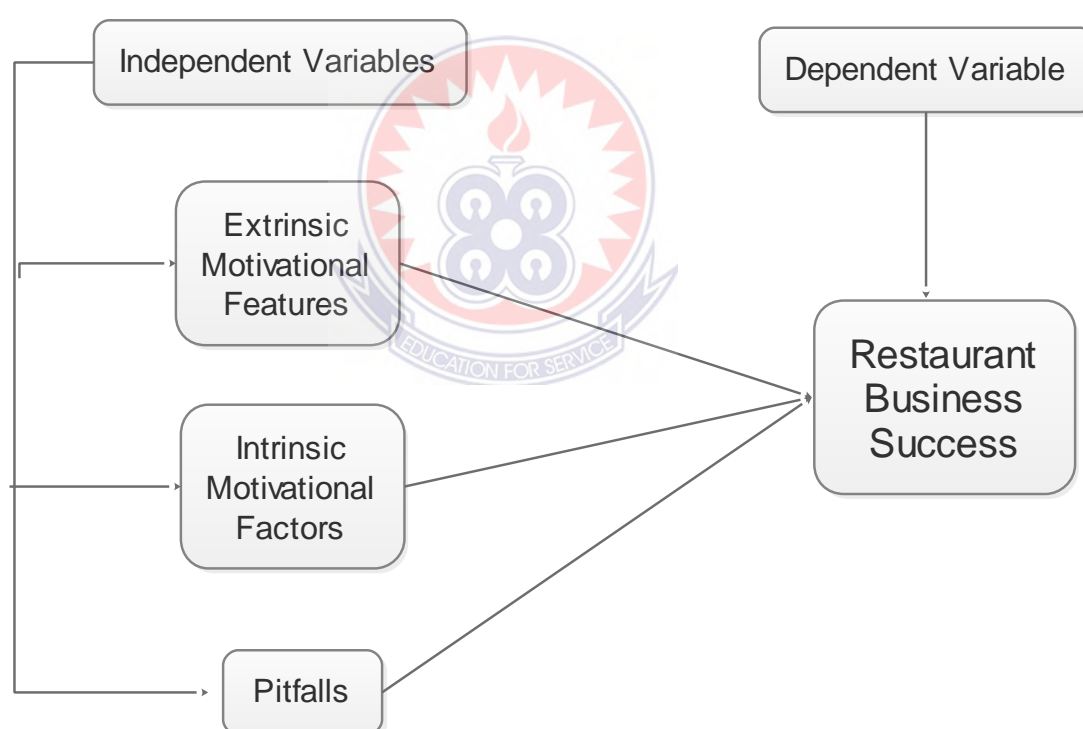
Figure 2.1: Conceptual Framework
Source: Researcher's Construct (2020)

In this study, motivational factors are sectioned into two types: extrinsic and intrinsic. Extrinsic motivation in this study refers generally to external to or outside the individual employee. Examples of extrinsic motivational factors include remuneration, reward

schemes, allowances, and benefits. Intrinsic motivation in this study refers to factors internal to the individual employee that provides inherent satisfaction. Examples include challenging job, meaningful work, sense of accomplishment), training and development (e.g., learning opportunity, promotion opportunity, autonomy), and compensation and fairness (e.g., competitive salary, benefits). In this study, extrinsic motivational factors, intrinsic motivational factors, and pitfalls are treated as independent variables whilst restaurant business success is treated as a dependent variable.

CHAPTER THREE

METHODOLOGY

3.1   Introduction

This chapter presented a discussion of the methods and processes the study would select and implement in order to full execute the study. The main themes in this chapter are research design, the study population, the sample and sampling techniques, sources of data collection, data analysis techniques, reliability and validity.

3.2   Research Design

The study sought to utilize a descriptive research design in combination with a quantitative research approach. For the purposes of this study, a quantitative strategy was best suited as the research has a large focus on numbers due to its survey format. The use of a quantitative approach would enable the creation and use of measurable models, hypotheses and numbers (figures) in the examination of collected data. Also, the study will utilize a descriptive design to enable the research accurately depict opinions, perceptions and other data collected for analysis. Neumann (2007) posits that the combination of quantitative and descriptive research methods help achieve comprehensive data gathering and analysis processes.

3.3 Population of the Study

As posited by Creswell (2012), a study population represents the entire group of individuals or people that can be considered for participation in a study. The study population will include management and staff of all restaurants in the Sunyani and Techiman Township. These towns were purposively chosen for their relatively big sizes

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and the cosmopolitan natures of their inhabitants. Due to the complexities in determining the exact population, an estimated population of 1200 was used.

3.4 Sample Size

A study sample of 120 respondents was selected from 20 restaurants in the 2 cities: Sunyani and Techiman. To ensure equity, the study selected 60 respondents from each city. The sample size was obtained using the sampling formula by Yamane (1967) used for sample size determination.

$$n = \frac{N}{1} + (\infty 2)(1)$$

Where n = Sample Size;

N = Population or Sampling frame;

∞ = Margin of Error

$1200/1 + 1200(0.07)^2 = 119.87$ (rounded up to 120)

A sample size of 120 respondents represented exactly 10% of the study population. The sample size was considered adequate following Krejcie and Morgan 1970 table for determining sample size which posits that a sampling size of 5% of a given population, in furtherance to this, as asserted by Trochim (2016), a sample size that represents 5% or more of a given population can be considered adequate if the right sampling techniques are employed to make the sample representative.

3.4.1 Sampling Techniques

According to Bryman (2012), a sample is a segment of the population that is selected for investigation. In another words it is a subset of a population. The method of sampling may be based on a probability or a non-probability sampling approach. However, the decision to select a sampling approach is informed by what the study seeks to achieve. For instance, if a study seeks to ensure that each unit in the population has a fair or equal chance of being selected, then random sampling should be employed (Creswell, 2014). In contrast, if a study purpose is to collect data or information from a selected few then non-probability sampling approach should be used. However, what each researcher ought to know beforehand is that each sampling approach has its own consequences.

Moreover, as this study seeks to ensure that each sample has an equal and fairer chance of being selected for the study, the study employed probability sampling specifically simple random sampling. Subsequently, the study used the Krejcie and Morgan (1970) sampling table to determine the sample size for the 7500-population size. Based on the Krejcie and Morgan (1970) sampling table, the sample size for this study was 365 with a 95% confidence interval (error of margin).

3.4.2 Questionnaire

The study used a questionnaire to collect data from customer respondents. Yin (2005) posits that a questionnaire allows for standardization in data taking and also allows for accurate statistical measurement of responses in order to arrive at credible results. The questionnaire contained both open-ended and close ended questions. The close ended questions came with response options from which the respondent was required to select.

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A five-point Likert scale was used to enable measurement of responses. The questionnaire was divided into two sections. Section one solicited demographic data of respondents whilst section two sought responses to questions based on the research objectives. The researcher personally distributed the questionnaires to the selected respondents.

3.4.3 Pilot Testing

The study conducted a pilot test to test the adequacy of the data collection instruments to collect the required data. The study tested the questionnaire on 10 randomly selected workers of the Sweet Touch Restaurant and Bar based in Sunyani and the Mama Vic Restaurant, located in Techiman. This enabled the researcher to determine the level of understanding and perceptions which ensured the enhancement of the questionnaire by improving the wording, formatting brevity. The feedback obtained from the pilot testing exercise enabled effective revision of the questionnaire to allow for easy understanding by all categories and demographics of respondents.

3.5 Data Analysis Methods

The study analysed the data through quantitative means. Before the quantitative analysis, data collected was sorted, edited, coded and entered in the software. The analytical instrument for this study was the Statistical Package for Social Science (SPSS) version 20 software. This software has been widely used by researchers as a data analysis technique. Findings were presented using charts and tables. To adequately analyse the data collected to achieve reliable findings, the study utilized both descriptive and inferential analysis techniques. The study used mean and standard deviation analysis to give descriptive meanings to the data collected. Regression were the inferential analysis performed to deduce meaning from the data collected.

The study used a Likert scale of 1-5, with 1 representing total disagreement and 5 representing total agreement. Descriptive analysis conducted showed the skewness of the response groups and therefore indicated the agreement or disagreement of respondents towards a particular questionnaire item or statement. A skewness of responses towards 1 showed a majority of respondents disagreeing whilst a skewness of responses towards 5 showed a majority of respondents agreeing to the particular questionnaire item or statement. The skewness of responses was determined by the mean figure as determined by the analysis.

The mean was calculated using the following formula.

$M = \Sigma (X) / N$

Where Σ = Sum of

X = Individual data points

N = Sample size (number of data points)

To measure the variable and spread of data set and the relationships of the mean to the rest of the data, the study conducted standard deviation analysis. The closeness of the data points to the mean indicated the uniformity or other of the responses. When data points are close to the mean, the responses are fairly uniform, when data points are not close to the mean, the responses have a wide variance, and then the standard deviation will be large. If all the data values are equal, then the standard deviation will be zero.

The standard deviation is calculated using the following formula.

$S2 = \Sigma(X - M)^2 / n-1$

Where Σ = Sum of

X = Individual score

M = Mean of all scores

N = Sample size (number of scores)

3.6 Ethical Considerations

The study, in sampling respondents considered all situations that might make a respondent ineligible to be sampled. For instance, some of the restraining factors included a respondent's inability to understand the concept of the study due to a lack of adequate / requisite education and knowledge. Respondents were told that they could opt out of the study in anyway if they felt that the study was breaching their right to privacy or any other right in anyway. Secondly, the purpose and objectives of the study were thoroughly explained to the sampled respondents and their anonymity was guaranteed by the policy of not including their names or any other identification detail on the questionnaire in other to ensure confidentiality.

3.7 Reliability and Validity

According to Yin (2005), data validity refers to the degree a research instrument measures what it is designed to measure; whilst data reliability is the degree of consistency, an instrument measures what it is intended to measure. There are two broad measures of validity: external and internal. External validity addresses the ability to apply with confidence the findings of the study to other people and other situations, and ensures that the 'conditions under which the study is carried out are representative of the situations and time to which the results are to apply' (Mazur, 2007).

To ensure content validity and reliability, the research took specific measures as follows: the researcher shared questionnaires personally, employing the same techniques, routines and tactics to enable consistency and eliminate data collection bias. The questions on the questionnaires were constructed in simple English to enable greater understanding from respondents. Questions were categorized under individual research questions to achieve comprehensive relatedness of questions to objectives.

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Preambles preceding questions were boldly stated to enable respondents understand and accurately respond to the requirements of the question. All respondents were encouraged to provide responses on campus or other places which they considered comfortable and convenient to them. Confidentiality was ensured by instructing respondents NOT to write down their names or include any feature of identification on the interview guides.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Respondents' Demographic Data

The study aimed to categorize respondents using distributions based on gender, age, highest academic qualifications, position within the company and duration of service with the company. This was undertaken to demonstrate the diversity of respondents as well as the research sample's representativeness.

Female made up 61% of the research sample, while males made up 39%, as seen in table 4.1. The results illustrate employee demographic numbers and show the relative dominance of women in the restaurant sector. This result indicates that more women open up restaurants in the Bono region that men. This result further suggests that enough people of all genders were sampled to ensure adequate representation.

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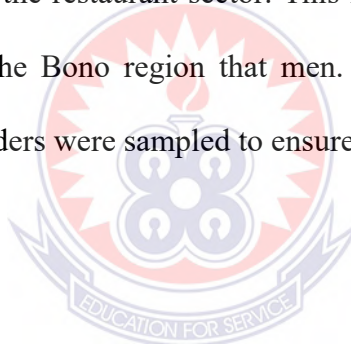
Table 4.1: Distribution of Respondents by Demographics

Category	Sub-group	Frequency	Percentage
Gender	Male	44	39%
	Female	68	61%
	Total	112	100%
Age Group	18-30 years	16	14%
	31-45 years	34	30%
	46-60 years	62	56%
	Total	112	100%
Highest Academic Qualification	Certificate / Diploma	71	63%
	Bachelor's Degree	31	28%
	Master's Degree	10	9%
	Total	112	100%
Position Within Company	Senior Management	20	18%
	Middle-Level Mgt	20	18%
	Lower-Level Mgt	36	32%
	Individual Contributors	36	32%
	Total	112	100%
Duration of Employment	1-5 years	57	51%
	6-10 years	39	35%
	11-20 years	11	10%
	Above 20 years	05	4%
	Total	112	100%

Source: Field Data, 2021

In terms of age distribution, the report found that 56 percent of the participants were between the ages of 46 and 60 years old, 30 percent were between the ages of 31-45 years old, and the remaining 14% were aged under 30 years old. First of all, this finding indicates that older people open up restaurants than younger people. This result also showed that the research was successful in involving people of all ages in the survey. This helps to enhance diversity and increases the study's perspectives and results.

Distribution of respondents by highest academic credentials showed that 63 per cent of the survey population had a certificate or diploma, 28 per cent had a bachelor's degree,

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while the remaining 9 per cent had a master's degree. This demonstrated that the management and staff of the selected restaurants had obtained strong academic credentials, qualifying them to provide credible and valid answers to the study.

The report also revealed that 18 per cent of the study sample worked in senior management, a further 18 per cent in middle management, 32 per cent in lower management, and the remaining 32 per cent worked as independent contributors with no administrative responsibilities. This indicated that all layers of the selected companies were successfully sampled, increasing the variety of views and enriching the knowledge obtained.

Finally, the distribution of respondents by duration of employment with the selected companies reported that 51 per cent of the survey sample had worked with their companies for less than 5 years, 35 per cent for 6-10 years, 10 per cent for 11-20 years, and the remaining 4 per cent for more than 20 years. This illustrated how the research sample's various degrees of work experience enriches the data gathered.

Overall, the study of respondents' demographic data revealed a high degree of variation in categories such as age, educational credentials, and work experience, as well as gender equality. Not only did these characteristics increase the diversity of respondents and enrich the results, but they also increased coverage and generalization of the research findings.

4.2 Internal Motivational Factors That Push Startups to Venture into The Restaurant Business

Research question sought to examine the internal motivational factors that push startups to venture into the restaurant business. To this end, the researchers used a one-sample t-test to determine this. The answers were measured using a Likert scale with a range of 1 to 5. A mean value significantly higher than 3 showed majority agreement whilst a mean value significantly lower than 3 indicates majority disagreement.

As shown on table 4.2, the study took 6 items for internal motivational factors that push startups to venture into the restaurant business and for all 6 items, the mean values were closer to 4, indicating that a majority of respondents agreed to each of the 6 items / statements. The study therefore showed that startups are motivated to enter the restaurant business due to a sense of passion (mean=3.9643, SD=1.29398), motivated to enter the restaurant business because of the perception that it is a profitable venture to undertake (mean=4.1696, SD=1.17702), motivated to enter the restaurant business to gain a sense of freedom to be my own boss (mean=3.7321, SD=1.50064) and motivated to enter the restaurant business to showcase cooking talents (mean=4.2411, SD=1.10074). The study also showed that a majority of start-ups are motivated to go into the restaurant sector because it represents the areas of their specialties (mean=4.0536, SD=1.30031) whilst a majority of others go into the business to build their culinary skills and abilities (mean=3.6250, SD=1.57185).

Table 4.2: Internal Motivational Factors That Push Startups to Venture into The Restaurant Business

Statement	N	Mean	Std. Deviation	Std. Error Mean
I was motivated to enter the restaurant business due to a sense of passion.	112	3.9643	1.29398	.12227
I was motivated to enter the restaurant business because I perceived it to be profitable	112	4.1696	1.17702	.11122
I was motivated to enter the restaurant business to gain a sense of freedom to be my own boss	112	3.7321	1.50064	.14180
I was motivated to enter the restaurant business because I saw I can really cook and needed to showcase my talents.	112	4.2411	1.10074	.10401
I was motivated to enter the restaurant business because it is my field of specialty or education	112	4.0536	1.30031	.12287
I was motivated to enter the restaurant business to build my culinary skills and abilities	112	3.6250	1.57185	.14853

The study concludes therefore that the reasons why start-ups go into the restaurant business are numerous and diverse, starting from personal convictions of passion, to seeing viable business opportunities and avenues to make money or establish streams of income and proving to oneself that one's culinary skills are good enough to serve the public. For a lot of others however, the restaurant business encapsulates the courses they undertook in school and therefore are obliged to pursue them.

The findings of the study are in tandem with some assertions in literature. In his treatise on understanding the marketing mix concept, Cleverism (2019) asserted the need for a restaurant startup owner to be self-motivated and focused. Harwell (2018) opines that restaurant startup owners must have that inner passion and energy to take action

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and keep making progress. Griffin (2016) touts the need for self-motivation to be exhibited through sacrifice and taking risks. According to Carpenter and Dunung (2017), however, intrinsic motivation must be powered by competence, a strong sense of self-belief, and intelligence to spot opportunities in the targeted market.

In a similar vein, some researchers have touted the importance of external motivational features in making a restaurant business viable. Bogati (2016) asserts that restaurant startups can be motivated by a viable market with demographics of higher education, higher salaries, and less time for home meals. Bhasin (2018) asserts that an area that is consistently busy with a lot of foot traffic and parking places should inspire the setting up a restaurant. Burns (2018) and Cleverism (2019) recommend an area that is easily accessible and is visible to customers and can draw them in without any advertisements.

Other researchers assert the need for startups in the restaurant business to be motivated by knowledge of the market and of the business as well as intelligence in customer service and customer relationship management. To recapitulate, Burns (2018) posits that in the restaurant business, having the right levels of internal motivation is as important as identifying the right external factors to ensure business success.

4.3 External Motivational Features That Make Setting Up a Restaurant in The Bono Region of Ghana Viable

Research question two sought to examine the external motivational features that make setting up a restaurant in the Bono region of Ghana viable. To achieve this, the study used a one-sample t-test to determine this. The answers were measured using a Likert scale with a range of 1 to 5. A mean value significantly higher than 3 showed majority

agreement whilst a mean value significantly lower than 3 indicates majority disagreement.

As shown on table 4.3, the study took 6 items for external motivation features that make setting up a restaurant in the Bono region of Ghana viable and for 5 of the 6 items, mean values were closer to 4. This indicated that majority of the study respondents agree to 5 out of the 6 items and indicated uncertainty in relation to one item. The study therefore showed that externally, set-ups were motivated to enter the restaurant business because they saw a real need in the community which needed to be filled (mean=3.8571, SD=1.40691), were motivated due to the perception of a lack of fear in the restaurant sector of the hospitality industry in the Bono region (mean=3.9732, SD=1.39794), were motivated because the lifestyles of the inhabitants in this city augurs well for the restaurant business (mean=4.0804, SD=1.28847), were motivated because the existing restaurants were not good enough and new start-ups saw a chance to make an impression (mean=4.1250, SD=1.24571) and finally as a consequence of a business partner who was enthusiastic about entering the restaurant business (mean=3.6714, SD=1.51696).

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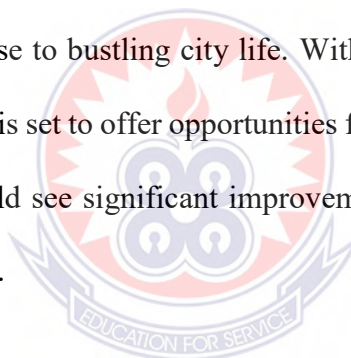**Table 4.3: External Motivational Features that Make Setting up a Restaurant in the Bono Region of Ghana Viable**

Statement	N	Mean	Std. Deviation	Std. Error Mean
I was motivated to enter the restaurant business because it required relatively low start-up or operational cost	112	3.3125	1.61095	.15222
I saw a real need in the community which needed to be filled.	112	3.8571	1.40691	.13294
I was motivated because there was no fierce competition in the industry in the area.	112	3.9732	1.39794	.13209
I was motivated because the lifestyles of the inhabitants in this city augurs well for the restaurant business.	112	4.0804	1.28847	.12175
I was motivated because the existing restaurants were not good enough and I saw a chance to make an impression.	112	4.1250	1.24571	.11771
I had a business partner who was enthusiastic about entering the restaurant business.	112	3.6714	1.51696	.14334

Source: Field Data, 2021

The study however showed that a majority of respondents were uncertain about whether they entered the restaurant sector due to a relatively low start-up costs or operational cost in relation to other businesses. These findings show that beyond the internal motivational factors that drive start-ups into the restaurant business in the Bono region, there are significant and numerous external motivational features that encourage the starting up of restaurant businesses in the Bono region. Although the restaurant sector might not be relatively cheaper in costs to get into in terms of capitalization, it is widely perceived as an avenue of low competition, low levels of perfection and an underserviced pressing need for Bono communities. Start-ups therefore perceive the

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sector a fertile to new investments and therefore are willing to hedge their finances to open up new restaurants in communities in the Bono region of Ghana, in anticipation of financial rewards (profits).

The findings of the study concur with some assertions in literature and findings of other studies. In the estimation of Adhikari (2018), the restaurant business as part of the hospitality industry is flourishing in the major cities of Ghana. According to Braimah (2014), the best restaurants reflect the diverse nature of the community and range in location. In the large cities of the recently created Bono region, just like in other big cities in Ghana, a cosmopolitan, working-class population is forming (Ghana Tourism Authority, 2018). Also, the rural-urban migration that has persisted over the decades is set to continue, giving rise to bustling city life. With a registered voter population of 525,275, this new region is set to offer opportunities for entrepreneurs and startups, and the restaurant sector could see significant improvements in sales and growth (Ghana Statistical Service, 2016).

In a related study that made similar findings, Mandabach et al. (2011) indicate that effective internal environment factors provide more positive influences on the success of independent restaurants compared to external environment factors. Internal environment factors include what products the restaurant is offering, the business strategy developed, and the marketing plan. Moreover, the internal domain also relates to the restaurateurs, for example, their gender and age, their personal goals and philosophies, as well as how they manage their restaurants, which decides the viability of the restaurant, what business strategy is implemented, what marketing is developed, the control of financial aspects, and how they manage employees. Overall, the research recommends that restaurateurs focus on improving factors that are in their control.

4.4 Pitfalls that should be Overcome for a Startup Restaurant in the Bono Region of Ghana to be viable

Research question three sought to examine possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable. To make this determination, the study used a one-sample t-test to determine this. The answers were measured using a Likert scale with a range of 1 to 5. A mean value significantly higher than 3 showed majority agreement whilst a mean value significantly lower than 3 indicates majority disagreement.

Table 4.4: Possible Pitfalls that should be Overcome for a Start-up Restaurant

Statement	N	Mean	Std. Deviation	Std. Error Mean
Low start-up capital is a possible pitfall to restaurant start-up success.	112	3.7054	1.46821	.13873
Poor knowledge about competition is a possible pitfall to restaurant start-up success.	112	3.8125	1.36581	.12906
Wrong location is a possible pitfall to restaurant start-up success.	112	3.7411	1.47499	.13937
Poor restaurant promotion is a possible pitfall to restaurant start-up success.	112	3.7143	1.50930	.14262
Poor inventory and staff management is a possible pitfall to restaurant start-up success.	112	3.7166	1.48523	.14034
Lack of original ideas is a possible pitfall to restaurant start-up success.	112	3.6964	1.47556	.13943
Poor relations with suppliers and customers is a possible pitfall to restaurant start-up success.	112	3.8125	1.40483	.13274

Source: Field Data, 2021

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As shown on table 4.4, the study took 7 items for pitfalls that should be overcome by a start-up restaurant in order to be successful. The study showed that all 7 items had mean values that were closer to 4, indicating a majority agreement to all 7 items / statement. The study therefore showed that the possible pitfalls that should be overcome for a start-up to be viable included low start-up capital (mean=3.7054, SD=1.46821), Poor knowledge about competition (mean=3.8125, SD=1.36581), Wrong location to site the business (mean=3.7411, SD=1.47499), Poor restaurant promotion (mean=3.7143, SD=1.50930), Poor inventory and staff management (mean=3.7166, SD=1.48523), Lack of original ideas (mean=3.6964, SD=1.47556) and Poor relations with suppliers and customers (mean=3.8125, SD=1.40483).

The findings of this study sharply contrast findings made in some previous studies in relation to factors that hamper the viability of start-up restaurants. From 2003 to 2007, Camillo et al. (2008) conducted both questionnaires and interviews on 18 restaurateurs (from nine successful and nine failed restaurants) in San Francisco, United States, to discover factors affecting the performance of independent restaurants. The San Francisco area was selected due to its high density of restaurants and its dynamic operational environment. Two questionnaires were given out to investigate factors that influenced an entrepreneur's decision to enter the restaurant industry, and to collect information on the respondents' restaurant operations. As a result of the results obtained through the first stage of research, one-on-one interviews were then implemented to collect more in-depth answers. The research results indicated that restaurant viability is affected both by operational factors and restaurateurs' emotions, and a framework was also presented.

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The operational factors including both controllable and uncontrollable factors affect independent restaurants' daily operation and their success (Figure 2.3). The concept of controllable and uncontrollable operational factors was also presented by other studies (Mandabach et al., 2011; Parsa et al., 2005). However, factors were varied among different studies, with some considered more important than others.

According to Camillo et al. (2008), the uncontrollable factors are factors in the external environment, such as the food and beverage cost index, utilities cost index, size of business, location, local legislation, competitors, and acts of God. They further suggest that the influence of uncontrollable factors on restaurant performance can be minimised through close observation of the industry trends and economic changes and by making regular operational adjustments.

On the other hand, the controllable factors are closely related to restaurateurs' ability to manage the quality and price of products, the management of customer relationships, and the recruitment of employees. For instance, Camillo et al. (2008) identify that a successful restaurant usually has a well-developed marketing and business plan. The restaurateurs of successful operations have knowledge and experience in managing a restaurant business and know they should focus on the restaurant operations instead of gratifying their own egos. Moreover, restauteurs' ability to find the balance between their family and the hard physical working environment could also decide the success of the restaurant. Apart from their ability, restaurateurs' emotions are also influential in a restaurant's performance.

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4.5 Testing of Hypothesis

The structural model provided by the SPSS Amos path analysis was used to test the hypotheses. In this study, a bootstrapping re-sampling procedure was carried out for estimating the significance of paths in the structural model. As shown in Table 4.5, the research model explained 70.0% percent of the variance in internal motivation. As suggested in previous studies, an R2 value of 10 percent or higher can be used to draw meaningful interpretation (Lau & Cheung, 2012). Owing to the basis, the research model exhibits significant predictive power.

Table 4.5: Squared Multiple Correlation

Variables	Estimate
Internal Motivation	.700

Source: Field Data, 2021

Figure 4.1 represents the path coefficients and hypothesis test results. This study hypothesized that the internal motivation, external motivation and pitfalls in the industry siginificant impact the viability of restaurant startups.
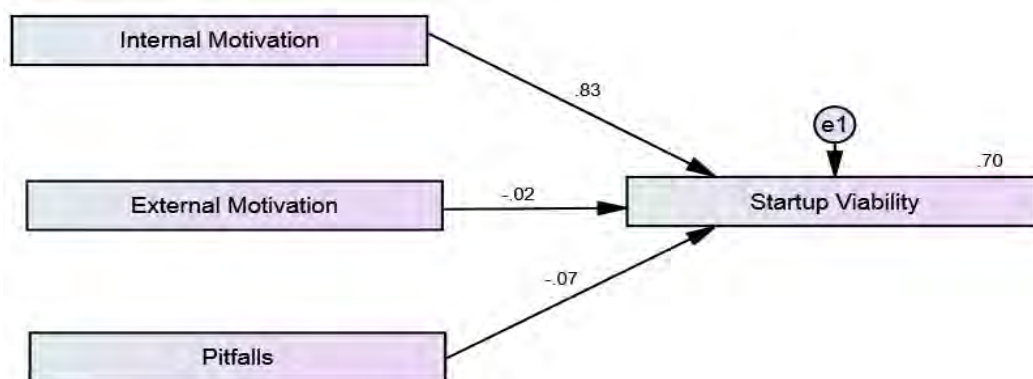

Figure 4.1: Research Model and Hypothesis Testing

Source: Field Data, 2021

Table 4.6: Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
StUpVb <---IntMot	.833
StUpVb <--- IntMot	-.016
StUpVb <---pitf1	-.070

Firstly, the study posited that internal motivational factors were more likely to improve the viability of restaurants startups in the Bono region and the results supported H1 ($\beta = 0$ .833, $p < 0$.01) as shown on the path between IntMot and StUpVb of figure 4.1 and also on table 4.6 which is consistent with previous studies conducted by Mandabach et al., (2011), Camillo et al. (2008) and Parsa et al., (2005).

The study however rejected hypothesis two and three, indicating that external motivation factors and pitfalls did not have significant enough direct influence on the vaiability of start up restaurant ventures in the Bono region. The study shows therefore that when a startup is determined to succeed based on internal motivation factors, external conditions and pitfalls in the environment in terms of physical, financial, regulatory and other factors cannot stand in the way. The study reflects the assertions of Mandabach et al., (2011) that inner compositions for success remain the most vital prerequisite for achieving objectives and goals.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the study findings, the conclusions and recommendations.

5.1 Summary of Findings

The general objective of the study was to examine the motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana. This section summarizes the findings of the study.

The first objective sought to examine the internal motivational factors that push startups to venture into the restaurant business. The study showed that startups are motivated to enter the restaurant business due to a sense of passion, motivated to enter the restaurant business because of the perception that it is a profitable venture to undertake, motivated to enter the restaurant business to gain a sense of freedom to be my own boss and motivated to enter the restaurant business to showcase cooking talents. The study also showed that a majority of start-ups are motivated to go into the restaurant sector because it represents the areas of their specialties whilst a majority of others go into the business to build their culinary skills and abilities.

The second objective sought to examine the external motivational features that make setting up a restaurant in the Bono region of Ghana viable. The study showed that externally, set-ups were motivated to enter the restaurant business because they saw a real need in the community which needed to be filled, were motivated due to the

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perception of a lack of fear in the restaurant sector of the hospitality industry in the Bono region, were motivated because the lifestyles of the inhabitants in this city augurs well for the restaurant business, were motivated because the existing restaurants were not good enough and new start-ups saw a chance to make an impression and finally as a consequence of a business partner who was enthusiastic about entering the restaurant business. The study however showed that a majority of respondents were uncertain about whether they entered the restaurant sector due to a relatively low start-up costs or operational cost in relation to other businesses.

The third objective sought to examine possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable. The study therefore showed that the possible pitfalls that should be overcome for a start-up to be viable included low start-up capital, Poor knowledge about competition, Wrong location to site the business, Poor restaurant promotion, Poor inventory and staff management, Lack of original ideas and Poor relations with suppliers and customers.

5.2 Conclusion

Setting up a business can be challenging for the business owner. According to Mayhew (2018), startup enterprises often encounter a topsy-turvy ride, full of debilitating lows and triumphant highs. Whilst some startups stagnate and die off, others persevere and succeed. The motivation that drives a person to start up a business venture is divergent, depending on the individual, the industry being ventured into, and the features of the geographical area and the demographics of the people resident in the area (Adhikari, 2018). Bhasin (2018) posits that motivation can determine success and failure in business.

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In the restaurant business, Burns (2018) posits that having the right levels of internal motivation is as important as identifying the right external factors to ensure business success. This study sought to examine the motivational factors and pitfalls in setting up a restaurant in the Bono Region of Ghana. Specifically, the study sought to examine the internal motivational factors that push startups to venture into the restaurant business, examine the external motivational features that make setting up a restaurant in the Bono region of Ghana viable and the possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable.

To achieve this, the study conducted a comprehensive and exhaustive review of literature to gain fundamental understanding and appreciation of previous efforts to understand the topic, before taking primary data for analysis. Through the statistical analysis of primary data, the study showed that restaurant start-ups in the Bono region are motivated by both internal and external factors. The study also showed that significant pitfalls exist that restaurant start-ups must seek to navigate and avoid in order to be viable in both the short and long term. Based on the findings, the study has made recommendations that it encourages all stakeholders to adopt.

5.3 Recommendations

Based on the findings, the study makes the following recommendations:

The study showed that a lack of start-up capital was one of the cardinal pitfalls that prevented restaurant start-ups from becoming viable in the Bono region. To overcome this pitfall, it is imperative that start-ups who want to get into the restaurant sector equip themselves with enough capital to ensure that they do not run out of funds in the course of the setting up process. When start-ups are able to go pass this phase, then they can

be expected to achieve some stability and operate at a moderate rate of profit. It is therefore recommended that start-ups enter the restaurant business with adequate capital.

The acquisition of knowledge about the restaurant sector of the food industry, knowing what the competition was doing, knowing customer expectations and industry standards are all important data that a restaurant start-up should be armed with in order to compete successfully in the sector.

The study showed that one of the principal challenges that hamper the viability of start-up restaurants are the poor sitting of business location. The study recommends that restaurant start-ups take time to research areas with visibility and convenience to ensure the viability of the business.

For customers to patronize a restaurant, they first have to know that the restaurant exists. Customers need to know what the restaurant serves, where it is located, what days and times the restaurant is opened and other pertinent information.

The study showed that the lack of adequate inventory keeping and staff management is one of the key factors that hamper the viability of start-up restaurants. As a consequence, the study recommends a proper and adequate keeping of inventory in all faucets of business operations.

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The study showed that for a start-up restaurant, not keeping good relations with suppliers and customers is the number one route to business failure. These two stakeholders can be viewed as the most important groups of people in the operations of a restaurant.

5.4 Recommendations for Further Studies

Despite the fact that the study was methodologically conceived and carried out, the time period in which it had to be carried out meant that a geographically larger reach and more varied populations could not be sampled due to the time constraints. As a result, the study's reach was limited, and its results may not be generalizable beyond the existing population of management and staff of restaurants in the Sunyani and Techiman Township. As a result, prospective research should consider broadening the scale and demographic of the sample to validate the results in a more diverse population. Other factors, such as the impact of technologies and workforce recruitment and competency and how they improve the viability of start-up restaurants should be investigated. This should strengthen existing literature and broaden market awareness.

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APPENDIX A

QUESTIONNAIRE

SETTING UP A RESTAURANT IN THE BONO REGION:

EXAMINATION OF MOTIVATIONS AND PITFALLS

Dear Sir/Madam

You are kindly requested to provide candid responses to the questions below. The data collected would be used for academic purposes only. There are no right or wrong answers, you are only required to provide honest and accurate responses to the best of your knowledge. Tick a response or multiples of it where appropriate and write down responses in spaces provided where required. Thank You.

Section A: Demographic Data

Please respond to questions in this section by ticking (√) just one of the options provided.

1. Gender: a. Male ( )   b. Female: ( )

2. Age group you belong to?

    (a) 18-30 ( )   (b) 31-45 ( )   (c) 46-60 ( )   (d) above 60 ( )

3. *What is your highest academic qualification?*

    a. No Education ( ),   b. Basic Education ( ),

    c. Certificate / Diploma ( )   d. Degree ( ),

    e. Postgraduate ( ),   f. other, specify ( ) ……………………

 4. What is your position within this company?

    a. Senior Management ( ),   b. Middle-Level Management ( ),

    c. Lower-Level Management ( )   d. Individual Contributors ( ),

    e. Other, specify ( ) ………………………..

5. How long have you been working with this restaurant / company?

(a) Less than a year ( )   (b) 1-3 years ( )   (c) between 3-5 years ( )

(d) above 5 years ( )

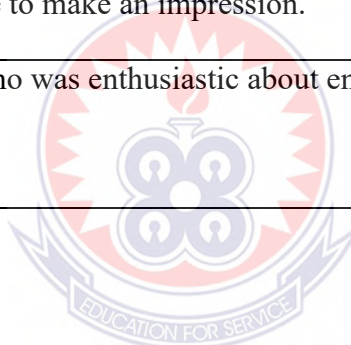**Questions Relating Research Objectives 1, 2, 3 and 4.**

Please indicate your agreement or disagreement to the following statements.

Please tick ONLY ONE answer. Please use the following key:

(Key: 1= Strongly Disagree, 2=Disagree, 3=Unsure, 4=Agree, 5= Strongly Agree)

To examine the internal motivational factors that push startups to venture into the restaurant business.	**1**	**2**	**3**	**4**	**5**
I was motivated to enter the restaurant business due to a sense of passion.	1	2	3	4	5
I was motivated to enter the restaurant business because I perceived it to be profitable					
I was motivated to enter the restaurant business to gain a sense of freedom to be my own boss	1	2	3	4	5
I was motivated to enter the restaurant business because I saw I can really cook and needed to showcase my talents.	1	2	3	4	5
. I was motivated to enter the restaurant business because it is my field of specialty or education	1	2	3	4	5
. I was motivated to enter the restaurant business to build my culinary skills and abilities	1	2	3	4	5

To examine the external motivational features that makes setting up a restaurant in the Bono region of Ghana viable.	1	2	3	4	5
. I was motivated to enter the restaurant business because it required relatively low start-up or operational cost	1	2	3	4	5
. I saw a real need in the community which needed to be filled.					
. I was motivated because there was no fierce competition in the industry in the area.					
. I was motivated because the lifestyles of the inhabitants in this city augurs well for the restaurant business.					
. I was motivated because the existing restaurants were not good enough and I saw a chance to make an impression.	1	2	3	4	5
. I had a business partner who was enthusiastic about entering the restaurant business.	1	2	3	4	5

Please indicate your agreement or disagreement to the following statements.

Please tick ONLY ONE answer. Please use the following key:

(Key: 1= Strongly Disagree, 2=Disagree, 3=Unsure, 4=Agree, 5= Strongly Agree)

Examine possible pitfalls that should be overcome for a startup restaurant in the Bono region of Ghana to be viable	1	2	3	4	5
. Low start-up capital is a possible pitfall to restaurant start-up success.	1	2	3	4	5
. Poor knowledge about competition is a possible pitfall to restaurant start-up success.					
. Wrong location is a possible pitfall to restaurant start-up success.	1	2	3	4	5
. Poor restaurant promotion is a possible pitfall to restaurant start-up success.	1	2	3	4	5
. Poor inventory and staff management is a possible pitfall to restaurant start-up success.	1	2	3	4	5
. Lack of original ideas is a possible pitfall to restaurant start-up success.					
. Poor relations with suppliers and customers is a possible pitfall to restaurant start-up success.	1	2	3	4	5